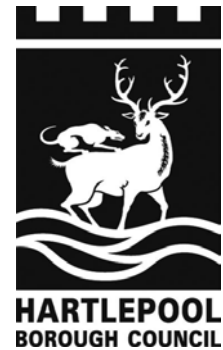


# **SCRUTINY CO-ORDINATING COMMITTEE AGENDA**



**Friday 31 July 2009**

**at 2.00 p.m.**

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

**MEMBERS: SCRUTINY CO-ORDINATING COMMITTEE:**

Councillors C. Akers-Belcher, S Akers-Belcher, Atkinson, Brash, James, London, A Marshall, J. Marshall, McKenna, Preece, Richardson, Rogan, Shaw, Simmons, Wright and Young

Resident Representatives: Iris Ryder and Linda Shields.

- 1. APOLOGIES FOR ABSENCE**
- 2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
- 3. MINUTES**
  - 3.1 To confirm the minutes of the meeting held on 12 June 2009.
  - 3.2 To confirm the minutes of the meeting held on 17 July 2009 (to follow)
- 4. RESPONSES FROM THE COUNCIL, THE EXECUTIVE OR COMMITTEES OF THE COUNCIL TO REPORTS OF THE SCRUTINY COORDINATING COMMITTEE**

No items.
- 5. CONSIDERATION OF REQUEST FOR SCRUTINY REVIEWS FROM COUNCIL, EXECUTIVE MEMBERS AND NON EXECUTIVE MEMBERS**

No items.

6. **FORWARD PLAN**

6.1 Forward Plan: August 2009 – November 2009 - *Scrutiny Manager*

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

7.1 Corporate Plan 2009/10 – *Assistant Chief Executive*

8. **CONSIDERATION OF FINANCIAL MONITORING/CORPORATE REPORTS**

No items.

9. **ITEMS FOR DISCUSSION**

9.1 Role of the Committee – *Scrutiny Manager*

9.2 Determining the Coordinating Committee's Work Programme for 2009/10 – *Scrutiny Manager*

9.3 Scrutiny Forums – Draft Work Programmes 2008/09 - *Individual Scrutiny Forums' Chairs:-*

- (a) Adult and Community Services Scrutiny Forum;
- (b) Children's Services Scrutiny Forum;
- (c) Health Scrutiny Forum;
- (d) Neighbourhood Services Scrutiny Forum; and
- (e) Regeneration and Planning Services Scrutiny Forum.

9.4 Draft Work Programme - Neighbourhood Consultative Forum Review 2008/09 – *Scrutiny Manager*

10. **CALL-IN REQUESTS**

11. **ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT**

**FOR INFORMATION:**

**Date of Next Meeting: - Friday 18 September 2009, commencing at 2.00 p.m. in the Council Chamber, Civic Centre, Hartlepool.**

# **SCRUTINY CO-ORDINATING COMMITTEE**

## **MINUTES**

12 June 2009

The meeting commenced at 3.30 p.m. at the Civic Centre, Hartlepool

### **Present:**

Councillor: Marjorie James (In the Chair)

Councillors Rob Cook, Shaun Cook, Francis London, Ann Marshall,  
Chris McKenna, Arthur Preece, Carl Richardson, Jane Shaw and  
Chris Simmons.

Resident Representatives: Iris Ryder and Linda Shields.

Officers: Nicola Bailey, Director of Adult and Community Services  
John Mennear, Assistant Director (Community Services)  
Dave Stubbs, Director of Neighbourhood Services  
Geoff Thompson, Head of Regeneration  
Jeff Mason, Head of Support Services  
Peter Turner, Principal Strategy Development Officer  
Kerry Trenchard, Strategy and Performance Officer  
Joan Wilkins, Scrutiny Support Officer  
James Walsh, Scrutiny Support Officer  
David Cosgrove, Democratic Services Team

### **181. Apologies for Absence**

Councillors S Akers Belcher, Kaiser, Wright and Young.

### **182. Declarations of interest by Members**

None.

### **183. Minutes of the meeting held on 24 April 2009**

In relation to Minute 176 "Appropriate Accommodation for Homeless Young People – Final Report" Members questioned if it was possible that where there is spare capacity emergency accommodation beds be offered to Nightstop Teesside. Councillor Shaw, Chair of the Children's Services Scrutiny Forum indicated that she had no objection to such an arrangement being explored as part of Recommendation A(ii) of the report.

Subject to the above amendment, the minutes were confirmed.

**184. Minutes of the joint meeting of the Scrutiny Coordinating Committee and the Neighbourhood Services Scrutiny Forum held on 8 May 2009**

Confirmed.

Members drew attention to the conclusions and recommendations contained within the Neighbourhood Services Scrutiny Forum's '2009/10 Capital Programme and Prudential Borrowing Limits – Household Waste Recycling Centre and Winter Grit Storage Facilities' report. The Director of Neighbourhood Services assured the Forum that all the conclusions outlined in the report had been taken on board by the department through the recommendations agreed.

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

No items.

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

No items.

**187. Corporate Plan 2009/10 – *Assistant Chief Executive***

The report set out the detailed Corporate Plan for 2009/10 which, as in previous years was presented in two parts. Part 1 was the main plan, which described the Council's priorities for 2009/10, including how weaknesses would be addressed, opportunities exploited and better outcomes delivered for local people. Part 2 contained the detailed supporting information relating to the Key Performance Indicators which will be used to monitor progress throughout 2009/10.

Members noted the plan as submitted at this stage of the process and the Chair indicated that there would be further opportunities to ask questions at later meetings.

**Recommended**

That the report be noted.

**188. Consideration of financial monitoring/corporate reports**

No items.

**189. Request for Funding from the Dedicated Overview and Scrutiny Budget** *(Scrutiny Support Officer)*

The Scrutiny Support Officer reported on a request for expenditure from the dedicated Overview and Scrutiny Budget. The request related to the cost of the site visit to the Waste Transfer Station / Household Waste Recycling Centre (Burn Road) and Council Owned Land on Brenda Road, which was £40.00.

**Decision**

That the request for funding totalling £40.00 from the Dedicated Overview and Scrutiny Budget be approved.

**190. Call-In Requests**

No items.

The meeting concluded at 3.36 p.m.

MARJORIE JAMES

CHAIR

# **SCRUTINY CO-ORDINATING COMMITTEE**

## **MINUTES**

17 July 2009

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

### **Present:**

Councillor: Marjorie James (In the Chair)

Councillors: Christopher Akers-Belcher, Jonathan Brash, Francis London, Ann Marshall, Arthur Preece, Chris Simmons, Edna right and David Young.

Also Present: In accordance with Council Procedure Rule 4.2, Councillor Rob Cook as substitute for Councillor Carl Richardson.

Officers: Chris Little, Assistant Chief Financial Officer  
Amanda Whitaker, Democratic Services Team Manager  
Joan Wilkins, Scrutiny Manager  
James Walsh, Scrutiny Support Officer  
David Cosgrove, Democratic Services Team

### **1. Apologies for Absence**

Councillors S. Akers-Belcher, Atkinson and Richardson.

### **2. Declarations of interest by Members**

None.

### **3. Minutes**

No items.

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

No items.

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

No items.

**6. Consideration of progress reports/budget and policy framework documents**

No items.

**7. Consideration of financial monitoring/corporate reports**

No items.

**8. Review of the Publication Arrangements for Members Allowances, Expenses and Attendances** *(Chief Financial Officer and Assistant Chief Executive)*

The Assistant Chief Financial Officer reported that in accordance with regulations issued by the Government – specifically “Statutory Instrument 2003 Number 1021 – The Local Authorities (Members Allowances) (England) Regulations 2003” all local authorities were required to keep a record of the payments made to each Councillor in accordance with the authority’s approved Members Allowance Scheme, showing the total sum paid in each financial year for the following categories:

- a) Basic Allowance;
- b) Special Responsibility Allowances;
- c) Dependent Carers Allowance;
- d) Travelling and Subsistence Allowance; and
- e) Co-optees Allowances

As soon as practicable after the end of the financial year the Authority must, in accordance with Statutory Instrument 2003/Number 1021 make arrangements for the publication within the Authority’s area of the total sum paid to each Councillor for the categories (a) to (e). In previous years the Council has discharged these responsibilities by publishing the relevant details in the September edition of Hartbeat.

The Assistant Chief Financial Officer stated that the record of payments made to individual councillors maintained by the Council exceeded the statutory requirements as the Council also recorded details of: Conference Travel; Conference Subsistence; Conference Fees; Telephone Expenses; and Chair/Vice Chair of Council Allowances.

In view of the increasing national profile of expenses claimed by MPs and to a lesser extent Councillor Expenses, Members may wish to review the Council's existing publication arrangements and to then refer this issue to full Council.

One proposal put forward in the report was to include details of Members Allowances and Expenses in the annual Statement of Accounts. This would be in addition to the existing disclosure in Hartbeat. If Members wished to adopt this proposal they would need to determine the level of disclosure for each individual Members and there are two options. The first would be to disclose allowances and expenses as required in Statutory Instrument 2003/Number 1021. The second would be to enhance that disclosure by including the additional information currently already recorded by the council. Details of the total amounts that would be disclosed under the two options were set out in the report and an appendix set out the details to be included in the Statement of Accounts should the second option be adopted. The Assistant Chief Financial Officer indicated that it would be proposed under the second option to include the details of the amounts claimed in the previous financial year and not the previous four years as set out in the report.

If Members determined that they wished to include additional information in the 2008/2009 Statement of Accounts, these details will be included in the final Statement of Accounts which would be referred to the Audit Committee in September, 2009. In future years this additional information will be included in the draft Statement of Accounts which are referred to the Audit Committee at the end of June.

At its meeting on 30th June, 2009, the Audit Committee were advised that this issue was being considered by this Committee. The Audit Committee support full disclosure of Members Allowances and Expenses and suggested that this issue be referred to Council.

The Democratic Services Team Manager outlined to members the information on Member attendances currently recorded by her staff. Members attendances at the formally Constituted Meetings of the Council were recorded. The formal record of attendance was that which is set out in the minutes/decision record of a meeting. These attendances are based on the signed attendance sheets and the Democratic Services Officer's own notes. The attendance details from the attendance sheets, including apologies and substitutions, are subsequently transferred to a database of all Members' attendances for the municipal year. Details from the database were available upon request. Individual Members may request their own attendances for a particular time period. Group leaders can also request details for their own party. However, details of an individual Member's attendances were not released to another Member or Group.

The Democratic Services Team Manager also stated that in accordance with good practice, the signed attendance sheets for meetings were retained and



were open to public inspection. The details of the attendances recorded on the database have not been made open to public inspection but have been used to respond to Freedom of Information Act requests in the past.

With the Chair's permission, the Leader of the Labour Group, Councillor Jonathan Brash, read a statement on behalf of the Labour Group relating to the publication of Members Allowances and Expenses. Within that statement, the Labour Group proposed that: -

- “• Details of all allowances and expenses incurred by an elected member in HBC should be made available to the public in full. This should include any claim made directly by the elected member or any claim made on their behalf by a third party, i.e. a Council employee.
- The published information should include a full breakdown of the costs incurred so as to not simply give the category of expense (e.g. travel subsistence) but also the exact purpose for which that claim was made.
- Special Responsibility Allowances (SRAs) rightly recognise the significant additional work undertaken by some elected members within the Council and that information should of course be made available as part of any publication. In addition there are some outside bodies to which the Council appoints elected members that also carry SRAs and we believe that this information should also be included.
- The attendance levels for elected members in Hartlepool should be published concurrently with the information on allowances & expenses.
- Finally, this information must be fully accessible to the public and so we would propose that all allowances & expenses for HBC elected members should be updated annually and available on the Council's website, as well as being published in Hartbeat.”

The Chair reported that she had also received a letter from the Chair of the LibDem Group on the Council, Councillor Preece, in advance of the meeting and read the contents of the letter to the Committee. Councillor Preece had indicated his support for full disclosure of members' allowances and expenses.

In debate Members raised their concerns at the attendance figures which only reflected formally constituted meetings of the authority and did not reflect the full scope of members work. There was also concern expressed at the inclusion in those figures of attendance at Members' seminars.

The Chair suggested that a Working Group of the Committee be established to look at the recording of attendances with the Democratic Services Team Manager. This proposal met with support from the members present. The Chair suggested that in future years, attendances figures could be published in conjunction with allowances and expenses, but that this year, the publication of expenses only should take place. Members requested that in advance of any attendance records being published, individual Councillors

should have the opportunity to examine and comment upon their own records first.

Members were keen to ensure that all allowances and expenses relating to individual councillors was disclosed, including those, for example transport and accommodation, that may have been arranged on behalf of a councillor. Members were also keen to ensure the information was available not only in Hartbeat but on the Council's website and that it included, where possible, any allowances paid by any outside organisations a member may have been appointed to.

Members also discussed the timing of the publication of the information. It was considered that it was right to remain with the current arrangements that tied in with the audit of the council's accounts. The clashes between the Council diary and that of other organisations as also raised and the Chair indicated that this could be discussed at the Working Group.

After a full debate, the Chair indicated that it was clear that all councillors wished the issue of allowances and expenses to be open and transparent within Hartlepool Borough Council so that the public had a clear unambiguous picture.

### **Recommended**

1. That Council be requested to:-
  - (i) Publish details of all categories of Councillors expenses and allowances (categories (a) to (j) below) in Hartbeat (commencing in September 2009):-
    - (a) Basic Allowances;
    - (b) Special Responsibility Allowances;
    - (c) Dependent Carers Allowance;
    - (d) Travelling and Subsistence Allowance;
    - (e) Co-optees Allowances;
    - (f) Conference Travel;
    - (g) Conference Subsistence;
    - (h) Conference Fees;
    - (i) Telephone Expenses; and
    - (j) Chair/Vice Chair of Council Allowance.
  - (ii) Publish details of all expenses and allowances (categories (a) to (j) above) in the finalised version of the Annual Statement of Accounts at the end of September each year;
  - (iii) Provide details of the aggregate annual figure for all Councillors for the previous year as part of the detailed disclosure of expenses and allowances in Hartbeat and the Annual Statement of Accounts; and
  - (iv) Provide, as a footnote to the details published in Hartbeat and the Annual Statement of Accounts in September each year, details of allowances paid to Councillors serving as Hartlepool Borough Council representatives on the Police Authority and Fire Authority.

2. That a Working Group be established to review the collation of member attendances and that member attendances be published alongside Members' expenses from September 2010.
3. That the Working Group consist of the Chair, Councillor James and Councillors C Akers-Belcher, Brash, J Marshall, Preece, Simmons, Wright and Young.

## **9. Call-In Requests**

No items.

The meeting concluded at 2.40 p.m.

MARJORIE JAMES

CHAIR

## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Scrutiny Manager

**Subject:** THE FORWARD PLAN - AUGUST 2009 TO  
NOVEMBER 2009

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### 1. PURPOSE OF REPORT

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

### 2. BACKGROUND INFORMATION

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

### 3. RECOMMENDATION

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

**Contact Officer:-** Joan Wilkins – Scrutiny Manager  
Chief Executive's Department - Corporate Strategy  
Hartlepool Borough Council  
Tel: 01429 28 4142  
Email: joan.wilkins@hartlepool.gov.uk

## **BACKGROUND PAPERS**

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



**FORWARD PLAN**

**AUGUST 2009 – NOVEMBER 2009**

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**1. INTRODUCTION**

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

**2. FORMAT OF THE FORWARD PLAN**

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

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

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

**3. DECISIONS MADE IN PRIVATE**

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



**6.1**  
**APPENDIX 1**

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

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

**4. URGENT DECISIONS**

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

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

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

- 5.1 All decisions which have been notified in the Forward Plan and any other key decisions made by the Executive, will be recorded and published as soon as reasonably practicable after the decision is taken.
- 5.2 The Council's constitution provides that key decisions will not be implemented until a period of four days has elapsed after the decision has been published. This allows for the exceptional cases when a scrutiny committee may 'call in' a decision of the Executive to consider whether it should be reviewed before it is implemented. 'Call in' may arise exceptionally when a Scrutiny Committee believes that the Executive has failed to make a decision in accordance with the principles set out in the Council's constitution (Article 13); or that the decision falls outside the Council's Policy Framework; or is not wholly in accordance within the Council's budget.

**6. DETAILS OF DECISION MAKERS**

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

**7. TIMETABLE OF KEY DECISIONS**

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

## **PART ONE – CHIEF EXECUTIVE’S DEPARTMENT**

### **A. BUDGET AND POLICY FRAMEWORK**

#### **CORPORATE PLAN 2009/10 - 2011/12**

The Council’s Corporate Plan is part of the Budget and Policy Framework of the Council.

The purpose of the Plan is to describe the Council’s priorities for improvement, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people. It will include targets for future performance.

Preparation of the Corporate Plan will commenced in December 2008. Scrutiny committees and Cabinet considered the plan at meetings between January and May 2009. Final approval of the Plan will be by Council. Further details will be provided in the timetable within the timescales identified.

The timetable is:

9 February 2009	Report to Cabinet of proposed outcomes and actions for future years
13 February 2009	Scrutiny Coordinating Committee considers key outcomes and actions
2 March 2009	Neighbourhood Services Scrutiny Forum considers relevant parts of draft Action Plan
3 March 2009	Children's Services Scrutiny Forum considers relevant parts of draft Action Plan
5 March 2009	Adult and Community Services and Health Scrutiny Forum considers relevant parts of draft Action Plan
6 March 2009	Regeneration and Planning Services Scrutiny Forum considers relevant parts of draft Action Plan
20 March 2009	Scrutiny Coordinating Committee considers feedback from four Scrutiny Forums
18 May 2009	Report to Cabinet seeking agreement of Corporate Plan with 2008/9 performance outturns and future targets
31 July 2009	Scrutiny Coordinating Committee considers final draft of Corporate Plan with 2008/9 performance outturns and future targets
10 August 2009	Cabinet considers Corporate Plan
17 September 2009	Council considers Corporate Plan

## **B. SCHEDULE OF KEY DECISIONS**

### **DECISION REFERENCE: CE 33/09 – Strategic Land Acquisition**

#### **Nature of the decision**

A report will be presented back on negotiations with landholders further to the Council Meeting held on 30 April 2009.

#### **Who will make the decision?**

The decision will be made by Cabinet and Council.

#### **Ward(s) affected**

All wards will be affected.

#### **Timing of the decision**

The decision will be made during August but will be dependent upon external organisations.

#### **Who will be consulted and how?**

Cabinet and Council will be consulted.

#### **Information to be considered by the decision makers**

To be determined following negotiations with external organisations

#### **How to make representation**

Representations should be made to Paul Walker, Chief Executive, Civic Centre, Victoria Road, Hartlepool, TS24 8AY. Telephone 01429 523001, e-mail:

[paul.walker@hartlepool.gov.uk](mailto:paul.walker@hartlepool.gov.uk)

#### **Further information**

Further information can be sought by contacting Paul Walker as above

**PART TWO – ADULT AND COMMUNITY SERVICES**  
**DEPARTMENT**

**A. BUDGET AND POLICY FRAMEWORK**

**NONE**

## **B SCHEDULE OF KEY DECISIONS**

### **DECISION REFERENCE: SS56/09 VOLUNTARY SECTOR STRATEGY**

#### **Nature of the decision**

Voluntary and community organisations contribute to improved quality of life of residents of Hartlepool, particularly in areas such as health, social care, sport and leisure, culture and environment. One of the recommendations of the CPA report was that the Council should have a co-ordinated strategy for the voluntary sector. The strategy aims to outline how Hartlepool Borough Council and the PCT can realise the vision of a thriving voluntary and community sector which helps fulfil the ambitions of the Community Strategy. The 4 key aims of the strategy are:

- A shared vision and strategic direction for the sector
- A sector that is strong and prosperous
- A sector that contributes to the delivery of good public services
- A sector that strengthens communities and neighbourhood

The strategy also includes a set of outcomes to deliver the aims and objectives of the strategy.

It complements the Compact which sets out a series of codes which provides the ground rules for good practice. Members are asked to agree the Voluntary Sector Strategy that has been developed.

#### **Who will make the decision?**

Members of the Cabinet

#### **Ward(s) affected**

The wards affected are all wards

#### **Timing of the decision**

The decision will be made in September 2009 following the completion of the consultation process.

#### **Who will be consulted and how?**

Consultation took place with a range of officers from Hartlepool Borough Council and the PCT, the Mayor and Members, and a range of voluntary sector organisations in the town. There was also a workshop in May 2008 to look at the emerging issues and look at the outcomes and objectives of the strategy. The draft has been taken to the Local Strategic Partnership on 20 March 2009 and PCT Board on 26 March 2009.

Further workshops were held on 27 March 2009 with the voluntary sector and Local Strategic Partnership to look at the consultation draft.

The process was overseen by a Steering Group comprising officers of Hartlepool Borough Council, PCT and Voluntary Sector.

### **Information to be considered by the decision makers**

The resulting Voluntary Sector Strategy is based on an analysis of national guidance, good practice and views of the sector and officers.

### **How to make representation**

Representations should be made to Margaret Hunt, Civic Centre, Victoria Road, Hartlepool, TS24 8AY. Telephone 01429 523928, e-mail: [margaret.hunt@hartlepool.gov.uk](mailto:margaret.hunt@hartlepool.gov.uk)

### **Further information**

Further information can be sought by contacting Margaret Hunt, contact details above.

## **DECISION REFERENCE: SS60/09 CO-LOCATION OF SERVICES, BID FOR FUNDING**

### **Nature of the decision**

To agree a capital project to co-locate services following a successful bid to the Department for Children, Schools & Families (DCSF). Local authorities were invited to bid via the DCSF to a cross-government co-location fund. Authorities were invited to bid for capital funding to co-locate services which will contribute to improved outcomes for children, young people, families and local communities. A key criterion was that projects must be deliverable during the financial years 2009/10 and 2010/11 and co-located services should be in place in the new or refurbished facilities by September 2011. Cabinet agreed on 24<sup>th</sup> March that bids which would be submitted were for Burbank Healthy Living Centre and Rossmere Youth Centre. The bid was submitted in April 2009. Guidance for the bid indicates that projects to be supported should involve two or more partners from education and wider children's services, early years provision, sport, health, youth support services, local housing, police, justice, play, recreation and leisure services.

Preliminary communication indicated that the Burbank Healthy Living Centre had been rejected, whilst the Rossmere project was shortlisted. The Rossmere project has been approved with a capital grant of £396,000.

### **Who will make the decision?**

The decision will be made by Cabinet

### **Timing of the decision**

The successful outcome of the bid was delayed until 11 June 2009, a formal acceptance would be made in August 2009.

### **Ward(s) affected**

Rossmere and Owton

### **Who will be consulted and how?**

Time period was too short for effective consultation given that the information about the bid was received in late February with a deadline for bids of 6<sup>th</sup> April 2009. Full consideration with partner organisations and the community, which have commenced, will continue prior to submitting an application for planning permission to pursue to development.

### **Information to be considered by the decision-makers**

That the Rossmere Co-location project funding be accepted.

### **How to make representations**

Representations should be made to John Mennear, Assistant Director, Adult and Community Services, Level 4 Civic Centre, Victoria Road, Hartlepool. Telephone 01429 523417 or e-mail [john.mennear@hartlepool.gov.uk](mailto:john.mennear@hartlepool.gov.uk)

### **Further information**

Further information on this matter can be sought from John Mennear (as above).



**DECISION REFERENCE: A&CS61/09 – Title: Carers Strategy**

**Nature of the decision**

The local authority has a legal duty to provide social care support to carers within the locality. The last census (2001) identified 9,853 carers living in Hartlepool, which represented 11.1% of the total population of the town. 2,680 of the carers who identified themselves were providing in excess of 50 hours of direct care and support per week.

Hartlepool's Carers Strategy highlights local issues for carers of adults in Hartlepool and sets out an action plan to deliver improvements in lives of carers within the town. It has been written in partnership with local carers taking into account the national priorities set by government. The strategy represents a very local interpretation of what is needed to improve the lives of carers locally through social care support and service provision.

The local authority receives in excess of £390,000 of non ring fenced grant to spend on carers support and services per annum. The Carers Strategy and associated Action Plan determine local priorities that will be addressed using this funding. Progress in relation to the Action Plan is monitored via the Carers Strategy Group which includes representatives from various agencies but is made up primarily of carers.

Members are asked to agree the Carers Strategy.

**Who will make the decision?**

Adult and Public Health Services Portfolio Holder

**Ward(s) affected**

This decision affects all wards in the borough of Hartlepool

### **Timing of the decision**

The decision will be made on 03 August 2009

### **Who will be consulted and how?**

Consultation has taken place with carers in Hartlepool, users of adult social care services, statutory and third sector agencies. Consultation has taken the format of questionnaires, meetings and road show events as well as face to face and telephone interviews with relevant parties.

### **Information to be considered by the decision makers**

To approve the Carers Strategy for Hartlepool

### **How to make representation**

Representations should be made to Dale Owens, Project Officer, Civic Centre, Victoria Road, Hartlepool, TS24 8AY. Telephone 01429 284300 e-mail: [dale.owens@hartlepool.gov.uk](mailto:dale.owens@hartlepool.gov.uk)

### **Further information**

Further information can be sought as per contact details above.

**PART THREE – CHILDREN’S SERVICES DEPARTMENT**

**A. BUDGET AND POLICY FRAMEWORK**

**NONE**

## **B. SCHEDULE OF KEY DECISIONS**

### **DECISION REFERENCE: ED57/09 PRIMARY CAPITAL PROGRAMME**

#### **Nature of the decision**

To consider the outcomes of further consultation and project preparation in relation to the Primary Capital Programme, particularly Holy Trinity Church of England Primary School.

#### **Who will make the decision?**

The decision will be made by Cabinet.

#### **Timing of the decision**

The decision is due to be made in September or October 2009.

#### **Who will be consulted and how?**

All relevant parties will be consulted in June/July 2009 in relation to the potential impact of the establishment of a maintained nursery unit at Holy Trinity Church of England Primary School and / or an increase in the capacity of the school. Those to be consulted will include:

- parents, carers and young people;
- governing bodies and staff at all primary and secondary schools;
- all major partners and stakeholders;
- local communities and their representatives.

#### **Ward(s) affected**

Town-wide, but central and southern wards particularly affected.

#### **Information to be considered by the decision-makers**

Cabinet will wish to consider the views of as many people as possible, before making any formal proposals in relation to Holy Trinity Church of England Primary School.

Cabinet will also wish to receive reports on progress with other already agreed and prospective projects

#### **How to make representations**

Representations should be made to Paul Briggs, Assistant Director of Children's Services, Level 4, Civic Centre, Hartlepool, TS24 8AY, 01429-523733, e-mail paul.briggs@hartlepool.gov.uk.

## **Further information**

Further information on this matter can be sought from Paul Briggs who can be contacted as above.

## **DECISION REFERENCE: ED60/09 - Review & Restructure of Hartlepool Children's Trust**

### **Nature of the decision**

Key Decision (Test 2: Community Impact)

### **Who will make the decision?**

The decision will be made by Cabinet.

### **Timing of the decision**

The decision will be made by Cabinet during August 2009.

### **Ward(s) affected**

All wards are affected.

### **Who will be consulted and how?**

Consultation has taken place with the current members of the Children's Trust and senior managers within partner organisations. Consultation has also taken place with the Hartlepool Partnership Support Team. Issues raised by consultees have been taken into consideration and will be incorporated into the report that is presented to Cabinet.

### **Information to be considered by the decision-makers**

To approve a restructure of Hartlepool Children's Trust including the establishment of a Trust Board (which will be responsible for providing strategic direction); an Executive (which will be responsible for the implementation of the strategic direction and performance) and; two Age Related Partnerships (which will be responsible for the assessment of need and delivery of interventions). There are also proposed changes to membership and new terms of reference. This is being done in response to Statutory Government Guidance issued in November 2008 and new legislation currently going through Parliament which will place Children's Trusts on a statutory footing and transfer the responsibility for producing the Children and Young People's Plan. The Bill is expected to receive Royal Assent in November 2009.

### **How to make representations**

Representations should be made to Ian Merritt, Head of Commissioning & Children's Trust, Children's Services, Civic Centre, Victoria Road, Hartlepool TS24 8AY. Telephone 01429 523774, e-mail [ian.merritt@hartlepool.gov.uk](mailto:ian.merritt@hartlepool.gov.uk)

### **Further information**

Further information on this matter can be sought from Ian Merritt (as above).

## **PART FOUR - NEIGHBOURHOOD SERVICES DEPARTMENT**

### **A. BUDGET AND POLICY FRAMEWORK**

#### **1. FOOD LAW ENFORCEMENT SERVICE PLAN**

Work has commenced on the draft 2009/10 Plan, which will be considered by Cabinet in August 2009, prior to referring to the Scrutiny Co-ordinating Committee.

## **B. SCHEDULE OF KEY DECISIONS**

### **DECISION REFERENCE: NS112/07 VICTORIA PARK**

#### **Nature of the decision**

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

#### **Who will make the decision?**

The decision will be made by Executive Committee of Cabinet.

#### **Wards affected**

The wards affected are Central Forum, specifically Stranton Ward in particular, but there is town wide interest in the Football Club.

#### **Timing of the decision**

The decision is expected to be made in October 2009.

#### **Who will be consulted and how?**

Hartlepool United Football Club  
Local Residents  
Ward Members  
All Council Members

#### **Information to be considered by the decision makers**

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

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

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

The development of the Mill House site depends very much on the future of the swimming baths and links with potential H2O Centre on Victoria Harbour. Cabinet considered this at meetings in September and November and further examination into the potential of the Mill House site was requested, including how the Football Club could be involved. Discussions with the Club are progressing and relevant consultations with local residents, Ward Members and all Council Members



**APPENDIX 1**

Consultations including a presentation to all Members will be arranged once proposals have been received from the Football Club. If proposals are received in the next month then consultation could take place in April 2009 (including a report to the Scrutiny Coordinating Committee) with a decision potentially scheduled for May 2009. This timing is very much dependent on the proposals received from the Football Club.

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

**How to make representation**

Representations should be made to Graham Frankland, Head of Procurement, Property and Public Protection, Neighbourhood Services Department, Civic Centre, Victoria Road, Hartlepool. Telephone: 01429 523211. E Mail: [graham.frankland@hartlepool.gov.uk](mailto:graham.frankland@hartlepool.gov.uk).

**Further information**

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

## **DECISION REFERENCE: NS127/09 HIGHWAY SERVICES STRATEGY**

### **Nature of the decision**

- To agree an interim Highway Services strategy.
- To agree to the development of a long term Highway Services strategy based upon the principles of whole life costing.

### **Who will make the decision?**

The decision will be made by the Portfolio Holder for Transport and Neighbourhoods.

### **Ward(s) affected**

All wards will be affected by the decision.

### **Timing of the decision**

The decision is expected to be made in August 2009.

### **Who will be consulted and how?**

Internal consultation only.

### **Information to be considered by the decision makers**

The main report will identify an interim Highway Services strategy in response to one of the actions from the recent scrutiny investigation into Highway Services.

The interim strategy is intended to allow time to develop a more sophisticated approach to the delivery of Highway Services based upon the principles of Asset Management. The long term strategy will be developed over the following year and it is intended to indicate the spending levels appropriate to deliver a:-

- Minimum Service Level
- Fair Service Level
- Good Service Level
- Excellent Service Level

Understanding the asset values, asset conditions and whole life costs of assets is critical to this development and these issues need to be addressed over the financial year 2009/2010. The strategy needs to develop Highway Asset accounting into a format that feeds into the Whole of Government Accounts (WGA) by 2011/2012.

### **How to make representation**

Representations should be made to Paul Mitchinson, Highway Services Manager, 1 Church Street, Hartlepool TS24 7DS. Tel: 01429 523706.  
Email: paul.mitchinson@hartlepool.gov.uk

## **Further information**

Further information can be obtained from Paul Mitchinson as above.

### **Nature of the decision**

To endorse the recommendations outlined in the Neighbourhood Consultative Forum Review Evaluation.

### **Who will make the decision?**

The decision will be made by Cabinet.

### **Ward(s) affected**

All wards will be affected.

### **Timing of the decision**

The decision is expected to be made in August 2009.

### **Who will be consulted and how?**

Initial consultation has taken place with Ward Members, and Resident Representatives of the three Neighbourhood Consultative Forums – North, Centre and South. The above will continue to be consultees during the final stages of the Review.

### **Information to be considered by the decision makers**

Neighbourhood Consultative Forums were introduced in 2000 with the primary aim of increasing the involvement of communities in the provision of local services, working with and alongside residents and Elected Ward Members. The Forums are the Council's main mechanism for public consultation.

The Council's Best Value Strengthening Communities Review which took place in 2005 recommended as part of its action plan to review Neighbourhood Consultative Forum consultation mechanism within the content of the wider emerging local neighbourhood agenda. Cabinet agreed the recommendations to review the Forums.

Given the number of Government Policy Initiatives over recent years in relation to Community Empowerment, Engagement and Consultation it was felt that now is a good time to review the Neighbourhood Consultative Forum framework in the light of the changing role of Local Government and Community Empowerment towards increasing community involvement.

The Review has used several methods in which to engage those residents, Ward Members, External Partners and Local Government Officers who are the key attendees at the Forums. The Review methodology has included:

- Viewpoint Survey

- Questionnaire to Forum Attendees
- 1 to 1 interviews with Council Officers and Service Providers
- Focus Groups involving Ward Members and Resident Representatives

The Evaluation was carried out by Hartlepool's NDC Evaluation Project Team. The report presents the key findings from data collected and provides a number of recommendations based on those findings.

As an approach to the final stage of the Review it is proposed that a Workshop involving Ward Members and Resident Representatives take place with the primary aim of prioritising the Evaluation Report recommendations and timescale for implementation.

### **How to make representation**

Representation should be made to Karen Oliver, Neighbourhood Manager (North), Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Telephone (01429) 523680. Email: [karen.oliver@hartlepool.gov.uk](mailto:karen.oliver@hartlepool.gov.uk)

### **Further Information**

Further information can be obtained from Karen Oliver, as above.

## **DECISION REFERENCE: NS132/09 PUBLIC LIGHTING STRATEGY.**

### **Nature of the decision**

To seek approval for a Public Lighting strategy to meet the needs of the road users in Hartlepool in a manner that reduces the impact upon climate change.

### **Who will make the decision?**

The decision will be made by the Portfolio Holder for Transport and Neighbourhoods.

### **Ward(s) affected**

All Wards will be affected.

### **Timing of the decision**

The decision is expected to be made in August 2009.

### **Who will be consulted and how?**

Internal consultation only.

### **Information to be considered by the decision makers**

Public lighting is part of a sustainable transport policy, helping to increase the use of highways after dark. The provision and maintenance of public lighting gives highway users more confidence and improves the sense of personal safety and security. Road types and usage vary in nature and consequently the level, type, design and maintenance of lighting systems also varies. On principal and distributor roads, where traffic speed and flows are important, vehicles dominate and public lighting systems are designed for this purpose. On residential roads, where the pedestrian and cyclist are dominant, the lighting system is designed accordingly.

The Portfolio report will identify a Street Lighting Strategy to meet the current needs of road users in Hartlepool. The purpose of the strategy is to identify the principles for the provision, installation and maintenance of all types of external public lighting that will be the responsibility of the Highway Authority. The strategy aims to:-

- Maintain good lighting quality
- Optimise maintenance frequencies
- Achieve minimum outages
- Introduce energy efficient technology.

### **How to make representation**

Representations should be made to Paul Mitchinson, Highway Services Manager, 1 Church Street, Hartlepool TS24 7DS. Tel: 01429 523706. E-mail: paul.mitchinson@hartlepool.gov.uk

## **Further information**

Further information can be obtained from Paul Mitchinson as above.

### **DECISION REFERENCE: NS134 / 09 Public Convenience Strategy**

## **Nature of the decision**

To seek approval for a Public Convenience strategy to meet the needs of Hartlepool.

## **Who will make the decision?**

The decision will be made by Cabinet.

## **Wards affected**

All wards are affected.

## **Timing of the decision**

The decision is expected to be made in September / October 2009

## **Who will be consulted and how?**

The general public via Neighbourhood Consultative Forums  
Council departments by invitation  
Resident Groups and Associations by invitation

## **Information to be considered by the decision makers**

The purpose of this report is to introduce the proposed and newly developed policy for the future provision of public conveniences in Hartlepool.

The proposed policy is based upon the outcomes of the Neighbourhood Services Scrutiny Review and re-examination of the relevant evidence and information available relating to the provision of Public Convenience in Hartlepool.

## **How to make representation**

Representations should be made to Denise Ogden, Head of Neighbourhood Management, Neighbourhood Services Department, Civic Centre, Victoria Road, Hartlepool. Telephone: 01429 523211.  
Email: [denise.ogden@hartlepool.gov.uk](mailto:denise.ogden@hartlepool.gov.uk)

## **Further information**

Further information can be obtained from Denise Ogden, as above.

## **DECISION REFERENCE: NS135/09 REPLACEMENT OF CREMATORS – STRANTON CREMATORIUM**

### **Nature of the decision**

To recommend the method of funding works required to meet the requirements of the Department for Environment, Food and Rural Affairs (DEFRA).

Refer the issue and recommendation for consideration by Council as part of the 2010/11 Budget and Policy Framework process.

### **Who will make the decision?**

The decision will be made by the Portfolio Holder.

### **Wards affected**

All wards are affected

### **Timing of the decision**

The decision will be taken in August.

The decision is expected to be made as part of the 2010/11 Budget and Policy Framework.

### **Who will be consulted and how?**

Adult and Public Health Services Portfolio Holder and Cabinet by written report.

### **Information to be considered by the decision makers**

Cabinet report on 'Replacement of Cremators at Stranton Crematorium'

### **How to make representation**

Representations should be made to Sylvia Tempest, Environmental Standards Manager, Church Street, Hartlepool, TS24 7DS. Tel: 01429 523316 Email address [sylvia.tempest@hartlepool.gov.uk](mailto:sylvia.tempest@hartlepool.gov.uk)

### **Further information**



Further information can be obtained from (as above).

## **PART FIVE - REGENERATION AND PLANNING SERVICES DEPARTMENT**

### **A. BUDGET AND POLICY FRAMEWORK**

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

With the enactment of the Planning and Compulsory Purchase Act, a new development plan system has come into force. There are still two tiers of development plan, but the Regional Spatial Strategy replaces the structure plan and development plan documents contained within a Local Development Framework will replace the local plan.

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

The Regional Spatial Strategy (RSS) for the North East sets out a long-term strategy for the spatial development of the North East Region of England. Local Transport Plans (LTPs) should also reflect the Regional Transport Strategy (RTS), which is integrated within the RSS to ensure the integration of land use and transport planning.

A draft of the RSS was produced by the North East Assembly in 2004. A Public Examination was held between 7th March and 7th April 2006, to test the soundness of the draft RSS. The Panel appointed by the Secretary of State to conduct the Examination in Public (EiP) submitted its report in July 2006. This was published for information only. Details of which were reported to Cabinet and the Hartlepool Partnership in October 2006.

The Secretary of State considered the Panel recommendations and the representations made on the draft revision RSS, and proposed changes to the RSS before finally publishing it for public consultation.

A report summarising the proposed changes was considered by Cabinet and the Hartlepool Partnership in July 2007, and formal responses made subsequently to Government office, in conjunction with the Tees Valley Joint Strategy Unit.

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

A report outlining the further proposed changes and the appropriate Hartlepool response was considered by the Hartlepool Partnership on 14<sup>th</sup> March 2008 and by Cabinet at its meeting on 31<sup>st</sup> March 2008.

Having given consideration to all representations received, the Secretary of State subsequently (15<sup>th</sup> July 2008) published the adopted RSS which is entitled "The North East of England Plan – Regional Spatial Strategy to 2021". This now replaces all of the policies in the Tees Valley Structure Plan (2004). Copies of the RSS are available to view or download from the websites of Government Office for the North East <http://www.go-ne.gov.uk> and the North East Assembly <http://www.northeastassembly.gov.uk>.

There is a proposal within the Government's Sub-National Review of Economic Development to eventually combine the RSS with the Regional Economic Strategy (RES) into a single, integrated regional strategy (IRS) for the North East. This will set the strategic direction for sustainable economic growth within the North East Region by aligning economic and spatial planning considerations. The Association of North East Councils (ANEC) – working on behalf of Local Authorities – and One North East (ONE) are leading the development of the Regional Strategy. Informal development work on the Integrated Regional Strategy is progressing. Initial work is focussing on building the evidence base for early drafts of the IRS and baseline modelling work. There is currently no timescale set for production of the IRS, although it is unlikely to be adopted as a statutory policy document until 2011/12.

When local planning authorities prepare the other components of the Development Plan, Local Development Frameworks (LDFs), these should be in general conformity with the RSS. In Hartlepool's case the Hartlepool Local Plan review was being completed at the time of the introduction of the new LDF process, the new plan being adopted by Council on 13<sup>th</sup> April 2006. The Hartlepool Local Plan review has now been completed. However, the new local plan can be saved for a period of at least three years after adoption. Discussions took place with Government Office regarding policies to be saved and (reports were made to Cabinet 13<sup>th</sup> October and Council 30<sup>th</sup> October 2008). The Council has approved the schedule of Local Plan Policies which the Secretary of State is requested to "save" beyond April 2009. The Secretary of State on 18<sup>th</sup> December 2008 agreed the schedule of policies to be saved beyond 13<sup>th</sup> April 2009.

**APPENDIX 1**

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

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

In addition, the Local Development Framework will include Minerals and Waste Development Plan Documents. Cabinet on 12<sup>th</sup> April 2006 endorsed the principle of the Tees Valley Joint Strategy Committee taking responsibility for the initial preparation of Joint Minerals and Waste Development Plan Documents on behalf of the Borough Council and the other four Tees Valley authorities. In April 2007 Cabinet was asked to endorse 'The Key Issues and Alternative Options Report' and accompanying Sustainability Appraisal Scoping Report for public consultation between 21<sup>st</sup> May and 30<sup>th</sup> June 2007. Work has now been completed on developing preferred options and these were put to Cabinet in January 2008 for public consultation between February and April 2008. Cabinet will be asked to agree the formal publication document in July 2009 and refer it to full Council for approval. Following publication and public consultation the DPDs will be "submitted" to the Secretary of State in November 2009.

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

- i) Transport Assessments and Travel Plans SPD – This policy will set out guidance and standards on the use of Travel Plans and Transport assessment planning agreements, including the circumstances when an agreement will be sought and its basis. Cabinet approved the draft for consultation purposes in August 2007. The consultation period was for 6 weeks between 31<sup>st</sup> August and 12<sup>th</sup> October. A report was presented to Cabinet in January 2008 on the outcome of this consultation and amendments suggested as appropriate. Discussions have been held with Natural England regarding a Habitats Regulations Assessment. Cabinet on the 20<sup>th</sup> April, 2009 recommended the Council adopt the SPD. A report will be made to Council in Summer 2009.
- ii) Planning Obligations SPD – This document will set out guidance and standards on the use of commuted sums negotiated from developers through planning agreements. A draft of this SPD will be presented to Cabinet for approval for public consultation purposes in Summer 2009.

- iii) Victoria Harbour SPD – Setting out the planning framework for the continued development of plans and the eventual assessment of planning applications for this major mixed use regeneration scheme within Hartlepool and one of Tees Valley Regeneration's (TVR) 5 key strategic sites in the Tees Valley. It will give guidance on phasing, layout, design requirements and identify issues on affordable housing. A Draft of this SPD will be presented to Cabinet for approval in Summer 2009.

Initial preparatory work has also started on the Core Strategy DPD, and various studies including the Strategic Housing Land Availability Assessment, on Employment Land Review and the Open Space and Sports Facilities Audit which will provide the evidence base for developing the issues and options for the Core Strategy are currently being undertaken. Regular reports will be made to Cabinet on progress on the Core Strategy. An Issues and Options Discussions paper was published for public consultation purposes at the end of October 2007. Preferred Options may be presented to Cabinet in late 2009 for approval for formal consultation.

In addition, work has started on the preparation of a DPD on Affordable Housing. Cabinet approved an Issues & Options Paper for public consultation purposes in March 2008. The issues and options paper was subject to consultation till June 2008. Following this consultation, the Preferred Options report was presented to Cabinet in September 2008 and the document has been subject to public consultation ending on 27<sup>th</sup> October 2008.

An Economic Viability Assessment has been required as an additional piece of evidence base. A further consultation stage will be carried out incorporating the findings of this and the TVSHMA (Tees Valley Strategic Housing Market Assessment).

Reports will be made to Cabinet in September 2009 prior to a further stage in consultation on the DPD October-November 2009.

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

- a) Statement of Community Involvement (SCI) setting out how and when the Council will consult on planning policies and planning applications;
- b) Local Development Scheme (LDS) setting out a rolling programme for the preparation of local development documents, and
- c) Annual Monitoring Report (AMR) assessing the implementation of the Local Development Scheme and the extent to which current planning policies are being implemented.

The Statement of Community Involvement was adopted by the Council on 26<sup>th</sup> October 2006. A review is currently being undertaken during 2009 with public consultation being held April – June 2009. A report will be made to Cabinet in Summer 2009.

**APPENDIX 1**

The first Local Development Scheme (LDS) as approved by Cabinet came into effect on 15<sup>th</sup> April 2005. The Scheme has been updated annually and the most recent scheme came into effect in June 2008 and included proposed timetables for the preparation of the Affordable Housing DPD and the SPD for Victoria Harbour.

The Local Development Scheme will continue to be updated as necessary to take into account completion of documents, the need to revise timetables and the need to include new documents. An update was agreed by Cabinet in February 2008 but, upon the advice of Government Office, this now needs further revision to take account of new Town and County Planning Regulations which came into effect in September 2008. The requirement to revise the Local Development Scheme was reported to Cabinet in July 2008 details of which will be brought back to Cabinet in 2009 for approval.

Four Annual Monitoring Reports have been produced to date for the periods 2004/5 to 2007/08. The fifth AMR covering 2008/09 will be presented to Cabinet in autumn 2009 and subsequently submitted to Government Office for the North East.

**Further Information:**

Richard Waldmeyer  
Team Leader Policy Planning & Information  
Regeneration and Planning Services Department  
Bryan Hanson House  
Hanson Square  
Hartlepool  
TS24 7BT

Tel. 01429 523280  
e-mail [Richard.waldmeyer@hartlepool.gov.uk](mailto:Richard.waldmeyer@hartlepool.gov.uk)

**2. THE ANNUAL YOUTH JUSTICE PLAN**

The Youth Offending Service is usually required to submit an annual Youth Justice Plan to the Youth Justice Board, but for 2009/10 the Youth Justice Board has indicated the annual Plan will not be required.

Validation of the 2008/09 annual Youth Justice Plan and associated action plan was completed in November 2008. Quarterly monitoring visits by Regional Youth Justice officers, have been carried out to check on progress. This will continue throughout 2009/10.

If an annual Youth Justice plan is required for 2010/11, once national guidance has been issued, the following process will be undertaken to comply with the Council's Budget and Policy framework - an initial report on performance in 2009/10 and emerging issues to review, will be considered by Cabinet in January 2010. Consultation with partners and stakeholders will be carried out, in addition to consideration by the designated Scrutiny Forum. Cabinet will then consider a

final draft of the Youth Justice Plan 2010/11, prior to approval being sought from the Council.

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

The Crime and Disorder Act 1998 defines the Council as one of 5 'Responsible Authorities' in relation to partnership working to tackle crime, disorder and substance misuse matters in the District. The Council must therefore participate in the activity of the Safer Hartlepool Partnership.

The Safer Hartlepool Partnership conducted its annual review of crime, disorder and substance misuse in December 2008 (known as the strategic assessment). This has provided the evidence to develop the Partnership's Plan for 2009/10, which comprises Year 2 of the strategy for crime, disorder and substance misuse 2008-11. The Partnership Plan was published on 1<sup>st</sup> April 2009 and is available to download at [www.saferhartlepool.co.uk](http://www.saferhartlepool.co.uk) or a copy can be obtained from the Safer Hartlepool Partnership Office at 8 Church Street, Hartlepool, TS24, 7DJ or by telephoning the office on 01429 405577..

The Partnership's priorities will continue to be reviewed each Autumn, when the Partnership conducts its annual strategic assessment.

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

## **B. SCHEDULE OF KEY DECISIONS**

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

#### **Nature of the decision**

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

#### **Who will make the decision?**

The decision will be made by Cabinet.

#### **Ward(s) affected**

The ward affected is St Hilda.

#### **Timing of the decision**

The decision is expected to be made in August 2009.

#### **Who will be consulted and how?**

The draft document submitted to Cabinet will take account of earlier consultation with key stakeholders, notably PD Ports and Tees Valley Regeneration. Subject to Cabinet agreement, the document will be published for public consultation in August 2009. The document will be available online on the Council's website and on the planning policy consultation website. Copies of the document will also be available within Bryan Hanson House, the Civic Centre and within the Central Library and all of the branch libraries within Hartlepool. Council Officers will also give presentations on the draft SPD within the Neighbourhood Forum meetings and any other meetings deemed appropriate.

#### **Information to be considered by the decision makers**

Cabinet is asked to consider the draft Victoria Harbour SPD. This document will form part of the planning framework for the authority and will guide development within Victoria Harbour. It will help to provide guidance on what can be developed within Victoria Harbour and the timescales for development of individual areas within the site. This document will be broadly in line with the approved masterplan (included within the Outline planning permission which was approved by Planning Committee in February 2006 subject to the completion of a Section 106 agreement) however will not be as prescriptive – this SPD must guide any development that comes forward on this site,

whether that be in the form of the approved masterplan or any alternative proposals. The SPD will also include guidance on the design principles that developments on Victoria Harbour should conform with. Cabinet will be asked to approve the document for a 6 week public consultation period scheduled to take place during August 2009.

## **How to make representation**

Subject to Cabinet approval, representations can be made on the draft document during the public consultation period within August 2009 (exact dates not yet known). Representations can either be made online on the planning policy consultation website or in writing to:

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

## **Further information**

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



## **DECISION REFERENCE: RP139/08 TEES VALLEY METRO PROPOSALS**

### **Nature of the decision**

To consider and endorse the Tees Valley Metro proposals, the costs and benefits of this and the contribution the Council would be prepared to make to the initial phase given the levels of benefits demonstrated and associated risks and the in principle support so far agreed.

### **Who will make the decision?**

The decision will be made by Cabinet.

### **Ward(s) affected**

The wards affected are all wards.

### **Timing of the decision**

The decision is expected to be made in August 2009.

### **Who will be consulted and how?**

Hartlepool Partnership and public consultation on broad proposals perhaps with other major transport schemes across the Tees Valley.

### **Information to be considered by the decision makers**

Consideration will be given to the outcome of the work commissioned by Tees Valley Regeneration on the feasibility of the Tees Valley Metro proposals, the nature of the proposals identified, the phasing of the scheme, the costs of the scheme in whole or part, the process of seeking funding approval, the economic, benefits of the proposals; and the financial contributions required through the Local Transport Plan process. The first phase of station improvement has now received Regional funding Advice (RFA) support subject to Department of Transport Approval.

### **How to make representation**

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

## **Further information**

Further information can be obtained from Peter Scott as above.

## **DECISION REFERENCE: RP143/08 – CENTRAL AREA ACQUISITIONS**

### **Nature of the decision**

To consider and agree the purchase price of key properties identified in the Hartlepool Central Area acquisitions strategy, which is one of the proposals contained within the Central Area Investment Framework. Detailed approval is also required for the use of Single Programme (or other relevant funding streams) to fund the subsequent purchases. As there are a number of identified properties in the area, the timing of individual purchases will vary and it is therefore anticipated that a series of decisions will be required to take advantage of opportunities as and when they arise.

### **Who will make the decision?**

The decision will be made by the Finance and Performance Portfolio Holder and the Portfolio Holder for Regeneration and Economic Development, following negotiations by Hartlepool Borough Council's Estates Manager who was authorised to negotiate with the owners of identified properties at a Joint Regeneration and Liveability, and Finance and Efficiency Portfolio meeting on the 3<sup>rd</sup> February 2009.

### **Ward(s) affected**

Stranton.

### **Timing of the decision**

The earliest decision is expected to be made in August 2009.

### **Who will be consulted and how?**

The Regeneration and Liveability and Finance and Efficiency Portfolio Holders considered the proposals at a joint meeting on the 3<sup>rd</sup> February 2009 and agreed that the purchase price for the identified properties would be reported back following negotiations by Hartlepool Borough Council's Estates Manager.

One North East will be consulted initially on the related Single Programme bid, although this may be extended to other funding agencies such as the Homes and Communities Agency, depending on the outcome of ongoing discussions.

Local ward members and residents through the Burbank Forum, are to be consulted in relation to the broader Central Area Investment Framework proposals.

### **Information to be considered by the decision makers**

Cabinet noted the findings of the Central Area Investment Framework on the 15<sup>th</sup> December 2008 and were informed that decisions relating to the development and delivery of individual project initiatives included in the Central Area Investment Framework would be presented to relevant Portfolio Holders.

The Central Area Investment Framework was developed in order to respond to One NorthEast's increasing emphasis on prioritising resources towards strategic investment which increases private sector investment opportunities, job creation, and GVA (income generated by economic activity).

The Central Area Investment Framework provides the strategic justification for Investment in Central Hartlepool and lists specific proposals that will form the basis for funding bids.

Building on the redevelopment of Hartlepool College of Further Education, one of the key recommendations is to create an Innovation and Skills Quarter in the East Central Area with the aim of redefining the economic asset base.

As part of a comprehensive approach to delivering the ISQ an acquisitions strategy has been developed which identifies key properties that need addressing in order to support the recommendations of the strategy and ensure the regeneration proposals are developed in a co-ordinated way.

A number of properties have been identified as immediate priorities for acquisition and clearance due to their impact on the areas environmental underperformance and the opportunities that they present for future redevelopment. It is these properties that this report relates to. Other funding sources may be utilised to fund purchases including Growth Point funding. This option will be required if the acquisitions are to enable residential development.

The acquisitions will form the basis of funding bids to One North East for Single Programme.

### **How to make representation**

Representations should be made to Geoff Thompson, Head of Regeneration, Regeneration and Planning Services, Bryan Hanson House, Hanson Square, Hartlepool TS24. Telephone 01429 523597 e-mail: [geoff.thompson@hartlepool.gov.uk](mailto:geoff.thompson@hartlepool.gov.uk)

### **Further information**

Further information can be obtained by contacting Rob Smith, Senior Regeneration Officer, Regeneration and Planning Services, Bryan Hanson House, Hanson Square, Hartlepool TS24 7BT. Telephone 01429 523531, e-mail [rob.smith@hartlepool.gov.uk](mailto:rob.smith@hartlepool.gov.uk)

## **DECISION REFERENCE: RP148/08 SUCCESSION STRATEGY FOR HARTLEPOOL'S NEW DEAL FOR COMMUNITIES AREA**

### **Nature of the decision**

To consider the draft succession strategy for Hartlepool's New Deal for Communities (NDC) area and, if content, authorise the Chief Executive to sign it off for submission to the Department of Communities and Local Government (DCLG).

### **Who will make the decision?**

The decision will be made by Cabinet.

### **Ward(s) affected**

The succession strategy will affect Burn Valley, Grange, Stranton.

### **Timing of the decision**

The decision is expected to be made in August, 2009.

### **Who will be consulted and how?**

The succession strategy will be drafted by the New Deal for Communities partnership and the council, after consultation on its content with NDC area resident groups, service providers and the Hartlepool NDC Trust, which is the prospective successor body to oversee continued activity for the benefit of the NDC area. Consultation is expected to involve a series of forms and discussions on the various strands of the succession strategy.

### **Information to be considered by the decision makers**

The succession strategy is to plan and explain how the improvement made in the NDC area (extending from Hart Lane to Belle Vue and embracing the older housing areas west of the town centre and the Longhill/Sandgate industrial area) will be sustained beyond the 10 year Government funding period, which ends on 31<sup>st</sup> March, 2011, and into the long term (at least 5-10 years). It will need to show how prospective outcomes are aligned with other local priorities for Hartlepool, how the community will continue to be empowered, how assets generated by NDC funding are safeguarded and how the Hartlepool NDC Trust will be a financially viable successor body.

The succession strategy will comprise

- an overarching strategy addressing specified Government criteria
- an asset register and future management strategy
- a risk register and management strategy
- a business plan for the Hartlepool NDC Trust.

DCLG require that both the NDC and Local Authority Chief Executive agree the succession strategy before it is submitted to government for formal approval. It is expected that DCLG will require the documents to be submitted by 30<sup>th</sup> October 2009.

### **How to make representation**

Representations should be made to either Malcolm Walker, NDC Director, The Arches, 79 Park Road, Hartlepool, TS24 7PW, tel. 01429 894046, e-mail [mwalker@ndc-hartlepool.org.uk](mailto:mwalker@ndc-hartlepool.org.uk) or Stuart Green, Assistant director (Planning and Economic Development), Regeneration and Planning Services, Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Telephone 01429 284133, e-mail [stuart.green@hartlepool.gov.uk](mailto:stuart.green@hartlepool.gov.uk)

### **Further information**

Further information can be obtained from either Malcolm Walker or Stuart Green, contact details as above.

## **DECISION REFERENCE: – 149/08 HARTLEPOOL GROWTH POINT PROJECTS**

### **Nature of the decision**

To agree the details of the specific Growth Point projects that will help support the Growth Point initiative and fully utilise the Hartlepool element of the Tees Valley Growth Point resource. The Growth Point scheme is a national government programme to support enhanced growth in housing numbers. The Tees Valley has been successful in securing funding to support housing growth and previous reports to Cabinet have endorsed the overall approach suggested as a way forward for sites in Hartlepool. This report will provide specific details of individual projects/schemes that will help to meet the aims of the scheme and utilise the resource allocated to Hartlepool. There are a number of individual elements to the Growth Point programme which are at different stages of development, previously the project proposals supporting the HMR element of the Growth Point programme were considered, this decision will focus on support for the remaining sites.

### **Who will make the decision?**

The decision will be made by the Community Safety and Housing Portfolio Holder.

### **Ward(s) affected**

Rossmere and Fens.

### **Timing of the decision**

The earliest decision is expected to be made in August 2009.

### **Who will be consulted and how?**

The project will take account of the Regeneration and Liveability meeting on the 24th April where the Portfolio Holder endorsed the development of individual Growth Point projects.

Cabinet have previously endorsed the submission of a Growth Point bid (March 2008) and endorsed the Growth Point Program of Development document (October 2008) which explained in more detail the aims and objectives of the Tees Valley Growth Point bid and the Hartlepool sites put forward to help meet these aims.

### **Information to be considered by the decision makers**

Previous reports to Cabinet 31<sup>st</sup> March and 13<sup>th</sup> October provide the background information regarding the Growth Point Initiative and its aim to provide support in order to enable new housing sites and encourage the successful delivery of existing sites.

### **How to make representation**

Representations should be made to Geoff Thompson, Head of Regeneration, Regeneration and Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool TS24 7BT. Telephone 01429 523597 e-mail: [geoff.thompson@hartlepool.gov.uk](mailto:geoff.thompson@hartlepool.gov.uk)

### **Further information**

Further information can be sought by contacting Andy Golightly, Principal Regeneration Officer, Regeneration and Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool TS24 7BT. Telephone 01429 284099, [Andrew.golightly@hartlepool.gov.uk](mailto:Andrew.golightly@hartlepool.gov.uk)



## **DECISION REFERENCE: RP150/09 – FUTURE JOBS FUND**

### **Nature of the decision**

On 13 July 2009, Cabinet was informed and asked to support the Future Jobs Fund bid submitted by Hartlepool Borough Council to the Department of Work and Pensions (DWP) on 30th June 2009 which focuses on providing funding to create new jobs for the benefit of Hartlepool residents.

### **Who will make the decision?**

The decision will be made by Cabinet.

### **Ward(s) affected**

This proposal will affect all of the wards in Hartlepool. However, it is anticipated that this proposal will have the main impact on the Neighbourhood Renewal Areas due to the higher levels of adults on out of work benefits in these areas.

### **Timing of the decision**

Although a definite timescale has not yet been confirmed, it is anticipated that a final decision will be made approximately eight weeks after 30 June 2009 (which is the deadline for the submission of the Future Jobs Fund application).

### **Who will be consulted and how?**

The guidance for this funding invites local authorities to co-ordinate the process and encourages organisations to work in partnership to develop joint bids. Therefore, since the announcement on 13 May 2009 that this funding was available Economic Development has led on raising awareness to public, private and third sector organisations who may be interested in creating new additional jobs. The Local Strategic Partnership (LSP) Themed Groups including The Skills Partnership and Economic Forum have been consulted. Discussions continue with Jobcentre Plus (JCP), the Learning & Skills Council (LSC) and the four local authorities within the Tees Valley as in the future there may be an option— to submit a joint Tees Valley wide bid potentially managed by Tees Valley Works or New Futures, both programmes are managed by Hartlepool on behalf of the five Tees Valley local authorities.

In addition the unions have been directly consulted and will continue to be as was undertaken when Hartlepool first introduced the Intermediate Labour Market Programme in January 2000.

All key partners were invited to consider how many potential new additional jobs they can create through this funding stream and how many can be sustained after 6 months.

## **Information to be considered by the decision makers**

On 13 July 2009, Cabinet was informed and asked to support the Future Jobs Fund bid submitted by Hartlepool Borough Council by the deadline of 30th June 2009 which will focus on providing funding to create new 'extra' jobs for the benefit of Hartlepool residents. Furthermore, Cabinet is being asked to endorse the development of any potential joint local authority Tees Valley wide bid managed through Tees Valley Works or New Futures if it is recognised that a sub-regional proposal is more beneficial in bringing further jobs into the local area. Each local authority will be responsible for delivery in its own locality.

### **What is the Future Jobs Fund?**

On 13 May 2009, the Government announced the investment of over £1 billion to create jobs through the Future Jobs Fund. This funding is to be used to generate jobs for those in greatest need, particularly young people, and also in areas of high unemployment.

It is an important part of the Government's commitment to delivering real help for young people and those who face barriers to employment, making sure people stay connected with the labour market and do not suffer the adverse effects of long-term unemployment.

The Future Jobs Fund aims to create 150,000 jobs between October 2009 and April 2011 providing real help for young people and for those individuals who face significant disadvantages in the labour market.

Within the guidance notes it states that bids will be invited from anyone but particularly from local authorities and national and third sector organisations. It is strongly encouraged that organisations work in partnership to develop joint bids and that local authorities should play a leading role in co-ordinating area bids.

As a minimum, each bid will need to demonstrate that:

- Jobs will last for at least 6 months, provide work for 25 hours or more per week and be paid at least at the national minimum wage;
- All jobs are suitable for long term unemployed young people between 18 and 24 who have been on jobseekers for nearly 12 months, although a proportion of places may be offered to long term unemployed people of any age depending on local circumstances;
- Jobs are additional -i.e. they would not exist without Future Jobs Funding;
- The work undertaken will benefit local communities;
- At least 30 jobs will be created per bid;
- It will support growth sectors including green jobs.

There is a maximum Government contribution for each job and will not exceed £6,500. Bids will be invited with a lower unit cost and/or which use other funding to match this funding.

**APPENDIX 1**

This funding stream offers a further opportunity for Hartlepool Borough Council to co-ordinate and lead on a job creation scheme for which it has a significant track record of delivering through the Intermediate Labour Market programmes that have been managed by the Economic Development Team since 2000. In addition, the Team has managed Building Futures (now New Futures) since 2005 which is a partnership between the five local authorities within the Tees Valley area and commenced as a job creation scheme for the construction sector. Due to the success of this programme - which created 433 jobs - additional Single Programme funding has been secured which will allow New Futures to work across other growth sectors.

**How to make representation**

Representations should be made to Antony Steinberg, Economic Development Manager, Regeneration and Planning Services (Economic Development Department), Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Telephone: 01429-523503. e-mail: [antony.steinberg@hartlepool.gov.uk](mailto:antony.steinberg@hartlepool.gov.uk)

**Further information**

Further information can be sought by contacting Patrick Wilson, Employment Development Officer, Regeneration and Planning Services (Economic Development Department), Bryan Hanson House, Hanson Square, Hartlepool, TS24 7BT. Telephone: 01429-523517. e-mail: [patrick.wilson@hartlepool.gov.uk](mailto:patrick.wilson@hartlepool.gov.uk)

**DECISION REFERENCE: RP151/09 TEES VALLEY GYPSY  
AND TRAVELLER ACCOMMODATION NEEDS ASSESSMENTS  
(TVGTAA)**

**Nature of the decision**

To consider and endorse the findings of the Tees Valley Gypsy and Traveller Accommodation Needs Assessment (TVGAA).

**Who will make the decision?**

The decision will be made by the Community Safety and Housing Portfolio.

**Ward(s) affected**

All wards are affected.

**Timing of the decision**

The decision will be made in August 2009.

**Who will be consulted and how?**

The Needs Assessment has been produced following detailed consultation with the Gypsy and Traveller community across the Tees Valley, including those living in houses as well as relevant bodies such as local authorities and the Police.

**Information to be considered by the decision makers**

The document has been produced in response to recent legislation and guidance from the Government to resolve long term accommodation issues for members of the Gypsy and Traveller community.

The TVGTAA report indicates accommodation needs over the short and medium terms for each of the Tees Valley authorities.

The TVTGAA study provides an indication of the assessed need at each authority as numbers of pitches required to 2021.

Cabinet is requested to consider the finding of the report and the pitch requirement numbers for the Hartlepool Borough Area.

**How to make representation**

Representations should be made to Tom Britcliffe, Principal Planning Officer, Regeneration and Planning Services Department, Bryan Hanson House, Hanson Square, Hartlepool. TS24 7BT. Telephone 01429 523532, e-mail – [tom.britcliffe@hartlepool.gov.uk](mailto:tom.britcliffe@hartlepool.gov.uk)

## **Further information**

Further information can be obtained from Tom Britcliffe as above.

## **APPENDIX 1**

### **DETAILS OF DECISION MAKERS**

#### **THE CABINET**

Many decisions will be taken collectively by the Cabinet.

- The Mayor, Stuart Drummond
- Councillors Payne, Hargreaves, Hall, Hill, Tumilty, Jackson

#### **EXECUTIVE MEMBERS**

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

Regeneration and Economic Development Portfolio	-	The Mayor, Stuart Drummond
Finance and Performance Portfolio	-	Robbie Payne
Community Safety and Housing Portfolio	-	Pamela Hargreaves
Adult and Public Health Services Portfolio	-	Ged Hall
Children's Services Portfolio	-	Cath Hill
Culture, Leisure and Tourism Portfolio	-	Victor Tumilty
Transport and Neighbourhoods Portfolio	-	Peter Jackson

## **APPENDIX 2**

### **TIMETABLE OF KEY DECISIONS**

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

#### **1. DECISIONS EXPECTED TO BE MADE IN AUGUST 2009**

##### **1.1**

CE 33/09 (page 6)	Strategic Land Acquisition	Cabinet & Council
SS 60/09 (page 10)	Co-Location of Services, Bid for Funding	Cabinet
A&C61/09 (page 12)	Carers Strategy	Portfolio Holder
ED 60/09 (page 16)	Review and Restructure of Hartlepool Children's Trust	Cabinet
NS 127/09 (page 20)	Highway Services Strategy	Portfolio Holder
NS 129/09 (page 21)	Neighbourhood Consultative Forum Review	Cabinet
NS 132/09 (page 23)	Public Lighting Strategy	Portfolio Holder
NS 135/09 (page 25)	Replacement of Cremators – Stranton Crematorium	Council
RP 137/08 (page 31)	Victoria Harbour Supplementary Planning Document	Cabinet
RP 139/08 (page 33)	Tees Valley Metro Proposals	Cabinet
RP 143/08 (page 34)	Central Area Acquisitions	Portfolio Holder
RP 148/08 (page 36)	Succession Strategy for Hartlepool's New Deal for Communities Area	Cabinet
RP 149/08 (page 38)	Hartlepool Growth Point Projects	Portfolio Holder
RP 150/09 (page 40)	Future Jobs Fund	Cabinet
RP 151/09 (page 43)	Tees Valley Gypsy and Traveller Accommodation Needs Assessments	Portfolio Holder

#### **2. DECISIONS EXPECTED TO BE MADE IN SEPTEMBER 2009**

##### **2.1**

SS 56/09 (page 8)	Voluntary Sector Strategy	Cabinet
ED57/09 (page 15)	Primary Capital Programme	Cabinet
NS 134/09 (page 24)	Public Convenience Strategy	Cabinet

#### **3. DECISIONS EXPECTED TO BE MADE IN OCTOBER 2009**

##### **3.1**

NS 112/07 (page 18)	Victoria Park	Cabinet
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**SCRUTINY CO-ORDINATING COMMITTEE**

**31 July 2009**



**Report of:** Assistant Chief Executive

**Subject:** Corporate Plan 2009/10

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**1 PURPOSE OF REPORT**

- 1.1 To enable the Scrutiny Co-ordinating Committee to consider and comment on the proposed Corporate Plan for 2009/10.

**2 BACKGROUND**

- 2.1 The Scrutiny Co-ordinating Committee considered the Corporate Plan on 13 February, agreeing the general outcomes and actions for inclusion.
- 2.2 The proposals were considered by all Scrutiny Forums who have met individually to consider the Plan's Outcomes and Actions on a departmental basis, and their findings were reported back to Scrutiny Coordinating Committee on 20 March 2009.
- 2.3 Scrutiny Coordinating Committee also considered the Corporate Plan on 12 June 2009 at which time they requested a further opportunity to discuss the proposals.

**3 TIMETABLE FOR APPROVING THE PLAN**

- 3.1 The full Corporate Plan forms part of the Policy Framework, and final approval rests with full Council.
- 3.2 Cabinet will be given another opportunity to consider the Corporate Plan at its meeting on 10 August. A verbal update from this Committee will given to Cabinet at that meeting.
- 3.3 Final approval of the Plan will be by Council on 17 September 2009.

**4 2009/10 CORPORATE PLAN**

- 4.1 The 2009/10 Corporate Plan is attached at **Appendix A**, and unlike in previous years, is now presented as a single document. The Corporate Plan describes the Council's priorities for 2009/10 including how weaknesses will be addressed, opportunities exploited and better



outcomes delivered for local people, along with detailed supporting information relating to the Key Performance Indicators which will be used to monitor progress throughout 2009/10. In previous years the detailed supporting information relating to the Key Performance Indicators was presented as a separate document.

- 4.2 This detailed supporting information for the Key Performance Indicators includes the 2008/09 outturn figures together with targets, where they can be set, for 2009/10 and 2010/11. Future targets have been set for the two year period up to and including 2010/11 to bring the Corporate Plan in line with the current Local Area Agreement, which is for the period 2008/09 – 2010/11.
- 4.3 As in previous years a comprehensive performance report, providing detailed analysis of Performance Indicators, considering trends and achievement of targets, will be reported to Cabinet and Scrutiny Committee later this year.

## **5 RECOMMENDATION**

- 5.1 The Scrutiny Coordinating Committee is asked to consider and comment on the proposed Corporate Plan prior to consideration by Cabinet and final approval by full Council.

Hartlepool Borough Council  
Corporate Plan 2008/9-2010/11  
Update for 2009/10

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## **1. Introduction**

### **a) Context**

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

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

In 2008, for the first time, the Council achieved the top rating **Improving Strongly** for the delivery services. This rating has been maintained in 2009.

Hartlepool is one of only 26 of the 116 single tier authorities to achieve both the **Four Star** and **Improving Strongly** ratings.

Our overall Council aim remains:

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

The Council continues to work hard to build and improve upon the successes of the previous year to ensure that we maintain our focus and deliver upon a challenging programme of improvement. This Corporate Plan is our strategic planning document setting out priorities and targets for improvements up to March 2011. The Corporate Plan is part of the effective systems we have in place to identify priorities, measure performance; identify opportunities for improvement; and to take steps to improve any areas that are underperforming. The outcomes, priorities and targets included in the Plan guide the allocation of Council resources – financial, physical assets and staff – to achieve our plans.

### **b) Audience for the plan**

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

**c) How this Plan is set out**

The remainder of the Corporate Plan is set out as detailed below: -

- **2. Priority Outcomes for Improvement** – describes the factors taken into account in establishing the Council's priority outcomes for improvements providing the context to what we are doing and how we are organising ourselves.
- **3. Medium Term Financial Strategy 2009/10 to 2011/12 and detailed budget for 2009/10** - sets out the overall shape of the Council's budget for the next 3 years and how resources are allocated in 2009/10 between services to deliver Council and community priorities.
- **4. Performance and Risk Management** – describes how the Council will undertake performance and risk management.
- **5. Our more detailed plans** - this section identifies those specific actions to be undertaken to deliver our priorities, with key milestones and performance indicators, which will be used to help measure our progress. The performance indicator information includes year end figures for 2008/09 and targets for future years.

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

**d) Feedback**

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

David Hunt, Policy and Performance Team, [david.hunt@hartlepool.gov.uk](mailto:david.hunt@hartlepool.gov.uk),  
Tel: 01429 284073

## 2. Priority Outcomes for Improvement 2008/9 to 2010/11 – update for 2009/10

### ***a) Factors taken into account in designing the Corporate Plan***

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

- Stakeholder and partner consultation, including Member priorities, audit and inspection recommendations.
- Consultation with the public.
- External drivers, including Government policy initiatives.
- Funding variations, requirements to improve efficiency and capital investment plans and their revenue implications.
- Risk assessments and contingency planning, including maintaining adequate financial reserves.
- Expected developments in services.

There have been a number of significant developments which the Council is taking into account in making its own plans:

- The review of the 2002 Community Strategy was completed in July 2008 providing a revised long term vision.
- Hartlepool's new Local Area Agreement (LAA) was agreed by the Partnership and Council in May 2008 and subsequently signed-off by Government in June 2008. The LAA covers 3 years – 2008/9 to 2010/11.
- The first annual refresh of the LAA for 2009/10 was agreed by the Partnership and Council in March 2009 and subsequently signed-off by Government in April 2009. All national Improvement Targets, Local Priority Targets and Multi Area Agreement Targets have now been agreed.
- The economic down turn is having a significant impact increasing demand, reducing income and creating greater risk and uncertainty. These factors will need to be taken into account when the LAA targets are refreshed for year 3 and as the Council's future service budgets, efficiency targets and service delivery plans are agreed.
- Our Business Transformation programme has progressed during 2008/9. A number of programme strands have been agreed and implementation will continue in 2009/10. The success of the programme is essential in order to support the Council's efficiency targets and put its finances on a sound footing for the future.
- The Audit Commission completed arrangements for introducing the Comprehensive Area Assessment (CAA). For the first time this will provide a means of assessing how the area of Hartlepool is progressing as well as assessing how individual organisations, including the Council, are progressing.

**b) Consultation and working in partnership**

We recognise the importance of working in partnership with a range of public, private, and voluntary sector organisations that provide services to local residents. A Local Strategic Partnership (the Hartlepool Partnership) was created in 1999 as a way for organisations delivering services to local people and businesses to plan and work together to deliver better and improved services. The Council has recognised that while working in partnership brings benefits it also brings risks. These are being actively managed through a programme of governance reviews.

In April 2002 Hartlepool Borough Council and the Hartlepool Partnership, adopted a first Community Strategy. The purpose of this strategy was to set out the Community's aspirations and priorities, and to integrate and improve the delivery of services, so that they better reflect the needs of the local community. A revised Strategy, agreed in July 2008 was subject to detailed consultation using a range of methods, providing opportunities to shape the final outcome and ensuring that it is supported by the public and all partners.

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

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

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

**c) External drivers, including Government policy initiatives**

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

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



**d) Sustainable Development**

Hartlepool Borough Council recognises the severity of climate change and the necessity of working within environmental limits. It also understands the importance of supporting the development of sustainable communities that can deliver economic, social and environmental benefits.

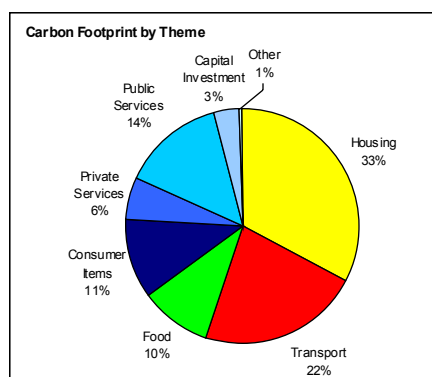
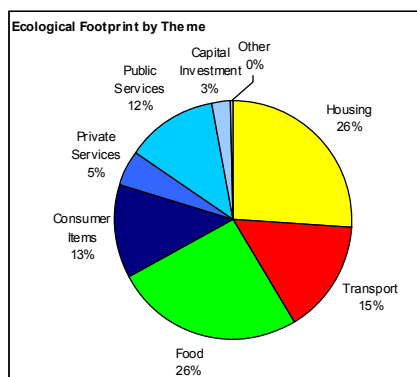
The council has a leading role to play in creating sustainable communities. This includes supporting job creation in environmental services, promoting the social benefits of improving housing and reducing fuel poverty, and championing the health benefits of good-quality green space. The Council is committed to managing its own operations, including its estate, procurement, transportation and resource use to minimise its impact on the environment.

The council's influence and responsibility extends beyond its estate and it must carefully consider the impacts of the policies it agrees and the money it spends. One way in which this happening is by understanding more about Hartlepool's footprints.

Two footprint measures are often considered: the amount of land and sea we need to sustain our lifestyle – an Ecological Footprint and the amount of Carbon Dioxide that our lifestyle emits – a Carbon Footprint. Hartlepool has a relatively low Ecological and Carbon Footprint compared to the rest of the UK.

	Ecological Footprint (global hectares/capita)	Carbon Footprint (tonnes CO <sub>2</sub> /capita)
<b>UK</b>	<b>5.30</b>	<b>12.08</b>
<b>North East</b>	<b>4.83</b>	<b>11.14</b>
<b>Hartlepool</b>	<b>4.75</b>	<b>10.92</b>

Source: 2004 Ecological and Carbon Footprints of Hartlepool produced using REAP V2, SEI, 2008



The Corporate Plan 2009/10 sets out priorities and targets for improvements up to March 2011. Section 5, Detailed Plans, identifies specific actions to be undertaken to deliver our priorities, with key actions and performance indicators, which will be used to help measure our progress. A number of these make a significant improvement to delivering sustainable development including:

**Economic**

- Work with Tees Valley Regeneration and PD Ports for the redevelopment of Victoria Harbour
- Continue the redevelopment of Hartlepool's Business Incubation Scheme
- Reducing the number of young people in poverty
- Increasing the number of Apprentice Framework completions
- Improving financial inclusion

**Social**

- Reducing the number of young people not in Employment, Education or Training
- Improving overall levels of achievement and narrowing the gap in education attainment
- Increasing universal access to high quality learning and skills opportunities
- Delivering the Buildings Schools for the Future and Primary Capital Programmes
- Working to reduce health inequalities
- Reducing smoking prevalence
- Ensuring vulnerable adults and children are safeguarded
- Reducing the harm caused by illegal drugs and alcohol
- Promoting Hartlepool as a Fair Trade town
- Improving the quality of existing housing
- Increasing participation in culture, leisure activities and sport
- Enabling local people to have a greater voice and influence over local decision making and the delivery of services
- Supporting young people to make a positive contribution

**Environmental**

- Reviewing significant features of Hartlepool's natural environment
- Delivering the Local Transport Plan and Integrated Transport Strategy
- Delivering initiatives to reduce the amounts of water, waste and energy used

***e) Community Strategy aims and Council's priority outcomes for improvement***

The Council has adopted a twin track approach to identifying the priority outcomes for inclusion in the Corporate Plan. The outcomes are high-level descriptions of what we want to achieve and are underpinned by other, more detailed, operational activities and statutory responsibilities that are described in departmental and service plans.

Hartlepool Borough Council, its local partners and Central Government, represented by Government Office North East, have reviewed the evidence and agreed 33 priority outcomes for inclusion in the 2008-2011 Local Area Agreement. These are included in the Council's Corporate Plan.

Secondly, the Council's service planning and budget process has identified a number of additional priority outcomes for inclusion in the Corporate Plan. These address service delivery and organisational development issues.

The priority outcomes relate to one of the eight Community Strategy aims or Council's Organisational Development theme.

Specific actions and key performance indicators have been identified for each outcome and these are set out in section 5.

Targets are a mixture of Improvement Targets and Local Priority Targets agreed as part of the LAA and other local performance indicators.

There is a clear link therefore between the Community Strategy, the LAA and the Council's Corporate Plan, with outcomes for each Community Strategy theme helping us achieve our overall Council aim.

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

Responsibility for outcomes, actions and targets have been allocated between the local partners and integrated into the performance management arrangements of each partner. Progress will be monitored by GONE as well as the Hartlepool partners. Targets led by the Council are included in the Corporate Plan. Performance reporting and management will be handled through the existing corporate and departmental arrangements which include quarterly reporting to Cabinet.

### **Jobs and the Economy - Current position**

The Audit Commission has said “The Council has a strong approach to regeneration as a key driver for improving the quality of life in Hartlepool”.

In its most recent (this relates to performance in 2007/8) review the Audit Commission said “New business start-ups have increased, and Hartlepool has the fastest improving VAT stock per capita in Tees Valley. The gap between local and national employment rates has halved since 2002. However, there are still relatively low levels of productivity and employment and high benefit dependency. The Council provides a successful service including some services across Tees Valley on getting people into work, collaborating with other providers.”

The Community Strategy review consultation showed a clear consensus that Jobs and the Economy should be the top priority for action in the town with job creation mentioned by many.

The outcome framework for the Jobs and Economy theme is unchanged from 2008/9. The Council and its partners have identified four outcomes in the Local Area Agreement (LAA) as priorities:

- Attract Investment
- Be globally competitive
- Create more employment opportunities for local people
- Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life

These address the five main issues identified in Hartlepool's LAA:

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

In addition the Council has identified a further two outcomes for the Corporate Plan:

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

Progress in this theme over the past year includes:

- As part of the strategy to attract new investment to the town, the Southern Business Zone (SBZ) action plan was completed and funding sought

through the Tees Valley Unlimited's (TVU) Single Programme package.

- Targeted Training and Employment Clauses within contractual agreements are being used to link inward investment and major regeneration activities (such as Victoria Harbour, and Building Schools for the Future) to social inclusion and assisting local people to get jobs.
- Nine Family Caseload Workers now in post and employed to work across the most deprived wards within Hartlepool; their main role is to work with priority groups and help them find employment and training services within the town.
- Hartlepool's 16-18 NEET (Not in Employment, Education or Training) figure of 7.8% is the second lowest in the Tees Valley; down on last year (8.0%) and below the Tees Valley regional average and below the 2008 target of 8.4%.
- The Council has promoted Hartlepool's interests in economic regeneration policy through the development of the Regional Spatial Strategy (RSS), the preparation of the Tees Valley Multi Area Agreement (MAA) with the Tees Valley Joint Strategy Unit and responding to Government policy proposals Transforming Places, Changing Lives: A Framework for Regeneration.

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

While excellent progress has been made in recent years there is still much to do and the prospects for further improvement have become significantly harder given the economic recession. The economic down turn makes it much more difficult for public services to achieve their aims, particularly in relation to investment and worklessness. Local Area Agreement targets for this theme have not been amended for 2009/10 but will be reviewed for 2010/11. Unemployment at February 2009 was 6.4%%, compared to the national average of 3.8%, both up from 4.4% and 2.2 % in March 2008 respectively.

In line with the importance placed on Jobs and the Economy for the quality of life of the town, the Council is continuing to prioritise regeneration and economic development activity. In response to the changing economic circumstances the Council and its partners are staying focussed on responding flexibly to support local communities and businesses and focussing on delivery of positive outcomes locally. Plans for 2009/10 include supporting the local economy through discretionary rate relief mechanisms; the promotion of the small business rate relief scheme; and accelerating invoice payment procedures to businesses within the Borough.

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

### **Lifelong Learning and Skills – Current position**

The Lifelong Learning and Skills theme targets children and young people as well as adult groups.

The Audit Commission noted “further improvement in educational attainment which is well above that for similar councils” (2008 Direction of Travel assessment). This has been a Hartlepool success story over the past 10 years, recognised in the 2006 Joint Area Review of children’s services. “Early years and childcare provision are good, and educational attainment continues to improve. Support for school improvement and provision for children with special education needs are particular strengths.”

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

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

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

Therefore children’s educational attainment and lifelong learning remains a key priority for the Council. The Council has secured funding of £104m from the Government’s Building Schools for the Future Programme which will be used to improve and address the suitability, sufficiency and sustainability of five secondary schools and our pupil referral unit. The programme will include investment of around £9m in school’s IT facilities and infrastructure to provide state of the art facilities. The Council will close one of its existing secondary schools as the town’s future secondary education needs can be met from a reduced number of schools. These works are scheduled to begin in the summer of 2010 and to be completed by the end of 2015.

The Council has also secured funding from the Government’s Primary Capital Programme. An allocation of £8.4m for 2009 - 2011 will enable the Council to begin to address the highest priority capital investment needs in its primary schools. Further funding will be required to complete this programme and it is anticipated that significant additional funding will be provided through the Primary Capital Programme from 2011/2012 onwards.

The Council is working in partnership with Hartlepool College of Further Education to secure the development of new college facilities in the town centre. However, this is subject to the College securing funding in excess of £50m from the Learning and Skills Council to fund this development. The aim is to enable the college to remain within the town centre and thereby benefit from existing transport links and the improvements in transport links which will flow from the completion of the “Transport Interchange”. The central location of the college will also play a key role in the sustainability of the town centre and the shopping centre, as it will help secure the continued use of these facilities by students.

The outcome framework for the Lifelong Learning and Skills theme is unchanged from 2008/9. The Council and its partners have identified two Local Area Agreement (LAA) outcomes as priorities:

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

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

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

Headline achievements in this theme include:

- 67% of Year 11 pupils achieved 5 A\* - C GCSE results in 2008, representing the best ever result for the town on this measure and putting Hartlepool above the national average for the first time in its history.
- KS2 results in 2008 were the best ever results for the town, placing Hartlepool 14<sup>th</sup> in the country in English, 7<sup>th</sup> in science and 6<sup>th</sup> in maths.
- The gap between the attainment of boys and girls at KS2 narrowed by 1%.
- Primary Strategy for Change was fully approved and the Outline Business Case for Building Schools for the Future was approved without condition or significant challenge.
- Adult education service was rated as “good” for management, achievement and standards and quality of provision

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



**Health and Well-being - Current position**

The Health and Well-being theme addresses the needs of all age groups: children and young people as well as adults.

For children and young people, Government policy is driven by the priorities set out in Every Child Matters. Being healthy is the Every Child Matters outcome relevant to this Community Strategy theme and this was rated as 2 – adequate, a decrease from the previous year's grading of good. Whilst areas of strength were identified in this outcome area, the particular difficulties in sustaining progress in reducing teenage conceptions and the low rates of breastfeeding across the town were key issues where the lack of progress led to a reduction in the grade. Vigorous action is being undertaken in partnership with colleagues in the PCT. A major event involving stakeholders from across Hartlepool has already taken place to identify additional actions to address high levels of teenage pregnancy and a bid has been submitted to the PCT for non recurrent funding to increase services to support breastfeeding.

In its most recent (this relates to performance in 2007/8) review the Audit Commission said "Social care services for adults have improved and are assessed by CSCI (Commission for Social Care Inspection) as good, with a number of aspects excellent. Everyone in contact with the Council's care services now undertakes a self-assessment and is given a resource allocation. They are helped to decide how they wish this to be used and over 900 people now have personal budgets." Since this assessment, the number of people receiving a personal budget has continued to grow and currently stands at over 1,235 people.

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

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

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

The outcome framework for the Health and Care theme is unchanged from 2008/9. The Council and its partners have identified five Local Area Agreement (LAA) outcomes as priorities:

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

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

- Higher than average mortality rates for cancer and cardiovascular disease.
- Inequalities in the health experience of communities within Hartlepool, most starkly illustrated by the difference in life expectancy between the best and worst wards: over 13 years for men and almost 12 years for women
- A very high rate of teenage conception.
- Designing services to enable people to be more independent, stay in their own homes and have more control over their packages of care and support.
- Closer working between social care and health service providers to improve services and efficiency

Headline achievements in this theme include:

- The council's Adult Social Care service and the PCT have built on their history of successful partnership working and have now fully integrated operational services through co-location of staff and implementation of a single management structure, and have brought together commissioning functions to form a single adults commissioning team.
- Good progress was made on the integration of services for children and young people through the Children's Trust established from 1 April 2007.
- The opening of Hartfields (a flagship extra care development that enables older people to maintain their independence for as long as possible) attracted national interest.
- Hartlepool has the highest quit rate in England for its NHS Stop Smoking services and the introduction of the vascular risk assessment programme across Hartlepool will make a major contribution to reducing cardiovascular mortality- one of the major killer diseases in the town.
- The Personalisation agenda in Adult Social Care which focuses on early intervention, re-enablement and self directed support through personal budgets continues to gather momentum. The number of Social care clients exercising choice and control by receiving a personal budget has increased substantially to 1,235.

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

## Community Safety - Current position

The Council and its partners to have had significant success in narrowing the gap between crime levels in Hartlepool and national averages; this was recognised in the last CPA inspection by the Audit Commission saying “multi-agency work to reduce offending and anti-social behaviour is good.”

In its most recent (this relates to performance in 2007/8) review of progress the Audit Commission said “Hartlepool’s achievement of a 34 per cent reduction in 10 different crime types compares favourably to a government target to reduce them by 15 per cent over three years ending in 2007/08. This year there were substantial reductions in violent crime, sexual offences, robberies and domestic burglaries, but a slight increase in vehicle crime. There has been a 13 per cent decrease in first time entrants to the criminal justice system, as well as a larger reduction in re-offending than similar councils. However, fear of crime is high in some areas of Hartlepool. There are high levels of alcohol misuse, binge drinking and under-age drinking.”

In addition this theme addresses the safety and well-being of children and young people. The most recent summary by the Audit Commission said “Performance in children’s social care remains good. There was a fall in the number of referrals to care services to a level close to that for similar councils, and stability of placements improved. However, the number of looked after children has increased and repeat referrals to care services tripled, so that these are both above similar councils.”

In the Community Strategy review consultation the public identified Community Safety as their second highest priority. Community Safety has been a long standing local and national priority with the public wanting higher levels of policing and reduced crime. The introduction of neighbourhood policing, leading to a more visible presence, particularly provided by the high numbers of Police community support officers across all wards, and the integration with the Council’s neighbourhood management service, helps to achieve this

The outcome framework for the Community Safety theme is unchanged from 2008/9. The Council and its partners have included five outcomes in the Local Area Agreement (LAA) as priorities:

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

The Safer Hartlepool Partnership's second strategic assessment conducted in November 2008 contributed to the Year 2 refresh of the Safer Hartlepool Partnership Strategy 2008 – 2011, which will tackle crime, disorder and substance misuse in Hartlepool.

The Annual Priorities identified for 2009 -2010 are:

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

The safety and wellbeing of children and young people remains a priority for the Council and its partners and this is reflected in the recently adopted Children and Young People's Plan 2009 – 2020. The Every Child Matters outcome "stay safe" is embedded throughout the plan. Priorities for 2009/10 include implementing the recommendations from the Care Matters White Paper to improve outcomes for looked after children, implementing an e-safety strategy and developing the work of the Local Safeguarding Children Board to achieve the wider safeguarding agenda.

Progress to date in this theme over the past year includes

- Recognition of the integration of neighbourhood policing with neighbourhood management as an exemplar for other areas
- A continued reduction in crime, with a 10.8% reduction in total crime this year compared to last year, which equates to 1087 less victims
- The improvement indicators for the 'serious acquisitive crime' rate and 'assault with injury' rate are both on target to be achieved.
- Achievement of the Local Public Service Agreement 2 stretched targets linked to domestic burglary and vehicle crime; and common assault and wounding
- According to Place Survey results for NI 17, the perception of residents in Hartlepool that anti-social behaviour is a problem, has reduced from 31% in 2006/07 to 20.9% in 2008/09 survey
- Hartlepool Local Safeguarding Children Board has reviewed the work of the Board and established clear priorities for action in 2009/10.
- Creation of preferred provider with independent fostering agency to provide socio-economic benefits for Hartlepool

While excellent progress has been made in recent years there is still much to do. There are still communities where there are higher levels of crime and anti-social behaviour. There is more to do to reduce re-offending, tackle the misuse of drugs and alcohol and improve the life chances of young people. We must also work harder to improve people's quality of life and limit the harm caused to communities. New initiatives in 2009/10, such as the introduction of

selective licensing for landlords, concentrated in specific areas of the town centre, and the Youth Crime Action plan interventions, will assist with the delivery of these challenges.

Achieving further improvement is likely to be harder given the impact of the recession. Community Safety services and programmes, particularly those using grants and other one off funding sources, may be more difficult to continue as funding sources may be reduced or not renewed. Nationally commentators have predicted rising crime rates, although there is no evidence of this locally to date.

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

## Environment- Current position

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

In its most recent (this relates to performance in 2007/8) review of progress the Audit Commission said “Littering has reduced and recycling increased, but some environment performance has deteriorated. Recycling increased substantially but the weight of waste collected per household deteriorated and is now among the worst 25 per cent of councils. The proportion of major planning applications completed within national time targets deteriorated.” Overall environmental services were rated as 3 out of 4 with 4 being the highest.

In the Community Strategy review consultation local people identified tidying local neighbourhoods, reducing the amount of litter and improvements to public transport as factors which many highlighted as improving quality of life and the local environment. Respondent to the 2008 Place Survey rated clean streets and repairs to pavements and roads highly in terms of what most needed improving in the respondents' local area.

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

The outcome framework for the Environment theme is unchanged from 2008/9. The Council and its partners have included six outcomes in the Local Area Agreement (LAA) as priorities:

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

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

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

Headline achievements in this area 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 37.3%
- The council extended the grass cutting season for open spaces and estates within the town as a response to resident concerns regarding grass clippings left on the highway.
- Work is progressed to establish a 'sound' evidence base to support the Core Strategy which will provide the overarching policy framework within the Local Development Framework
- 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
- The Council provided support to a range of bus services including Headland to town and between Hartlepool Hospital and North Tees Hospital
- The Council continues to respond to residents concerns 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.
- The Council made progress in addressing its own 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 23rd February and 8th March and supporting development of the Fairtrade website.
- Completion of contaminated land remediation works to 96 properties at Seaton Carew.

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



### **Housing – Current Position**

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

In its most recent (this relates to performance in 2007/8) review of progress the Audit Commission said “Housing performance has improved and is now excellent. Private sector homes brought back into use or demolished through council action increased from 64 to 524. Over 1400 homes received free insulation. The proportion of homes built on previously developed land increased substantially, but remained among the worst 25 per cent of councils.” The last point is a result of planning permissions granted in earlier years allowing house building on green field sites.

Overall the Audit Commission rating increased from 3 to 4, the highest possible rating.

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

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

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

The outcome framework for the Housing theme is unchanged from 2008/9. The Council and its partners have identified three Local Area Agreement (LAA) outcomes as priorities:

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

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

- Low and changing demand for some of the older housing in central Hartlepool
- A significant shortfall of affordable housing. Rising waiting lists for social housing and a low turnover of stock has put significant pressure on the social housing stock

- Further progress is required to meet the government's target of bringing all social housing up to the Decent Homes Standard by 2010 and to increase the proportion of private housing in decent condition occupied by vulnerable residents to 70% by 2010 and 75% by 2016.
- The energy efficiency of housing stock needs to be improved to reduce fuel poverty and domestic CO2 emissions account for around 27% of the UK total
- Have support and services in place to ensure residents live as independently as possible and we can identify those who may need support

In addition the Council has identified one additional outcome for the Corporate Plan:

- Access to Housing

Housing is currently being affected by the international global financial crisis. It is affecting all areas of housing, although the full extent will not be known for some time, however the impact is likely to be wide ranging. Many residents will be into negative equity already and difficulty in accessing mortgages has seen a slowing of house building. This has affected the HMR areas as well as other new build in the town. The recently completed housing need assessment showed a massive increase in need for social and/or affordable homes and this will be exacerbated by international economic factors.

Progress to date in this theme over the past year includes:

- The Council has approved criteria for the sale of council owned land to enable affordable housing to be built and bids for funding to the Homes and Communities Agency have been supported to provide affordable homes. In 2008/9 172 units of much needed affordable housing were delivered by housing providers in the town.
- The Vulnerable Persons Panel is proving instrumental to the efficient co-ordination and allocation of vacancies into supported housing schemes. It liaises with private and social housing providers to facilitate move-on into independent tenancies and arranging support services where appropriate.
- The successful commissioning of a range of floating support services (through Supporting People) to support for young people (16-19), People with a Learning Disability, Complex Needs and Substance Misuse. We have also extended short term contracts awarded in January 2008 for a further 12 months. Alcohol and drug misuse services continue to be a high priority.

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

### **Culture and Leisure - Current position**

The Council recognises that culture and leisure can support the delivery of the other Community Strategy themes.

In its most recent (this relates to performance in 2007/8) review the Audit Commission rated the Council leisure services as 3 out of 4 with 4 being the highest.

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

The Culture and Leisure theme also has strong linkages to other Community Strategy Themes. Services have a key contribution to improving health and well-being through sport & physical activity and are also vital to social, economic and personal development and contribute to improved quality of life. Services also provide diversionary activities that help reduce antisocial behaviour and crime and complement lifelong learning and training making a valuable contribution to delivering key outcomes in other theme areas.

The Council has identified additional resources to support key events such as the Dockfest 09 in the run up to the Tall Ship Race in 2010. The Tall Ships Race is a major opportunity to boost economic growth and tourism but it requires investment. The Council's budget strategy has set aside £0.8m from reserves to fund costs associated with the event to ensure the town maximises the opportunities from the event.

The outcome framework for the Culture and Leisure theme is unchanged from 2008/9. The Council and its partners have identified two outcomes in the Local Area Agreement (LAA) as priorities:

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

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

- Relatively low levels of participation in sport activities and engagement in the arts and cultural activities
- The need for improvements to the cultural and sporting infrastructure of the town

- Address barriers to participation in culture and leisure opportunities which are strongly linked to poverty and disadvantage

Progress in this theme over the past year includes:

- A number of successful projects have been delivered including the 2008 Maritime Festival, the National BMX trials at Summerhill and work continues in preparation for the Olympic and Paralympic training camp opportunities for Hartlepool Marina and sail training camps.
- The Tall Ships Project continues to gain momentum, following the official STI inspection the project team has received complimentary feedback on the progress made to date, effectively confirming that Hartlepool is ahead of its 2010 Race partners.
- The visitor figures for the Hartlepool Visitor attractions have borne up remarkably well considering a poor national performance. The Hartlepool Maritime Experience, including the HMS Trincomalee, has seen an increase in visitors which demonstrates the value of the recent investment programme. Recent results from the Active People survey show an increase in adult participation to 22.1 per cent; the highest increase in the Tees Valley sub-region.
- Discussion continued regarding the redevelopment of the Mill House site with funding being sought to refurbish the pool changing room facilities during 2009/10. New automated entrance/exit doors are being installed at Mill House to improve accessibility.
- Social cohesion was encouraged through a range of partnership art projects in, for example community arts engagement and performance at the Maritime Festival, an Ministry of Defence veterans focussed intergenerational project, Town Hall Theatre performances, the Kathakali project with schools and young learning disability groups and the successful performance of the Burbank Pantomime.
- Work on the GP Referral Programme continues to develop with a range of activities being offered to communities with unmet needs. For example, women only sessions for the Asian community
- Initiatives to raise participation have been implemented including PE & School Sport for Young People) and the “Five Hour Offer”, the Government’s free swim initiative for under 16s and over 60s and offering concessionary pricing for over 60’s through the Active Card.
- In libraries there was a sustained programme of literature and reading related cultural events within the 2008 National Year of Reading focussing on the health agenda with activities such as visits by authors to discuss their work, a Murder Mystery event, sessions on reflexology, healthy eating and gardening for mental health which encouraged relaxation and easing stress as well as stimulating the mind
- The Library Transformational Programme was approved by Cabinet and the introduction of self issue technology completed by the end of March as the first stage of service redevelopment.

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

### **Strengthening Communities - Current position**

The Council's CPA report identified excellent consultation and engagement with local people, good use of data to enable identification of local needs and priorities.

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

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

The outcome framework for the Strengthening Communities theme is unchanged from 2008/9. The Council and its partners have identified five outcomes in the Local Area Agreement (LAA) as priorities:

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

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

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

In addition the Council has identified a further outcome:

- Ensure communities are well prepared to respond to emergency situations (Outcome lead: Denis Hampson)

Progress in this theme over the past year includes:

- Overall satisfaction with local area as a place to live (% satisfied) was recorded as 76.3% (Place Survey 2008) compared with 66% (Best Value Survey 2006)
- Feeling of belonging to local neighbourhood (% who agree) was recorded as 59.9% (Place Survey 2008) compared with 54% (Mori Survey 2006)
- Feeling that you can influence decisions in locality (% who agree) was recorded as 31.8% (Place Survey 2008) compared with 31% (Best Value Survey 2006)
- Children's Services achieved outstanding for "Make a positive contribution" in the Annual Performance Assessment 2008/9
- The Council was awarded Level 3 of the Equality Standard for Local Government after independent assessment
- The Critical Challenge initiative was completed allowing representatives from diverse communities to offer feedback on Council services and plans which has resulted in improvements to a number of services.
- Campaigns to promote the use of Council tax reductions and reliefs have been successfully implemented
- The Throston Neighbourhood Action Plan was started and progressed through a Family Fun Day, household surveys, theme assessments and community conference.
- Tell Us 3 survey produced the first ever figure (70.2%) for the new NI 110, the proportion of young people in school year 10 reporting participating in any group activity led by an adult outside school lessons. Preliminary DCSF feedback was that Hartlepool was within the national level/range and was at the top end of the region.
- The Emergency Planning team continued to raise awareness through public events such as the Maritime Festival, where they consulted the public and advised on how best to prepare to deal with emergencies and participated in the "11 million to 1" day when school pupils attended the Emergency Planning Unit to learn about emergency planning and provide advice on the Preparing for Emergencies leaflet from a young persons perspective
- The Preparing for Emergencies leaflet was redesigned and will be delivered to all households in Hartlepool in May. A Viewpoint survey will be used to test the success of the communication in June 2009.

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

***e) Developing the organisation aims and priority outcomes***

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

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

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

The most recent Audit Commission assessments (relating to 2007/8 and reported in March 2009) rate the Council's Use of Resources as overall **Performing Well**. This assessment examines Financial reporting, Financial Management, Financial Standing, Internal Control and Value for Money.

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

Looking ahead the Council has identified six priorities:

- Improve Performance Management and risk management arrangements
- Improve Governance Arrangements
- Improve financial management and reporting
- Improve access and understanding between the Council and the Public
- Improve Elected member and Workforce arrangements
- Improve efficiency and effectiveness of the organisation

These are largely the same as last year but now include separate priorities on governance and financial management and reporting. A range of actions are being progressed.

**Improve Performance Management and risk management arrangements**

Steps are being taken to further improve performance and risk management, overview and scrutiny. A particular priority is data quality.

This year sees the introduction of the Comprehensive Area Assessment (CAA), the replacement for CPA, from 2009. The Council is working with its partners and the Audit Commission to meet the requirements of the process and identify areas for development.

### **Improve Governance Arrangements**

In terms of dealing with new legislation and regulation, the highlights this year include the Single Equalities Bill, provisions of the Housing (Property Search) Regulations and Electoral Commission Performance Standards.

### **Improve financial management and reporting**

This next 12-18 months is bound to be challenging financially as the recession and impact on the public sector finances becomes clearer.

Priorities this year include formalising arrangements between departmental and central finance teams, improving financial risk management and reporting and ensuring elected members and staff are appropriately briefed about the Council's financial situation.

### **Improve access and understanding between the Council and the Public**

The focus is on developing the role of Hartlepool Connect to deliver improved service and value for money. Steps will also be taken to implement Council's plans in relation to consultation, learning from complaints and comments and sharing of information with public and employees. This will help ensure the Council's strong reputation for public engagement is maintained.

### **Improve elected member and Workforce arrangements**

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

### **Improve efficiency and effectiveness of the organisation**

The pressure to achieve efficiency targets increases in anticipation of less resources being made available in the next Comprehensive Spending Review the context of managing overall public sector debt and lower tax revenues.

Achieving the targets is essential to achieve the Council's Medium Term Financial Strategy. The Business Transformation programme, launched in 2008/9 and backed by £0.5m of Council funding, continues to be implemented. The Business Transformation project aims to develop an organisation which can:

- Maintain and continue to improve service performance



- Make more efficient and effective use of it's resources; people and buildings
- Deliver services in a responsive manner
- Optimise the extent to which services are delivered directly to the user and minimise the number of transactions to achieve this

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

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

### **Conclusion**

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

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

### **3. Medium Term Financial Strategy 2009/10 to 2011/12 and detailed budget for 2009/10**

For a number of years the Council has operated a medium term financial planning process. The Medium Term Financial Strategy (MTFS) is rolled forward and updated on an annual basis.

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

The main issues and assumptions the strategy takes into account are described below. For more information see the Council's full medium Term Financial Strategy.

#### **a) Resource availability**

The availability of resources is central to the financial and service planning process. The main source of funding is Government grant and the Council received three types of Government grant – Specific Grants, Area Based Grant and Formula Grant. The Council is also able to fund services from Council Tax, locally derived income and from using its reserves.

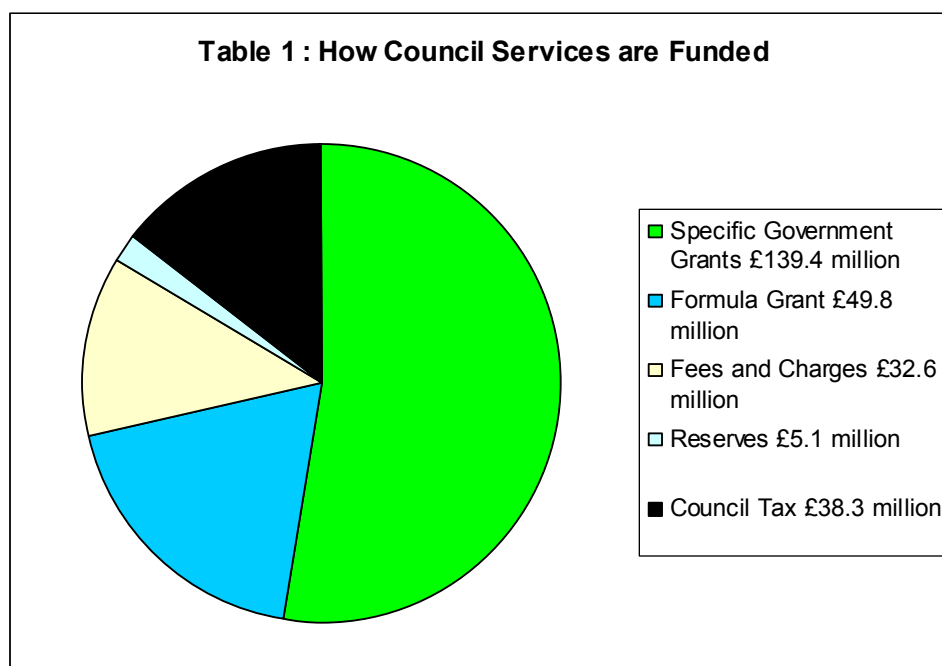
In 2009/2010 the Council will spend £265.2m and the following chart shows how this spending will be financed.

#### **Specific Grants**

These are paid to fund specific services based on the Government's own priorities. The main specific grants are the Dedicated Schools' Grant (£59.7m) which must be used for Education services and the Benefit Subsidy Grant (£41.5m) to cover the cost of paying Council Tax benefit and rent allowances, which are national benefits administered by councils.

#### **Area Based Grant**

The smallest element is the Area Based Grant (£11.8m). This grant was introduced in 2008/2009 and replaced a range of Specific grants. In theory the Council can decide how this grant is spent, but in practice this freedom is limited as this grant is needed to match existing commitments previously funded from specific grants, for example, the Connexions services and Children's Fund. The Council has reviewed the use of the Area Based Grant and determined a strategy for using this grant over the next two years. The majority of this grant (£11.5m) will be allocated for specific projects and services. In 2009/2010 £0.287m of the Area Based Grant, (increasing to £0.414m in 2010/2011) will be allocated to support core services.

**Table 1 – How the Council's Gross Budget is Funded****Formula Grant**

This is the main revenue grant for local services and the Council has complete discretion on how this money is spent.

Nationally, the current three year formula grant settlement (Comprehensive Spending Review 2007 which runs from 2008-2011) is regarded as the most challenging since 1997. Locally, the Council has benefited from changes in the methodology the Government uses to distribute Formula Grant, but we will not receive the full benefit of these changes as the “floor damping arrangements” will continue. These arrangements mean that areas such as Hartlepool lose grant to protect Councils in other parts of the country. The headline figures for Formula Grant are shown below.

**Table 2 – Formula Grant Increases 2008/9 to 2010/11**

	2008/2009	2009/2010	2010/2011
National Grant Increase	3.6%	2.8%	2.6%
Average Unitary Authority Grant Increase	4.7%	3.4%	3.0%
Hartlepool Grant Increase	6.0%	3.9%	3.4%

The Council remains concerned that floor damping arrangements mean Hartlepool receives lower grant funding than similar authorities which face similar challenges.

**Council Tax**

Since becoming an all purpose authority in 1996/1997 the Council has been committed to minimising Council Tax increases. This policy reflected the Council's desire to protect both services and Council Tax payers.

The Council is committed to minimising future Council Tax increases, but also recognises that increases need to provide a sustainable resource base for future years. Therefore, for 2009/2010 the Council has approved a 3.9% increase. For 2010/2011 and 2011/2012 the Council has also approved indicative Council Tax increases of 3.9% per annum.

At a national level the Government compares Council Tax levels using Band D figures. This indicates Hartlepool has the eighth highest Band D Council Tax in 2008/2009 out of 354 Councils. The Council continues to be concerned that comparisons using Band D Council Tax levels are misleading and it is more appropriate to make comparisons using the average Council Tax per household. Hartlepool's average Council Tax for 2008/2009 was £1,082, compared to a national average of £1,191. This means Hartlepool has the 247<sup>th</sup> lowest Council Tax per household out of 354 authorities.

**Locally Derived Income**

The Council's existing Medium Term Financial Strategy is based on annual increases in fees and charges of 2.5% per annum. Individual department have the flexibility to implement higher or lower increases. The Council has determined to undertake a corporate review of pricing policies as part of the 2010/2011 budget process.

**Use of Reserves**

A specific Budget Support Fund has been established to support the revenue budget over the next three years and will provide total support of £7m over this period. The availability of this reserve will provide a period of financial stability which will assist the Council to reduce costs to a sustainable level. This reserve will be fully used by the end of 2011/2012.

***b) Financial Planning - Issues and assumptions addressed***

The Council plans on a rolling three year basis through our service and financial planning process and the timetable for these processes are aligned for this purpose. Financial planning, both for the immediate year and medium term, needs to take account of a wide range of factors. The following section sets these out.

**Economic Outlook and Inflation**

Financial planning needs to take account of the economic outlook and the impact of inflation. Uncertainty around these issues provides an inherent risk

to financial planning and therefore service delivery. Until very recently these risks were considered fairly low as the Government had provided Council's with a three year grant settlement and inflation and interest rates were expected to be fairly stable.

As we have seen from recent events the economic outlook has changed very significantly and the world economy has entered into a deep recession. The speed and intensity of this deterioration in the economic outlook has surprised Governments and Central Bankers around the world. Consequently, policy makers are still implementing measures to try and combat the depth and length of the recession and to lay the foundations for growth.

The current economic downturn will affect the public sector for many years to come and the Government will need to bring expenditure into line with resources in the medium term. The Chancellor has already announced a reduction in the overall level of public sector growth to only 1.1% in the next Comprehensive Spending Review period. It is expected that the majority of this growth will be directed to the Government's Health and Education priorities. Therefore, funding for Council's will increase at a slower rate or may even reduce.

The economic downturn is expected to reduce the overall level of inflation. However, inflation in the public sector is driven by other factors, such as changes in the minimum wage. Therefore, in the financial plan an annual provision for non pay inflation of 2.5% has been made. This will be reviewed during 2009.

For pay increases a provision of 1.5% has been made for 2009/2010. For 2010/2011 and 2011/2012 the provision for pay inflation is 2.5%, as from April, 2011, there will be a 0.5% increase in employers National Insurance rates. It is expected Pension contributions may need to increase if the economy does not recover quickly.

In 2009/2010 the financial plan also includes specific provision for higher utilities costs to reflect increases in market prices and the expiry of previous fixed term contracts.

### **Demographic and Service Pressures**

The financial plans need to make provision for demographic and service pressures which arise from the diverse services provided by the Council. For 2010/2011 £1.5m is provided for these items and a further £2m in 2011/2012 and 2012/2013.

One of the major risks facing councils is the increasing number of people over 85 years old and also the numbers suffering dementia. Additional funding has been provided in the 2009/2010 budget for these areas and this will be a major call on funding provided in the financial plans for future years.

A detailed assessment of these risks is undertaken as part of the annual updating of the MTFS.

## Efficiencies, Business Transformation Programme and Value for Money (VFM)

The Government currently requires local authorities to make efficiencies of 3% per year over the three years 2008/2009 to 2010/2011. For this Council this equates to approximately £2.5m per year and these amounts are reflected in the financial plan.

For 2008/2009 the Council achieved its target. Figures provided by the Government for 2008/2009 show that the Council is performing well in achieving efficiencies and for 2008/2009 the efficiencies achieved equate to £115 per Band D property, compared to £78 for similar authorities.

In practice, the Council will need to achieve higher efficiency targets if it is to avoid cuts to services. The Business Transformation Programme has been approved and this aims to deliver £5.9m efficiencies. This programme will be the most significant change to the Council since it became a unitary authority in 1996. The benefit of these efficiencies are currently phased between 2010/11 and 2016/17 but with 87%% planned to be achieved by 2012/13.

Part of the savings produced will be needed to fund employee severance costs, which will be repaid over five years. Therefore, part of the benefit to budget will be delayed until these costs are repaid.

The Business Transformation Programme reflects six workstreams, five of which are expected to deliver efficiencies (Customer services is predicted to be cost neutral):

Work stream	Full Efficiency Target £'000
Restructure and Management Structure	1,850
Transactional Services	900
Non-Transactional Services	300
Asset Management	510
Service Delivery Options	<u>4,600</u>
	8,160
Provision for overlap with efficiencies implemented 2008/2009 and 2009/2010 and estimation errors	(2,200)
	<u>5,960</u>

The Service Delivery Options work stream will make the largest contribution to the overall Business Transformation target and will be based on detailed option appraisals and business cases for how services are delivered in the future.

The latest Audit Commission report (issued in March, 2009) **“stated the Council provides good value for money. The Council has well thought out plans for the future, including a major business transformation programme to deliver significant improvements in value for money”**.

## Human Resources (HR) Planning

The largest component of our budget relates to staffing costs and decisions to change services or budget allocations invariably have implications for HR planning.

In 2008/2009 we implemented a new pay and grading structure for the majority of Council employees. This included the introduction of a single pay scale and the harmonisation of other terms and conditions of employment. These changes will have an ongoing impact on the Council and its employees for many years. The new pay scale is designed to reward all employees fairly and to provide structured career paths to enable us to develop the work force we need to continue to deliver services.

The continued drive to achieve efficiencies and implement the Business Transformation Programme will mean that in some areas we need less staff than we currently have. We will try to manage these reductions through voluntary reductions, redeployment and retraining. Compulsory redundancies will only be used where there is no viable alternative. To facilitate this policy we maintain a redeployment list, implement recruitment freezes when we need to reduce employee numbers. We also operate a corporate assessment process for considering whether vacant posts need to be filled.

The Council is also committed to training existing employees to obtain qualifications which enable them to do their job better and develop their careers. We are also committed to providing apprenticeship opportunities to school leavers.

### **Risk Areas and Strategies**

There are inevitably uncertainties and risks about planning for the future. The Council has assessed the key risks and taken steps to address them. Key areas of risk are described below.

A key area of risk is finalisation of Job Evaluation and additional resources have been provided in the MTFS based on the latest assessment of this area. Similarly, additional resources have been provided for Adult Social Services and Children's Services in the 2009/2010 base budget to address increasing demand.

The Council has also identified a contingency of £0.4m for new risks identified as part of the budget process. These resources will be allocated to individual budget holders to manage on a ring fenced basis. The Corporate Management Team (CMT) will also manage the overall contingency and reallocate resources to match actual commitments.

The other major area of risk is investment income following the significant falls in interest rates since October, 2008. These reductions have partly been mitigated by making advance investments in accordance with the Council's Treasury Management Strategy. This action will provide some protection from lower interest rates although the Council's overall return will be lower than in previous years. This reduction will not directly impact on the Financial Plan as a prudent approach is taken to investment income and we only

budget for income which is certain to be achieved. The reduction in investment income will reduce our ability to deal with one-off issues which may arise in the next three years.

As part of its Medium Term Financial Planning the Council undertook sensitivity analysis and scenario planning to enable Members to clearly see the impact of their decisions on the proposed budget for 2009/10 and subsequent years. The details are set out in the Medium Term Financial Plan.

### **Summary**

The medium term financial outlook can be summarised as a period of public sector expenditure constraint for the period covered by the MTFS and probably the next Comprehensive Spending Review which requires services to be prioritised at a sustainable level by taking into account the issues outlined above.

### ***c) Allocation of Resources to priorities and detailed budget for 2009/10***

When allocating its resources the Council considers service user needs, the implications for its strategic and service objectives and performance measures and allocates its limited resources to maximise the outcomes for the people of Hartlepool.

The impact on diverse communities of budget proposals is also taken into account, specifically those areas where it is proposed to increase/decrease spending. This covers gender, disability, race, sexual orientation, religion and faith communities. In broad terms for 2009/2010 budget proposals the assessment demonstrated:

- Efficiencies are largely diversity neutral;
- Pressures have significant positive diversity impacts, particularly the provision of additional funding for Children's Services and Adult Social Services.

For 2009/2010 the Council has given the highest percentage increase to Children's Services which makes a major contribution to two Community Strategy themes – Lifelong Learning and Skills and Health and Well-being. These additional resources reflect the Council's commitment to protect vulnerable young people and enable them to achieve their full potential.

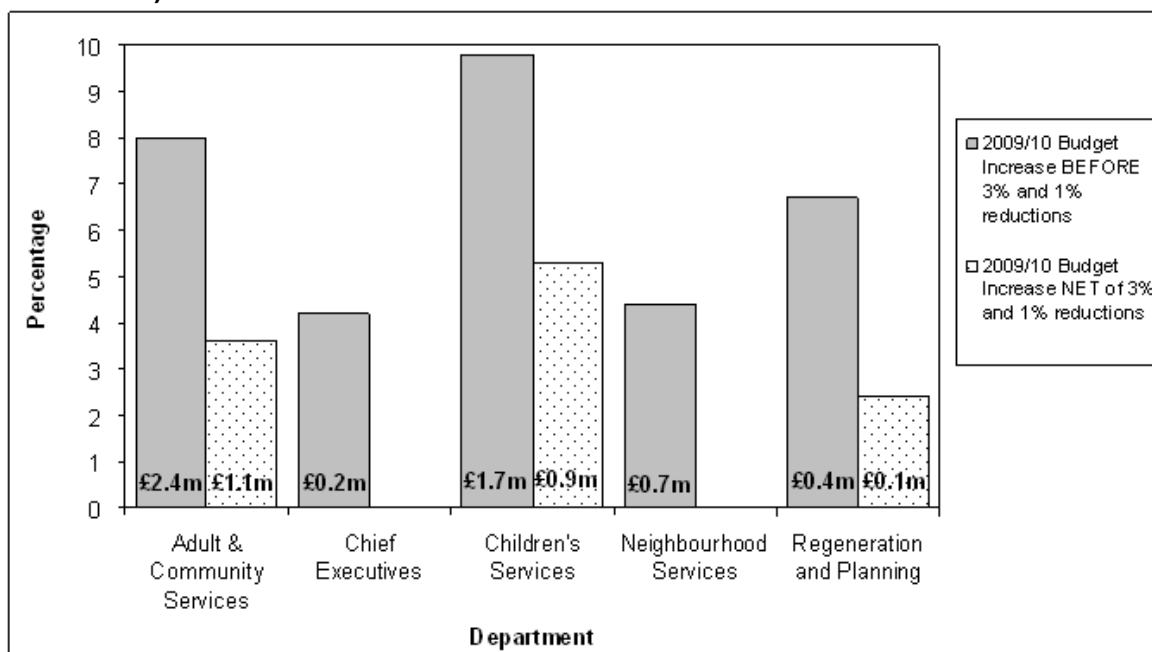
The second highest percentage increase has been provided for Adult and Community Services, which makes a major contribution to the Health and Well-being Community Strategy theme. The additional resources reflect the Council's commitment to support vulnerable adults with mental and physical disabilities, support for older people, including those suffering from dementia.

Regeneration and Planning services have received a small net increase in net resources. All other areas have achieved efficiencies to offset service pressures and this has enabled net spending in these areas to be frozen at 2008/2009 levels.



The 2009/2010 budget changes are summarised in the chart below.

### Gross and Net Budget Increase 2009/2010 (excluding impact of Job Evaluation)



The key budget allocations and decisions for each Community Strategy theme are summarised below.

#### Jobs and the Economy

- Area Based Grant allocations provide annual budgets of £2.1m for two years to continue a wide variety of schemes;
- A capital allocation of £0.35m for Regeneration and Economic Development match funding;
- Payment terms for Hartlepool companies reduced to ten days.

#### Lifelong Learning and Skills

- Area Based Grant allocations provide annual budgets of £4.1m for two years to continue a wide variety of schemes;
- A capital allocation of £8.9m for improvement to schools;
- An additional allocation of £2m towards the up front costs of the Council's Building Schools for the Future (BSF) Programme. This brings the Council's total contribution to £3.7m, excluding in-kind support provided by a wide range of Council Officers. The Council is also committed to providing additional funding for one-off BSF costs in 2010/2011 and has agreed to underwrite the BSF capital scheme in the event of a funding shortfall.

#### Health and Well-Being

- This theme has received the highest increase in funding in line with the Council's policy of protecting vulnerable people;
- Services for Working Age Adults have been allocated an above inflation increase of £1.1m (a 23% increase) to support adults with autism and high level, complex needs;
- Mental Health Services allocated an above inflation increase of £0.2m (a 28% increase) to support an increasing number of people with mental illness;
- Looked After Children's Services allocated an above inflation increase of £0.8m (a 95% increase) to meet the additional costs of caring for more children;
- Foster Services allocated an above inflation increase of £0.3m (a 29% increase) to meet increased demands;
- Services for Older People allocated an above inflation increase of £0.39m (a 4.5% increase) to address demographic pressures;
- Area Based Grant allocations provide annual budgets of £1.8m for two years to continue a wide variety of schemes;
- £130,000 capital allocation for disabled adaptations and facilities grants.

**Community Safety**

- Area Based Grant allocations provide annual budgets of £1.1m for two years to continue a wide variety of schemes;
- Annual capital allocations of £0.15m for three years commencing 2009/2010 for Community Safety Initiatives.

**Environment**

- A capital allocation of £1.9m for Local Transport schemes;
- Area Based Grant allocations provide two year funding allocations to continue a range of schemes to the end of March, 2011, including annual allocations for Environmental Enforcement Works (£155,000), Environment Action Team (£100,000) and School Environmental Action Officer (£25,000);
- Core environmental budgets have generally been increased by inflation or frozen at the 2008/2009 level.

**Housing**

- A capital allocation of £4.5m for Housing schemes;
- The Council is committed to using Prudential Borrowing to facilitate strategic land acquisition to promote the development of private and social housing.

**Culture and Leisure**

- A capital allocation of £3m towards the redevelopment of the Mill House Leisure Centre;
- A capital allocation of £0.1m for the Central Library;
- A capital allocation of £75,000 for the development of mini football pitches at Grayfields.

**Strengthening Communities**

- Area Based Grant allocations provide annual budgets of £1.1m for two years to continue a wide variety of schemes;
- Annual capital allocation of £156,000 for three years for Neighbourhood Forum minor works programmes.

**Capital programme 2009/10**

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

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

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

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

- The results of our own service review programme and external inspections;
- The level and type of Central Government support for the Council's capital investment;
- Pressures and priorities set out in the Council's Medium Term Financial Strategy (including the level of Council Tax increases).

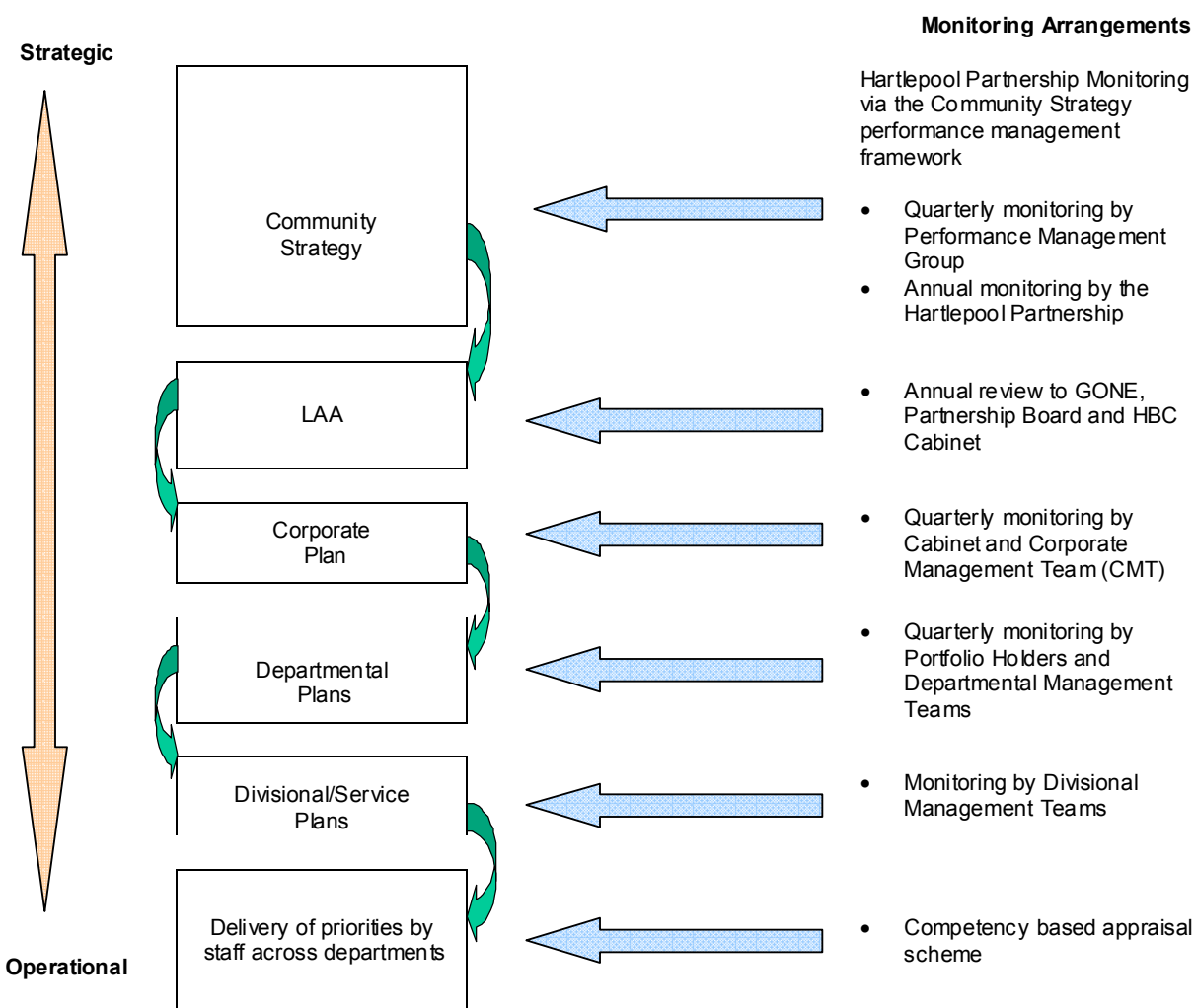
The Council's Capital Programme for the three years 2009/2010 to 2011/2012 was approved in February 2009. Over this period the Council will invest over £83.1m, which includes Building Schools for the future investment in 2010/2011 and 2011/2012. A breakdown of the 2009/2010 Capital Programme is detailed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

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

## 4. Managing Performance and Risk

### a) Performance Management Framework

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



### Performance Management Arrangements

As part of the Corporate Assessment inspection that took place in December 2006 the Audit Commission recognised that the Council had “good performance management” and there was a “strong performance management culture throughout the organisation”. However, we have

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

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

Quarterly reporting to Cabinet, Portfolio Holders and Scrutiny will continue in 2009/10.

### Audit and inspection

The Council has been subject to a range of routine inspections and audits over the past 12 months and the areas for improvement identified will continue to be progressed. The reports are considered by the Audit Committee and appropriate portfolio holders. The performance management of these issues have been incorporated into the Council's performance management arrangements for 2009/10. These are summarised below.

Report	Areas for improvement and recommendations	Process for improvement
Use of Resources and Annual Audit Letter March 2009	The recommendations addressed improving financial reporting; strengthening the medium-term financial strategy; and looking further ahead, demonstrating the Council's action in relation to sustainability in its use of resources.	<p>The Council has already taken action to implement recommendations in relation to the medium term financial strategy. Further improvements to financial arrangements will be progressed through the Corporate Plan actions CORP OD 7-10 addressing roles and responsibilities of staff and financial reporting and planning.</p> <p>Further improvements to sustainability will be progressed through the Corporate Plan actions CORP EN09 Develop and deliver corporate environmental strategies and CORP EN10 Develop Energy Management "invest to save" programme for Council buildings</p>
Data Quality March 2009	The recommendations addressed improving internal quality assurance arrangements for PIs; and closely following underlying guidance for calculation of PIs.	The Council has responded to these findings. Further improvements to data quality arrangements will be progressed through the Corporate Plan action CORP OD 01 Continued development of service planning

Report	Areas for improvement and recommendations	Process for improvement
		and performance management arrangements.
Effective Financial Management (Review of the Medium Term Financial Strategy) October 2008	The recommendations addressed presentation of financial policies in one comprehensive document; better alignment of the MTFS with Council priorities, and ensuring the MTFS describes, in financial terms, joint plans with partners and stakeholders.	See reference to Corporate Plan actions CORP OD 7-10 above.
Annual Governance Report and financial statements September 2008	The recommendations addressed production of the financial statements, quality assurance arrangements to review the quality of the accounts and assurance about the governance of partnership arrangements.	See reference to Corporate Plan actions CORP OD 7-10 above.
Ethical Standards April 2008	The recommendations addressed the use of the members' Register of Interests, role of the Standards Committee and training and developments for members and officers.	The Council has already taken action to implement recommendations. Further improvements to governance arrangements will be progressed through the Corporate Plan action CORP OD05 Development of Governance Arrangements
Managing Sickness Absence April 2008	The recommendations addressed information systems and targets, provision of data, review and application of procedures and increasing the profile, promotion and co-ordination of wellbeing initiatives	Recommendations are addressed through the Corporate Plan action CORP OD14 Implement the People Strategy and Workforce Development Strategy in particular a range of wellbeing initiatives.

### ***b) Risk Management Arrangements***

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

The risk registers will be monitored via Covalent in 2009/10, which will facilitate clear links to be made to the priority outcomes, and related

Performance Indicators and actions. This will allow officers and Members to review risks with a clear picture of all related issues.

## 5. Detailed plans

This section identifies those specific actions to be undertaken to deliver our priorities, with key actions and performance indicators, which will be used to help measure our progress.

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

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For most performance indicators, improved performance is indicated by an increasing number. For performance indicators where improved performance is indicated by a decreasing number this is indicated by a ↴ symbol after the indicator description.



## Corporate Plan 2009/10 – Action Plan

### Jobs and the Economy

#### Outcome: **Attract Investment**

Code	Action	Date to be Completed	Responsible Officer
CORP JE01	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	31/03/2010	Antony Steinberg
CORP JE02	Work with Tees Valley Regeneration and PD Ports for the redevelopment of Victoria Harbour within Hartlepool Quays	31/01/2010	Stuart Green

#### Associated Performance Indicators

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 151	Overall Employment rate (working-age)	n/a	67.5%	66.8%	The outturn relates to proportion of the working age population (16-59 for females and 16-64 for males) who are in employment according to the International Labour Organisation (ILO) definition.	67.8%	68.8%
RPD P045	Employment Rate (16-24) (Performance expected with reward) (LAA H9)	51.6	45	53.8	Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	54.1	54.4
RPD P076	The gap between Hartlepool unemployment rate and the Great Britain rate ↓	2.3	2.6	1.9	The 2.6% gap relates to a Hartlepool rate of 6.4% compared to the national picture of 3.8%	2.4	2.4

Outcome: <b>Be globally competitive</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP JE03	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	31/03/2011	John Morton
CORP JE04	Continued development of Hartlepool's Business Incubation System and business support programme including the development of the visitor economy network	31/03/2010	Mick Emerson
CORP JE05	Develop and facilitate entrepreneurial activities including working with young people to foster the enterprise culture in the town	30/09/2009	Mick Emerson

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
NI 166	Median earnings of employees in the area	n/a	£461.71	£460.00	This is the most appropriate indicator of average earnings and is based on the pay period containing a particular date in April each year.	£480.00	£499.00
NI 171	New business registration rate	n/a	48.0	24.0	This relates to the proportion of business registrations per 10,000 resident population aged 16 and above. Targets set as part of LAA and will be reviewed as part of LAA refresh process.	41.1	47.5
NI 172	Percentage of small businesses in an area showing employment growth	n/a	n/a	Not Set	No outturn information or targets are available as the indicator has been suspended by Government.	Not Set – Suspended by Central Govt	

Outcome: <b>Create more employment opportunities for local people</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP JE06	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	31/03/2010	Diane Martin

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007 / 08	2008 / 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 152	Working age people on out of work benefits ↓	n/a	20.7%	20.7%	Working age benefits include the main out-of-work client group categories (unemployed people on Jobseekers Allowance, Lone Parents on Income Support, Incapacity Benefits customers, and others on income-related benefits with the exception of carers who are not subject to activation policies in the same way as other groups). The working age population is defined as the sum of females aged 16-59 plus males aged 16-64.	19.7%	18.7%
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods ↓	n/a	28.5%	31.0%	This indicator measures the percentage of the working age population claiming out-of-work benefits in the worst performing neighbourhoods. These are defined as Lower Super Output Areas (LSOAs) with a benefit claim rate (as defined above) of 25% or more based on a 4 quarter average between May 2006 and February 2007.	28.0%	26.0%

Outcome: <b>Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP JE07	Reduce the level of young people who are Not in Employment, Education or Training (NEET)	31/03/2011	Mark Smith
CORP JE08	Reduce the proportion of children in poverty	31/03/2011	Sue Johnson

CORP JE09	Implement the Hartlepool 14-19 Strategy	31/03/2011	Tom Argument
CORP JE10	Implement the Machinery of Government Changes (MOG) in line with the Raising Expectations - Enabling the System to Deliver White Paper	31/03/2010	Tom Argument

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
CSD P006	All key stage 4 pupils undertake work related learning and useful work experience (LAA JE14)	98	99	99	This is the percentage of Key Stage 4 who have undertaken both authorised Education Business Partnership (EBP) placements as well as unauthorised work placements.	99	99
CSD P007	Careers education & guidance is provided to all young people aged 13-19 (LAA JE15)	100	100	99.5	This is the number of young people aged 13-19 who are allocated a Connexions personal advisor against the number of young people who are aged 13-19 who are resident in Hartlepool	99.5	99.5
NI117	16 to 18 year olds who are not in education, employment or training (NEET) ↓	n/a	8.2%	8.4%		8.0%	7.6%

**Outcome: Promote Hartlepool's interests in economic regeneration policy making at the national, regional and sub-regional levels**

Code	Action	Date to be Completed	Responsible Officer
CORP JE11	Pursue due recognition of Hartlepool's economic role, needs and opportunities in national, regional and sub-regional policy	31/03/2010	Derek Gouldbum

**Outcome: Support and promote appropriate physical and economic regeneration and pursue external funding opportunities**

Code	Action	Date to be Completed	Responsible Officer
CORP JE12	Coordinate Key Regeneration Programmes	31/03/2010	Derek Gouldbum

<b>Lifelong Learning and Skills</b>
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<b>Outcome: Enjoy and Achieve</b>
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Code	Action	Date to be Completed	Responsible Officer
CORP LLS01	Foundation Stage Profile - Narrowing the Gap: Improve the average Early Years Foundation Stage profile score of the lowest achieving 20% of results to narrow the gap between that and the median	31/07/2010	Val Green
CORP LLS02	Continue to improve overall levels of achievement and narrow the gap: Between Key Stage 1 - 2 improve the proportion of pupils progressing by 2 National Curriculum levels in English	31/07/2010	Janice Sheraton-Wright
CORP LLS03	Continue to improve overall levels of achievement and narrow the gap: Between Key Stage 1 - 2 improve the proportion of pupils progressing by 2 National Curriculum levels in Maths	31/07/2010	Janice Sheraton-Wright
CORP LLS04	Continue to improve overall levels of achievement and narrow the gap: Between Key Stage 2 - 4 improve the proportion of pupils making at least 2 National Curriculum levels progress	31/07/2010	Geraldine Chapman
CORP LLS05	Continue to improve overall levels of achievement and narrow the gap: At Key Stage 2 increase the proportion of pupils achieving Level 4+ in both English and Maths	31/07/2010	Janice Sheraton-Wright
CORP LLS06	Continue to improve overall levels of achievement and narrow the gap: At Key Stage 4 increase the proportion of pupils achieving 5 A*-C grades at GCSE or equivalent, including English and Maths	31/07/2010	Geraldine Chapman
CORP LLS07	Continue to improve overall levels of achievement and narrow the gap: Narrow the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4	31/07/2010	Geraldine Chapman; Janice Sheraton-Wright
CORP LLS08	Provide enrichment opportunities: Increase the percentage of pupils participating in extra-curricular activities	31/07/2010	Karen Adams-Shearer
CORP LLS09	Provide enrichment opportunities: Extend the opportunities for pupils to participate in an increasingly wide range of extra-curricular activities	31/07/2010	Karen Adams-Shearer
CORP LLS10	Provide enrichment opportunities: Improve the availability of curriculum enrichment activities for all pupils including educational and residential visits, music, sport, creative and performing arts	31/07/2010	Karen Adams-Shearer

## Associated Performance Indicators

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	38.4%	40.4%	45.7%	<p>The number of children achieving 78 points across all 13 EYFSP scales with at least 6 points or more in each of the Personal, Social, Emotional Development and Communication, Language and Literacy scales, expressed as a percentage of the total number of children assessed against the Early Years Foundation Stage Profile.</p> <p>Early Years Foundation Stage Profile(EYFSP) – this is a statutory framework for children’s learning and development and welfare from birth to the end of the academic year in which they turn 5. It covers six areas of learning:</p> <ul style="list-style-type: none"> <li>• Personal, Social and Emotional Development (3 scales)</li> <li>• Communication, Language and Literacy (4 scales)</li> <li>• Problem-solving, reasoning and numeracy (3 scales)</li> <li>• Knowledge and understanding of the world (1 scale)</li> <li>• Physical Development (1 scale)</li> <li>• Creative Development (1 scale)</li> </ul>	44.9%	45.8%
NI92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest ↓	45.7%	44.0%	39.3%	<p>The outturn relates to the gap between the median Foundation Stage Profile score of all children locally and the mean score of the lowest achieving 20% of children locally, as a percentage of the median score of all children locally. Average (mean) score – this is defined as the average (mean) score for a particular cohort of children. The importance of using a mean score is that those at risk of the lowest scores will still contribute.</p> <p>Median score – this is defined as the score of the middle child, where in an ordered list of scores half of the children would lie above and half of the children would lie below this child.</p> <p>Lowest 20% of the EYFSP results – this is defined as those</p>	39.1%	36.7%

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### Appendix A

Appendix A

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
					children whose total EYFSP score falls into the lowest 20% of results locally.		
NI73	Achievement at level 4 or above in both English and Maths at Key Stage 2	n/a	79.0%	78.0%	The outturn relates to the number of pupils achieving Level 4+ in both English and Maths at KS2 as a percentage of the number of pupils at the end of KS2 with valid National Curriculum test results in both English and maths.	82.0%	84.0%
NI93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	n/a	84.6%	95.0%		97.0%	97.0%
NI94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	n/a	83.0%	93.4%		97.0%	97.0%
CSD P031a	Increase the proportion of NRA pupils achieving two level gains from KS1 – KS2 in English at a rate which exceeds the increase for non NRA pupils.	82.1	82.4	Not Set	The outturn is the percentage of NRA pupils achieving two level gains. The target is the gap between the percentage of NRA pupils gaining 2 leveles and the percentage of non NRA pupils gaining two levels. i.e in 2009/10 2% more NRA pupils should gain 2 levels	2.13	7.21
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	50.0%	50.0%	30.0%	The outturn relates to the number of looked after children who have been in care for at least one year who were in year 6 (Key Stage 2) and who achieved at least level 4 in maths as a percentage of the total number of looked after children who were in care for at least one year who were in year 6 (Key Stage 2). Targets are agreed as part of the LAA negotiations and with the Department for Children , Schools and Families. Targets are regularly reviewed because of the small number of looked after children (less than 10) and uncertainty about which children will be looked after for at least 1 year in future years. These factors make realistic target very difficult.	43.0%	25.0%
NI99	Looked after children reaching level 4 in English at Key Stage 2	33.0%	40.0%	20.0%	The outturn relates to the number of looked after children who have been in care for at least one year who were in year 6 (Key Stage 2) and who achieved at least level 4 in English as a percentage of the total number of looked after children who were in care for at least one year who were in year 6 (Key Stage 2). The comments about target setting for NI 100 also apply here.	43.0%	37.5%
NI102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key	n/a	21.8%	18.0%	Overall achievement of the expected level at KS 2 was 79.0% - see NI73	17.0%	16.0%

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### Appendix A

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/10	Annual 2010/11
		Value	Value				
	Stages 2 and 4 - Part 1 Key Stage 2 ↴						
NI75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	n/a	39.2%	44.0%	The outturn relates to the number of pupils achieving 5 or more A*-C or equivalent including English and Maths at KS4 as a percentage of the number of pupils at the end of KS4. Targets are agreed as part of the LAA negotiations and with the Department for Children, Schools and Families.	52.0%	51.7%
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	9.0%	9.0%	11.0%	The number of looked after children who were in care for at least one year who were in year 11 and achieved the equivalent of at least 5 A*-C GCSEs, including English and mathematics (or equivalent) as a percentage of the total number of looked after children who were in care for at least one year who were in year 11.	18.0%	25.0%
NI102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Part 2 Key Stage 4 ↴	n/a	20.3%	19.0%	Overall achievement of the expected level at KS 4 was 39.2% - see NI75	18.0%	17.0%
NI87	Secondary school persistent absence rate ↴	n/a	5.8%	5.8%	The outturn relates to the number of persistently absent pupil enrolments as a percentage of the total number of local authority maintained secondary school pupil enrolments.  A 'persistently absent pupil enrolment' is a pupil who has accumulated the threshold number of half-day sessions of absence over the relevant statistical reporting period, within a given enrolment at a school.	5.6%	5.5%
LAA LLS P003	Increase the percentage of pupils in self governing mainstream secondary schools	51.6	87.89	73		100	100



Outcome: <b>Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
CORP LLS11	Facilitate the physical enhancement and improvement of Hartlepool College of Further Education	31/03/2010	Andrew Golightly
CORP LLS17	To increase universal access to high quality learning and skills opportunities (Adult Education)	31/07/2010	John Mennear

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
LAA LLS P004	Number of Apprentice Framework Completions	n/a	342	277		294	312
LAA LLS P005	Number of Apprentice Framework Completions (NRA)	n/a	n/a	118	Full year information for Neighbourhood Renewal Area not yet available from the Learning and Skills Council.	125	133
LAA LLS P006	Train to Gain (Number of Employees)	n/a	657	552		585	620

Outcome: Transform teaching and learning opportunities, supported by £100m+ investment from Building Schools for the Future and the Primary Capital Programme			
Code	Action	Date to be Completed	Responsible Officer
CORP LLS12	Select Building Schools for the Future Information & Communications Technology (ICT) Managed Service provider through Official Journal of the European Union notice and competitive dialogue	30/06/2010	Paul Briggs
CORP LLS13	Select Building Schools for the Future Design and Build provider from National Framework through invitation to express interest and mini competition	01/07/2010	Paul Briggs
CORP LLS14	Initiate ICT Managed Service at St Hild's School	30/04/2010	Peter McIntosh
CORP LLS15	Initiate construction work at Dyke House School	30/09/2010	Peter McIntosh
CORP LLS16	Procure initial Primary Capital Programme Projects, with a capital value of £8.4m	31/03/2011	Paul Briggs

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI88	Percentage of schools providing access to extended services	n/a	83%	Not Set	<p>The percentage of schools providing access to the full core offer of extended services. Schools include primary, middle and secondary schools, nursery schools and special schools, including academies. Extended schools offer access to a wide range of services from 8am – 6pm, 48 weeks a year, including school holidays. The core offer comprises:</p> <ul style="list-style-type: none"> <li>• a varied menu of activities (including study support, play/recreation, sport, music, arts and crafts and other special interest clubs, volunteering and business and enterprise activities) in a safe place to be for primary and secondary schools;</li> <li>• childcare 8am-6pm, 48 weeks a year for primary schools;</li> <li>• parenting support including family learning;</li> <li>• swift and easy access to targeted and specialist services such as speech and language therapy;</li> <li>• community access to facilities including adult learning, ICT and sports facilities.</li> <li>• to a level and in a way that meets the needs of the pupils, their families and the community.</li> </ul>	92%	100%

<b>Health and Wellbeing</b>
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<b>Outcome: Improved Health</b>
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Code	Action	Date to be Completed	Responsible Officer
CORP HW01	To improve the health and wellbeing of Hartlepool citizens by implementing the Public Health Strategy and Action Plan	31/03/2011	Louise Wallace
CORP HW02	To revise the Joint Strategic Needs Assessment (JSNA) and ensure that it influences all plans and programmes that address health inequalities	31/03/2011	Louise Wallace
CORP HW20	Deliver advice and enforcement on legislation in relation to Public Protection issues	31/03/2010	Sylvia Pinkney
CORP HW21	To reduce smoking prevalence in Hartlepool	31/03/2010	Louise Wallace
CORP HW22	To increase participations in Physical Activity within Hartlepool	31/03/2010	Pat Usher
CORP HW23	To increase the number of people eating healthily across Hartlepool	31/03/2010	Louise Wallace
CORP HW24	To reduce the prevalence of obesity	31/03/2011	Louise Wallace
CORP HW25	To promote good mental health and wellbeing	31/03/2011	Carl Bashford
CORP HW26	To reduce the death rate and the rate of serious harm from accidents	31/03/2011	Louise Wallace
CORP HW27	To promote the uptake of screening and immunisation programmes	31/03/2011	Louise Wallace
CORP HW28	Take action to address the wider detriments of health	31/03/2011	Louise Wallace

## Associated Performance Indicators

		Outturns		Target		Future Targets	
Code	Indicator	2007 / 08	2008 / 09	Annual 2008/09	Further explanation	Annual 2009 / 10	Annual 2010 / 11
		Value	Value				
NI 182	Satisfaction of business with local authority regulation services	n/a	78%	Not Set	The percentage of business customers of regulatory services who respond that they have been treated fairly and /or the contact has been helpful. The term “regulatory services” corresponds to local authority core functions of trading standards, environmental health and licensing	80%	81%

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Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007 / 08	2008 / 09	Annual 2008/09		Annual 2009 / 10	Annual 2010 / 11
		Value	Value				
NI 184	Percentage of food establishments in the area which are broadly compliant with food hygiene law	n/a	86%	93%	<p>The definition of a food establishment is defined in the general food law regulation (EC) No 178/2002 as 'any undertaking, whether for profit or not and whether public or private, carrying out any of the activities related to any stage of production, processing and distribution of food.' Six factors are assessed within the risk assessment process carried out by local authority food enforcement officers. Three are considered relevant to local authority performance when measuring food establishments which are 'broadly compliant':</p> <p>These are:</p> <ul style="list-style-type: none"> <li>a. level of compliance with hygiene requirements under food law;</li> <li>b. level of compliance with structural requirements under food law; and</li> <li>c. level of confidence in management.</li> </ul> <p>A food establishment is 'Broadly Compliant' if it scores 10 points or less in each of the three categories.</p>	87%	88%

Outcome: <b>Be Healthy</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP HW03	Work with partners to reduce health inequalities e.g. by promoting breastfeeding, reducing smoking in pregnancy, tackling obesity	31/03/2011	Sally Robinson
CORP HW04	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55% from 1998 baseline and improve sexual health	31/03/2011	Sheila O'Connor
CORP HW05	Work with partner agencies, young people, schools and families to tackle substance misuse (including alcohol)	31/03/2011	Sheila O'Connor; Sandra Saint
CORP HW06	Actively contribute to the health and future well being of the Children of Hartlepool	31/03/2010	Sylvia Tempest

## Associated Performance Indicators

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
CSD P012	Number of schools achieving the new Healthy Schools Status (Performance with reward) (LAA HC21)	25	34	35		36	Not Req'd
LAA HW P001	Smoking during pregnancy	n/a	27.3	26	The outturn shows the percentage of women who are smoking at delivery.	24	22
NI115	Substance misuse by young people ↓	n/a	16.4%	16.4%	<p>The outturn reports the percentage of young people reporting either frequent misuse of drugs/volatile substances or alcohol, or both in the TellUs survey.</p> <p>TellUs is a school survey, so this is a schools based indicator. It collects data from maintained schools, special school, PRU's and academies. The TellUs survey is voluntary and the data are weighted to match local area profiles based on school census data. Definitions include:</p> <ul style="list-style-type: none"> <li>• "Young people" - pupils in years 6, 8 and 10, aged from 10 years up to, and including, 15 years old</li> <li>• "Frequently" – frequent use is defined as being drunk twice or more in the last 4 weeks and/or have taken illegal drugs or volatile substances twice or more in the last 4 weeks or by both being drunk once and taking illegal drugs or volatile substances once in the last 4 weeks</li> <li>• "Misuse" – frequent use of any substance, or use which may result in harm (e.g. poor outcomes such as school exclusion, criminal involvement, health problems)</li> <li>• "Substances" – this refers to all illicit drugs, consumption of alcohol and volatile substances such as solvents, glue or gas</li> </ul>	15.3%	14.2%
NI52a	Take up of school lunches - Primary Schools	n/a	64.0%	62.0%	<p>School lunch take-up refers to the number or percentage of full-time pupils attending maintained primary who have a lunch at school that is provided either by the school or the local authority during the previous financial year.</p> <p>In primary schools, the percentage take up is calculated using the formula: Reported number of meals served (paid plus free) / Number of pupils attending the school full time where the 'Reported number of meals served (paid plus free)' is based on the</p>	63.0%	64.0%

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
					<p>numbers reported by catering staff in the school.</p> <p>2009/10 target is slightly lower than 2008/09 outturn due to fact that targets are based on statistical information from previous years. Although attitude towards school lunches is changing for the better, it is felt that the economic climate may have an effect on the uptake in the future.</p>		
NI52b	Take up of school lunches - Secondary Schools	n/a	55.3%	52.0%	<p>School lunch take-up refers to the number or percentage of full-time pupils attending maintained secondary or special schools, academies and city technology colleges who have a lunch at school that is provided either by the school or the local authority during the previous financial year.</p> <p>In secondary schools, the percentage take up is calculated using the formula:</p> $\frac{((\text{Total income from lunchtime sales} / \text{FSM equivalent price}) + \text{total FSM provided})}{\text{Number of pupils attending the school full-time}}$ <p>where the 'Total income for lunchtime sales' is based on the till receipts for all sales of food during the period to which school lunch standards (including nutrient based standards from 2009) have been applied, and 'FSM equivalent price' is the monetary in the dining room of a free school meal.</p> <p>Future targets have been set at a slightly lower level than the 2008/09 outturn due to the national trend for uptake of school lunches has been on a downward trend over the last few years. The implementation of new Government guidelines which come into effect in September 2009 may also impact on the service.</p>	53.0%	54.0%
NI53a	Prevalence of breast-feeding at 6-8 wks from birth	n/a	18.1%	16.3%	The outturn relates to the number of babies at 6 to 8 weeks old who are still being breastfed	21.0%	26.2%
NI 54	Services for disabled children	n/a	n/a	n/a	Indicator has been deferred until 2009/10	Not Set	Not Set
NI 55(iv)	Obesity in primary school age children in Reception: Line 4 ↓	n/a	13.0%	9.0%	The outturn shows the percentage of children in Reception who are obese, as shown by the National Child Measurement Programme (NCMP). For the NCMP, PCTs coordinate with	9.0%	9.0%

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### Appendix A

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
					schools to weigh and measure all eligible children in Reception. PCTs must record height, weight, sex, date of birth, date of measurement, home postcode and ethnicity as well as school name for each child measured.		
NI 56(ix)	Obesity in primary school age children in Year 6: Line 9 ↓	n/a	25.6%	24.0%	The outturn shows the percentage of children in Y6 who are obese, as shown by the National Child Measurement Programme (NCMP). For the NCMP, PCTs coordinate with schools to weigh and measure all eligible children in Year 6. PCTs must record height, weight, sex, date of birth, date of measurement, home postcode and ethnicity as well as school name for each child measured.	24.0%	23.0%
NI 57	Children and young people's participation in high-quality PE and sport	n/a	n/a	n/a	NI57 will focus on the existing School Sport Survey measure to capture the percentage of 5-16 participating in at least two hours a week of high quality curriculum time PE and sport at school. This indicator deferred until 2009/10 - therefore was not collected in 08/09.	Not Set	Not Set

#### Outcome: Exercise of choice and control and retention of personal dignity

Code	Action	Date to be Completed	Responsible Officer
CORP HW07	To ensure all service developments have involvement from service users and their carers	31/03/2010	Jill Harrison
CORP HW08	To ensure that all service users and carers have the opportunity to plan, direct and commission their own support	31/03/2010	Jill Harrison
CORP HW09	Ensure Vulnerable adults are safeguarded	31/03/2010	John Lovatt
CORP HW10	To increase the number and range of supported accommodation options	31/03/2010	Jill Harrison



**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
NI 125	Achieving independence for older people through rehabilitation/intermediate care	n/a	100.0%	Not Set	<p>Percentage of people aged 65+ who were discharged from hospital and benefited from intermediate care/ rehabilitation and were still living at home 3 months after discharge. 2008/9 outturn is based on data from only part of the year. 80% is a more realistic target for the full and will be reviewed when national comparator data is available later in 2009.</p> <p>This indicator measures the benefit to individuals from intermediate care and rehabilitation following a hospital episode. It captures the joint work of social services and health staff and services commissioned by joint teams. The measure is designed to follow the individual and not differentiate between social care and NHS funding boundaries. The measure covers older people aged 65+</p>	80%	80%
NI 127	Self reported experience of social care users	n/a	n/a	n/a	Indicator has been deferred until 2009/10. Therefore there is no information available for 2008/09.	Not set – no baseline data	
NI 128	User reported measure of respect and dignity in their treatment	n/a	n/a	n/a	This indicator was deferred until 2009/10 - therefore was not collected in 08/09	Not set – no baseline data	
NI 130	Social care clients receiving Self Directed Support per 100,000 population	n/a	n/a	n/a	This indicator was deferred until 2009/10 - therefore was not collected in 08/09	2317.0	3089.0
NI 136	People supported to live independently through social services (all adults)	n/a	4118.79	4698	This indicator will measure the number of adults all ages per 100,000 population that are assisted directly through social services assessed/care planned, funded support to live independently, plus those supported through organisations that receive social services grant funded services.	4698	4698

Outcome: <b>Improved Mental Health and Wellbeing</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
CORP HW11	To support people with mental health issues into paid employment	31/03/2010	Carl Bashford
CORP HW12	To increase social inclusion for people with mental health issues	31/03/2010	Carl Bashford

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
ACS P037	Prescribing of high level antidepressants (ADQ/PU) (Hartlepool) (LAA HC26) ↓	1982.14 (Jan 08)	2,083.92	1,729	Lower number is better. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	1,720	Not Set (PCT)
ACS P038	Number of emergency psychiatric re-admissions as a percentage of discharges (LAA HC27) ↓	6.8%	2%	6%	Lower number is better. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	5%	4%

**Outcome: Easier Access to Services**

Code	Action	Date to be Completed	Responsible Officer
CORP HW13	To ensure that carers are supported effectively to support their family members for as long as they wish	31/03/2010	Jill Harrison; John Lovatt
CORP HW14	To evaluate the Connected Care Scheme in conjunction with Turning Point and University of Durham	31/03/2010	Jill Harrison
CORP HW15	To ensure that services are culturally sensitive and are able to respond flexibly to the diverse needs of the community	31/03/2010	Jill Harrison; John Lovatt
CORP HW16	To ensure easier access to both universal and targeted services that are tailored to individual needs	31/03/2010	Jill Harrison; John Lovatt
CORP HW17	To develop appropriate partnerships with the voluntary sector by setting up the Steering Group and implement the Strategy	31/03/2010	Jill Harrison
CORP HW18	Improve access to psychological interventions	31/03/2010	Carl Bashford
CORP HW19	To ensure integrated services are delivered in conjunction with Health where appropriate	31/03/2010	Jill Harrison; John Lovatt

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
ACS P051	Access to equipment and telecare: users with telecare	n/a	293	600	Future target of 600 expected to be met as Hartfields	600	600

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	equipment (total number of clients with Telecare equipment in place at year end) (LAA HC37b)				and other facilities reach capacity.		
LAA HW P006	Percentage of GP practices offering extended hours to their patients (Vital Sign)	18.75 % (Feb 08)	96%	50%	Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	56%	61%
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	n/a	17.1%	19.0%	The number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year.	20.0%	21.0%

## Community Safety

Outcome: **Reduced Crime**

Code	Action	Date to be Completed	Responsible Officer
CORP CS01	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	31/07/2010	Brian Neale
CORP CS02	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	31/03/2010	Brian Neale

## Associated Performance Indicators

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI20	Assault with injury crime rate ↓	n/a	7.77	9.03	Outturn of 7.77 relates to the number of "assaults with less serious injury" per 1,000 population	7.45	7.14

Outcome: **Reduced harm caused by illegal drugs and alcohol**

Code	Action	Date to be Completed	Responsible Officer
CORP CS03	Ensure effective drug treatment services and interventions	31/03/2010	Chris Hart
CORP CS04	Strengthen alcohol treatment and support services	31/12/2009	Chris Hart

## Associated Performance Indicators

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI40	Number of drug users recorded as being in effective	n/a	745	690	This indicator show the change in the total number of	756	765

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### Appendix A

	treatment				drug users recorded as being in effective treatment, from the baseline year of 2007/08.		
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#### Outcome: Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour

Code	Action	Date to be Completed	Responsible Officer
CORP CS05	Reduce anti social behaviour and criminal damage, including deliberate fire setting	31/03/2010	Sally Forth
CORP CS06	Promote community cohesion and engagement within communities, including the co-ordination of the local Prevent strategy	31/03/2010	Alison Mawson

#### Associated Performance Indicators

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
NI 17	Perceptions of anti-social behaviour ↓	n/a	20.9%	30 %	Percentage of respondents (Place Survey) with a high perception of Anti Social Behaviour. Indicator is biennial so no target required for 2009/10.	Not Due	17.7%
NI 35a	Building resilience to violent extremism - Understanding of, and engagement with, Muslim communities	n/a	2	Not Set	Self assessment score which evaluates the effectiveness of Prevent related work programmes on a 1-5 score, with 1 being low and 5 being high.	2	2
NI 4	% of people who feel they can influence decisions in their locality (QoL 23)	n/a	31.8%	Not Set	Outturn relates to the number of respondents (Place Survey) who agreed that they feel able to influence decisions affecting their local area.	Not Due	35.5%

#### Outcome: Reducing offending and re-offending

Code	Action	Date to be Completed	Responsible Officer
CORP CS07	Improve the effectiveness of criminal justice interventions for adult offenders who are supervised by the Reduction of Re-offending team.	31/03/2010	Chris Catchpole; Leanne Henderson

CORP CS08	Promote integrated offender management	31/07/2009	Chris Catchpole; Leanne Henderson
CORP CS09	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	30/09/2009	Danny Dunleavy

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 111	First time entrants to the Youth Justice System aged 10-17 ↓	n/a	2050	2290	The outturn of 2050 relates to the number of first time entrants to the Youth Justice System per 100,000 population. There were 209 first time entrants to the Youth Justice System, with a 10-17 population of 10,213. As per National guidance, the outturn is rounded to the nearest 10.  Targets set to reflect that there were additional prevention measures in place in 2008/09 resulting in improved performance. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	2180	2070
NI 19	Rate of proven re-offending by young offenders ↓	n/a	1.31	1.56	There were 94 young offenders, who committed 123 offences, at an average of 1.31 per person.  3 Year targets have previously been agreed with YOS Management Board.	1.50	1.45
NI 30	Reoffending rate of prolific and other priority offenders ↓	n/a	25.3%	17%	Figure relates to period up to December 2008. Figures are released approximately 3 months in arrears - final year figure due end of July 2009.	19%	20%

**Outcome: Stay Safe**

Code	Action	Date to be Completed	Responsible Officer
CORP CS10	Effectively implement the recommendations from Care Matters to improve outcomes for looked after children	31/03/2012	Jim Murdoch
CORP CS11	Develop and implement an e-safety strategy	31/03/2010	Sally Robinson

CORP CS12	Develop the work of the Local Safeguarding Children Board to achieve the wider safeguarding agenda, reflecting local priorities	31/03/2011	Maureen McEnaney
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**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
CSD P035	Children who became the subject of a CP plan, or were registered per 10,000 population under 18 ↓	n/a	38.1	15	For 2009 the number of children who were subject of a CP plan or were registered was 80. Population under 18 for Hartlepool was 21,000	13	11
CSD P036	The percentage of S47 (child protection) enquiries which led to initial case conference and were held with in 15 working days	n/a	95.4%	96%		98%	98%
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	50.0%	50.0%	30.0%	The outturn relates to the number of looked after children who have been in care for at least one year who were in year 6 (Key Stage 2) and who achieved at least level 4 in maths as a percentage of the total number of looked after children who were in care for at least one year who were in year 6 (Key Stage 2). Targets are agreed with the Department for Children, Schools and Families. Targets are regularly reviewed because of the small number of looked after children (less than 10) and uncertainty about which children will be looked after for at least 1 year in future years. These factors make realistic target very difficult.	43.0%	25.0%
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	9.0%	9.0%	11.0%	The number of looked after children who were in care for at least one year who were in year 11 and achieved the equivalent of at least 5 A*-C GCSEs, including English and mathematics (or equivalent) as a percentage of the total number of looked after children who were in care for at least one year who were in year 11. Comment about difficulty of setting targets for NI 100 also apply here.	18.0%	25.0%
NI48	Children killed or seriously injured in road traffic accidents	n/a	6.7%	6.6%	The outturn of 6.7% relates to the percentage decrease in the number of children killed or seriously injured in road traffic accidents. The comparison is calculated using a rolling 3 year average - so the 3 years 2005, 2006 and 2007 had a total of 30, and the total for 2006, 2007 and	6.9%	6.4%



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		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
					2008 was 28. The average reduced from 10 per year, to 9.33, or 6.7%.		
NI58	Emotional and behavioural health of looked after children ↓	n/a	14.0%	Not Set	<p>The local authority score recorded through the National Indicator Set is the mean value of the child level SDQ scores for each child or young person aged 4 to 16 who has been looked after for a year.</p> <p>The emotional and behavioural health of looked after children is assessed through the use of a 'primary carer' Strengths and Difficulties Questionnaire (SDQ). The SDQ is a short behavioural screening questionnaire. It has five sections that cover details of emotional difficulties; conduct problems; hyperactivity or inattention; friendships and peer groups; and also positive behaviour.</p>	13.5%	13.0%
NI59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	n/a	73.5%	80.0%		80.0%	80.0%
NI60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	n/a	61.3%	90.0%		90.0%	90.0%
NI61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	n/a	88.9%	80.0%	The percentage of looked after children adopted during the year who were placed for adoption within 12 months of the decision that they should be placed for adoption, and who remained in that placement on adoption. The small number of looked after children (less than 10) makes precise target setting unrealistic.	80.0%	80.0%
NI62	Stability of placements of looked after children: number of moves (BVPI 49) ↓	13.1%	8.4%	10.0%	Children looked after who had three or more separate placements during the year.	10.0%	10.0%
NI63	Stability of placements of looked after children: length of placement (PAF-CF/D78)	n/a	63.9%	60.0%	The percentage of looked after children aged under 16 at 31 March who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years.	65.0%	70.0%
NI64	Child Protection Plans lasting 2 years or more (PAF-CF/C21) ↓	n/a	3.8%	8.0%	Percentage of children ceasing to be the subject of a Child Protection Plan during the year ending 31 March,	8.0%	8.0%

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		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
					who had been the subject of a Child Protection Plan continuously for two years or longer. Good performance is typified by a lower percentage.		
NI65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (PAF-CF/A3)	15.8%	8.8%	15.0%	Good performance is typified by a lower percentage. The low numbe of children afftected makes precise target setting unrealistic but the aim is to have a downward trend over time.	13.0%	11.0%
NI66	Looked after children cases which were reviewed within required timescales (PAF-CF/C68)	n/a	94.1%	90.0%		95.0%	95.0%
NI67	Percentage of child protection cases which were reviewed within required timescales (BVPI 162)	100%	100%	100%		100%	100%
NI68	Percentage of referrals to children’s social care going on to initial assessment	n/a	93.4%	60.0%	Indicators on safeguarding will need to be considered together to give a fuller picture of local authority performance. With this indicator it is difficult to quantify whether good performance is typified by higher or lower numbers. The ideal should be a median percentage band that all local authorities fall within.	60.0%	60.0%
NI69	Children who have experienced bullying	n/a	47.0%	47.0%	Percentage of pupils (Tellus Survey) stating that they have experienced bullying	46.5%	46.0%
NI 70	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people ↓	n/a	Due July	Not Set	Indicator is provided by PCT and information is not expected until July	Not Set - PCT	
NI 71	Children who have run away from home/care	n/a	n/a	Not Set	Indicator deferred until 2009/10 - therefore no information available for 2008/09	10	12
NI99	Looked after children reaching level 4 in English at Key Stage 2	33.0%	40.0%	20.0%	The outturn relates to the number of looked after children who have been in care for at least one year who were in year 6 (Key Stage 2) and who achieved at least level 4 in English as a percentage of the total number of looked after children who were in care for at least one year who were in year 6 (Key Stage 2).	43.0%	25.0%

<b>Environment</b>
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**Outcome: Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment**

Code	Action	Date to be Completed	Responsible Officer
CORP EN01	Coordinate the preparation of the Local Development Framework embodying the core principle of sustainable development and climate change	31/03/2010	Richard Waldmeyer
CORP EN02	Review significant features of Hartlepool's natural environment	31/03/2010	Sarah Scarr
CORP EN03	Review Hartlepool's conservation areas and implement planning policy guidance relating to the historic environment.	31/03/2010	Sarah Scarr

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007 / 08	2008 / 09	Annual 2008/09		Annual 2009 / 10	Annual 2010 / 11
		Value	Value				
RPD P002	New homes built on previously developed land (BVPI 106) [A]	64.44 %	36.00 %	52.00 %	Outturn consists of 195 homes built on previously developed land from a total of 541 new homes.	60.00 %	60.00 %

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

Code	Action	Date to be Completed	Responsible Officer
CORP EN04	Improve and maintain the natural and built environment	31/10/2010	Denise Ogden
CORP EN05	Protect the natural and built environment and enforce environmental legislation when appropriate	31/03/2010	Denise Ogden

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
LAA Env P002	Bathing Water Quality	100%	100%	100%	Percentage compliance with guideline standards.	100%	100%
NI 195 (NRA)	Improved street and environmental cleanliness -Litter (Neighbourhood Renewal Area) ↓	n/a	11.2%	18%	Outturn relates to the percentage of streets in the Neighbourhood Renewal Area that had an unacceptable level of litter.	16%	14%
NI 195a	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter ↓	n/a	8%	15%	Outturn relates to percentage of streets in Hartlepool that had an unacceptable level of litter.	14%	13%
NSD P080	Percentage of people who think litter and rubbish is a problem in their area (Hartlepool) ↓	n/a	53.00	42.00	Outturn reflects percentage of respondents (Household Survey) that believe litter and rubbish is a problem in their area.	42.00	42.00
NSD P081	Percentage of people who think litter and rubbish in the streets is a problem in their area (Neighbourhood Renewal Narrowing the gap) ↓	n/a	62.00	48.00	Outturn reflects percentage of respondents (Household Survey) in the Neighbourhood Renewal Area that believe litter and rubbish is a problem in their area.	46.00	44.00
NSD P245	Number of community groups involved in improving the local environment	n/a	82	14	2008/9 was the first year data was collected. The targets were previously set as part of the LAA and will be reassessed as part of the LAA annual review.	16	18

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

Code	Action	Date to be Completed	Responsible Officer
CORP EN06	Deliver the Local Transport Plan	31/08/2010	Mike Blair
CORP EN07	Establish an integrated transport strategy	31/05/2010	Paul Robson

## Associated Performance Indicators

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
LAA Env P003	Bus passenger satisfaction	n/a	n/a	n/a	Survey conducted every 3 years - next due 2009/10	65	Not set
LAA Env P004	The percentage of state schools that are covered by approved travel plans	n/a	92%	90%	36 out of 38 schools have an approved travel plan. Of the remainder, 2 have travel plans now in place which are awaiting approval.	100	100
NI 175	Access to services and facilities by public transport, walking and cycling	44.0%	42.0%	50.0%	Percentage of households without a car within 15 minutes of Hartlepool Town Centre by public transport	50.0%	55.0%
NI 177	Local bus and light rail passenger journeys originating in the authority area (BVPI102)	5,677 032	5,698 909	5,869,350		5,750, 370	5,578, 820
NI 147	People killed or seriously injured in road traffic accidents	n/a	8.1%	9.2%	The outturn of 8.1% relates to the percentage decrease in the number of people killed or seriously injured in road traffic accidents. The comparison is calculated using a rolling 3 year average - so the 3 years 2005, 2006 and 2007 had a total of 123, and the total for 2006, 2007 and 2008 was 113. The average reduced from 41 per year, to 37.67, or 8.1%.	34.8%	31.3%
NI 148	Children killed or seriously injured in road traffic accidents	n/a	6.7%	6.6%	The outturn of 6.7% relates to the percentage decrease in the number of children killed or seriously injured in road traffic accidents. The comparison is calculated using a rolling 3 year average - so the 3 years 2005, 2006 and 2007 had a total of 30, and the total for 2006, 2007 and 2008 was 28. The average reduced from 10 per year, to 9.33, or 6.7%.	6.9%	6.4%

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

Code	Action	Date to be Completed	Responsible Officer
CORP EN08	Implement the Joint Tees Valley Waste Management Strategy	31/03/2010	Colin Ogden
CORP EN12	To deliver initiatives to reduce water, waste and energy use	31/10/2010	Sylvia Tempest

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 191	Residual household waste per household	n/a	708	720	Outturn is the number of kilograms of residual household waste collected per household.	720	715
NI 192	Percentage of household waste sent for reuse, recycling and composting	n/a	37.30 %	35.00 %		39.00%	42.00%
NSD P239	Number of businesses signed up to the green tourism business scheme	n/a	0	2		4	4

**Outcome: Prepare for the impacts of and secure local and global action to tackle climate change**

Code	Action	Date to be Completed	Responsible Officer
CORP EN09	Develop and deliver corporate environmental strategies	31/03/2010	Sylvia Tempest
CORP EN10	Develop Energy Management "invest to save" programme for Council buildings	30/11/2009	Graham Frankland

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 185	CO2 reduction from local authority operations	n/a	n/a	Not Set	There is a delay in reporting this indicator because of errors in the spreadsheet provided by Central Government.	To be set when 08/09 outturn known	
NI 186	Per capita reduction in CO2 emissions in the LA area	n/a	7.1	3.8	Indicator measures the carbon dioxide emissions per person within Hartlepool. The outturn figure has been provided by Defra who collates the information from a number of sources.	3.8	3.8
NI 188	Planning to Adapt to Climate Change	n/a	0	1	The outturn is a self assessment score of how prepared the Council is on a scale of 0 to 4 (with 0 being low and 4 being the highest) to manage risks linked to a changing climate.	2	3

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NSD P246	To reduce energy and water usage in schools involved in SEAL initiative	n/a	-25%	-2%	Indicator measures the percentage reduction per annum of water and electricity consumption in 2 Hartlepool Schools (St Hild's Secondary School and West View Primary School)	-5%	-7%
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### Outcome: Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security

Code	Action	Date to be Completed	Responsible Officer
CORP EN11	Promote Hartlepool as a Fair Trade Town	30/09/2009	Sylvia Tempest

### Associated Performance Indicators

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NSD P085	Number of retail establishments offering Fairtrade as an alternative	n/a	29	21	2008/9 was the first year data was collected. The targets were previously set as part of the LAA and will be reassessed as part of the LAA annual review.	22	23
NSD P086	Number of catering establishments offering Fairtrade as an alternative	n/a	16	13	As for NSD P085 above	14	15

<b>Housing</b>
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<b>Outcome: Balancing Housing supply and demand</b>
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Code	Action	Date to be Completed	Responsible Officer
CORP HO01	Pursue a strategic housing market renewal programme in partnership with Tees Valley Living and key local partners	31/03/2010	Nigel Johnson
CORP HO02	Enable development of affordable housing	31/03/2010	Nigel Johnson

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
LAA H P001	Number of new homes brought back into use	n/a	18	15	18 homes which were previously occupied but have been standing empty have been brought back into use. It does not include newly built properties which have never been occupied. The target number is relatively low but realistic bearing in mind that there are no financial incentives and very little funding to do this work. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	15	20
LAA H P002	Number of sustainable homes constructed	20	27	20	27 sustainable homes completed in 2008/09. The PI is based on achievement of Code Level 3 for Sustainable Homes (Government standard assessment criteria on sustainability).	75	100
LAA H P003	Houses to be demolished for regeneration by Housing Hartlepool	n/a	36	30	36 units have been demolished by Housing Hartlepool in Smythe and Thackray. This relates to the actual number of property to be demolished by Housing Hartlepool in financial year 2008/9.	50	50
NI 155	Number of affordable homes delivered (gross)	n/a	172	20	The target for affordable homes was exceeded during 2008/09 mainly because of the very large provision at Hartfields Extra Care Village. The Government defines affordable housing as including social-rented and intermediate housing which is housing at prices or rents above those of social-rent but below market prices or rents.	60	80
RPD P047	Number of houses cleared in HMR intervention area (LAA H12) [A]	569	40	40	Demolition in the Housing Market Renewal Area (HMR) is usually done on mass by the developer of a scheme, so peak and troughs will occur during any cycle of a regeneration	60	72



## 7.1

### Appendix A

				programme. The target for 2008/9 has been reached.		
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#### Outcome: Improving the quality of existing housing

Code	Action	Date to be Completed	Responsible Officer
CORP HO03	Encourage improvements to homes to meet and exceed 'decent homes standards'	31/03/2010	Penny Garner-Carpenter
CORP HO04	Improve the energy efficiency of houses	31/03/2010	John Smalley

#### Outcome: Changing housing needs and Meeting the Housing Needs of Vulnerable People

Code	Action	Date to be Completed	Responsible Officer
CORP HO05	Provide support services to increase the opportunity for residents to live independently in the community	31/03/2010	Penny Garner-Carpenter

#### Associated Performance Indicators

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
ACS P027	Increase the number of adaptations carried out to enable vulnerable people to remain living independently in their own home (LAA H5)	887	4,049	3,000	Final figure for the year is 4,049 adaptations completed, comprising of small scale adaptations and Disabled Facilities Grants within the private sector and within Housing Hartlepool tenancies.	3,200	3,400
NI 141	Percentage of vulnerable people achieving independent living	n/a	79.65%	72.00%	Target exceeded for the year as most clients continue to move on in a planned way. The Supporting People Team liaise with Housing Aid, support providers and Housing Hartlepool to try and maximise availability of accommodation for clients.  Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	73.00%	75.00%
NI 142	Percentage of vulnerable people who are supported to maintain independent living	n/a	98.51%	99.15%	The number of people who are receiving a Supporting People Service who have established or are maintaining independent living, as a percentage of the total number	99.15%	99.15%

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### Appendix A

					of service users who have been in receipt of Supporting People services during the period.		
RPD P043	The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months	n/a	100	80	Next year's target has been set at 90%, this is based on our current performance of 100% but have not been set higher as we expect some of our existing service users to be able to move away from support making way for new clients for us to work with, the client group we work with are at high risk of tenancy failure and although our intensive support has been successful for our existing client base as we take on new clients it is unrealistic to expect 100% success. At this stage we will provisionally aim for 95% in the year after.	90	95

Outcome: <b>Access to Housing</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP HO07	Ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment	31/03/2010	Lynda Igoe
CORP HO08	Open the Housing Options Centre	31/03/2010	Lynda Igoe

<b>Culture and Leisure</b>
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**Outcome: Enrich individual lives, strengthen communities and improve places where people live through enjoyment of culture, leisure and sport**

Code	Action	Date to be Completed	Responsible Officer
CORP CL01	Develop and deliver strategies to improve cultural, leisure facilities and events	31/03/2010	John Mennear
CORP CL02	To ensure the public have access to a wide range of information about leisure, culture and sporting opportunities in a variety of accessible mediums	31/03/2010	John Mennear

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
ACS P016	Engagement in museum outreach activity by under-represented groups (LAA CL1)	1124	1,157	350	1157 participants were from people within Social Groups C2DE, People with Disabilities, & Black and Minority Ethnic groups. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	375	390
ACS P017	Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey) (LAA CL2)	n/a	n/a	41	The information is collected through surveys managed by the Museums, Libraries and Archives Council and information has not yet been provided to the Council. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	42	43
LAA CL P001	Number of people from vulnerable groups engaged in culture, leisure activities and sport	n/a	2,219	954	Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	1,030	1,110
NI10	Visits to museums and galleries	n/a	51.7%	Not set	The percentage of the adult (16+) population in a local area who say they have attended a museum or gallery at least once in the last 12 months collected through the Active People Survey.	52.7%	54.7%
NI11	Engagement in the Arts	n/a	34.4%	Not set	The percentage of the adult (16+) population in a local area that have engaged in the arts at least three times in the past 12 months. Collected through the Active People Survey.	35.4%	37.4%
NI8	Adult participation in sport and active recreation	n/a	22.1%	21.1%	The percentage of the adult (16+) population in a local area who participated in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days out of	22.1%	23.1%

## 7.1

### Appendix A

					the last 4 weeks (equivalent to 30 minutes on 3 or more days a week). Collected through the Active People Survey.		
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Outcome: <b>Cultural and leisure services, better meet the needs of the community, especially those from disadvantaged areas</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP CL03	To increase participation in culture, leisure and sporting activity	31/03/2010	John Mennear
CORP CL04	Ensure community involvement and engagement in the development and delivery of services	31/03/2010	John Mennear

### Associated Performance Indicators

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
ACS P019	Increase proportion of residents satisfied with museums/arts (Hartlepool) (LAA CL6)	Survey Not Due	76	86	Current value appears to indicate a 10 percentage point drop on the preceding 2006/7 value of 86%. However this is likely to represent the impact of programming changes at the museums, art gallery, Town Hall Theatre and Borough Hall, along with the partial closure of the Hartlepool Arts Gallery for refurbishment.	Not Due	87
ACS P020	Increase proportion of residents satisfied with museums/arts (Neighbourhood Renewal narrowing the gap) (LAA CL7) ↓	Survey Not Due	6%	2%	2008/09 Ipsos MORI Hartlepool Household Survey Results 2008 show NRF satisfaction rate as 70% compared with 76% across the whole town. This is a 6% gap compared to 3% when the previous survey was completed in 2006/7.	Not Due	2%
ACS P021	Increase residents satisfaction with public parks and open spaces (Hartlepool) (LAA CL8)	Survey Not Due	75%	74%	Current value indicates a 2 percentage point increase on the preceding 2006/7 value of 73%.	Not Due	76%
ACS P022	Increase residents satisfaction with public parks and open spaces (Neighbourhood Renewal narrowing the gap) (LAA CL9) ↓	Survey Not Due	11%	7%	2008/09 Ipsos MORI Hartlepool Household Survey Results 2008 show satisfaction rate as 75% across the whole town. The gap with the NRF area is 11% gap compared to 8% when the previous survey was completed in 2006/7.	Not Due	5%
ACS P023	Increase residents satisfaction with libraries (Hartlepool) (LAA CL10) ↓	Survey Not Due	89%	91%	2008/09 Ipsos MORI Hartlepool Household Survey Results 2008 show satisfaction rate as 89% compared with 91% when the previous survey was completed in 2006/7.	Not Due	92%
ACS P024	Increase residents satisfaction with libraries (Neighbourhood Renewal narrowing the gap) (LAA CL11) ↓	Survey Not Due	3%	1%	2008/09 Ipsos MORI Hartlepool Household Survey Results 2008 show satisfaction rate as 89% across the whole town. This is a 3% gap compared to 1% when the previous survey was	Not Due	0%

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
					completed in 2006/7.		
LAA CL P002	Resident satisfaction with Sport and Leisure	Survey Not Due	74	61	Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	Not Due	65
LAA CL P003	Increase annual leisure centre attendances (including NRA)	430,144	411,737	365,000	3 year targets previously agreed as part of LAA. Targets will be reviewed as part of the annual LAA review.	370,000	385,000
NI9	Use of public libraries	n/a	48.1%	48.1%	The percentage of the adult (16+) population in a local area who say they have used a public library service at least once in the last 12 months.	48.1%	51.1%

<b>Strengthening Communities</b>
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<b>Outcome: Empower local people to have a greater voice and influence over local decision making and the delivery of services</b>
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Code	Action	Date to be Completed	Responsible Officer
CORP SC01	Ensure that sound mechanisms are in place which engenders a culture that provides the opportunities for meaningful public participation in Service Delivery	31/03/2010	Denise Ogden
CORP SC02	Ensure a fit for purpose Local Strategic Partnership	31/03/2010	Joanne Smithson
CORP SC03	Coordinate the preparation, implementation, review and partnership monitoring of the Local Area Agreement	31/03/2010	Joanne Smithson

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
LAA SC P001b	% Resident Representatives attending pre agenda meetings	68%	72%	70 %		75%	80%
NI4	% of people who feel they can influence decisions in their locality (QoL 23)	n/a	31.8%	Not Set	Outturn relates to the number of respondents (Place Survey) who agreed that they feel able to influence decisions affecting their local area.	Not Due	35.5%

<b>Outcome: Make a positive contribution</b>
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Code	Action	Date to be Completed	Responsible Officer
CORP SC04	Support parents and carers to fulfil their responsibilities to their children effectively	31/03/2011	John Robinson
CORP SC05	Promote children and young people's participation in decision making	31/03/2011	John Robinson
CORP SC06	Promote emotional wellbeing in children and young people	31/03/2011	Sue Johnson
CORP SC07	Work with partner agencies to reduce youth offending	31/03/2011	Sue Johnson
CORP SC08	Improve the level of young people's participation in positive activities	31/03/2011	Sue Johnson

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
LAA SC P005	Improve the participation of young people with learning disabilities in their Section 140 assessments	100%	93%	100%		95%	98%
NI 110	Young people’s participation in positive activities	n/a	70.2%	30.0%	% of young people (according to the weighted TellUs survey data) in school year 10 participating (In the last 4 weeks) in a group activity led by an adult outside school lessons (such as sports, arts or a youth group)?’ and/or participating in a structured activity such as sports club or youth club.	73.1 %	75.9%
NI 50	Emotional health of children	n/a	65.6%	65.6%	% of pupils in the weighted Tellus survey data estimates who answered ‘true’ to item 1 – ‘I have one or more good friends’ AND answered ‘true’ to at least two of items 2, 3 and 4 about being able to talk with someone when worried.	65.6%	Not Set
NI 6	Participation in regular volunteering	n/a	18.7%	Not Set	% of respondents to the Place Survey who volunteer at least once a week or less than once a week but at least once a month.	Not Due	21.8%

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

Code	Action	Date to be Completed	Responsible Officer
CORP SC10	Ensure Neighbourhood Managers have appropriate support in the implementation of Neighbourhood Action Plans	31/03/2010	Clare Clark
CORP SC11	Ensure the delivery of the Neighbourhood Renewal in the Borough	31/03/2010	Catherine Frank
CORP SC12	Continue the programme of Neighbourhood Action Plans (NAP) preparation, implementation and review	31/10/2009	Sylvia Burn
CORP SC13	Support the development and implementation of regeneration programmes within disadvantaged areas.	31/05/2009	Sylvia Burn

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI5	Overall/general satisfaction with local area	n/a	76.3%	Not Set		Not Due	79.4%

**Outcome: Improving Financial Inclusion**

Code	Action	Date to be Completed	Responsible Officer
CORP SC14	Developing money management training/awareness in partnership with the education sector	31/03/2010	John Morton
CORP SC15	Developing referral arrangements from PCT channels to improve the awareness of financial support packages for those in need	31/03/2010	John Morton
CORP SC16	Supporting the development of Hartlepool's Financial Inclusion Partnership	31/03/2010	John Morton

**Outcome: Freedom from discrimination and harassment**

Code	Action	Date to be Completed	Responsible Officer
CORP SC17	Enhance Equality and Diversity arrangements and mainstream into all Council service activities	31/03/2011	Joanne Machers

**Outcome: Ensure communities are well prepared to respond to emergency situations**

Code	Action	Date to be Completed	Responsible Officer
CORP SC18	Ensure that robust emergency planning arrangements are in place	31/03/2010	Denis Hampson



<b>Organisational Development</b>
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<b>Outcome: Improve Performance Management and risk management arrangements</b>
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Code	Action	Date to be Completed	Responsible Officer
CORP OD01	Continued development of service planning and performance management arrangements	31/12/2010	Peter Turner
CORP OD02	Implement Risk Strategy to ensure robust risk management arrangements are in place	10/06/2010	Peter Turner
CORP OD03	Develop and improve the effectiveness of the Overview and Scrutiny Function	31/05/2010	James Walsh; Joan Wilkins
CORP OD04	Prepare for introduction of Comprehensive Area Assessment in 2009	31/01/2010	Andrew Atkin

**Associated Performance Indicators**

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
CEDCS P008	CPA Use of Resources - Overall Score (CPA 2)	3	3	3		3	3
CEDCS P023	PI's qualified following external audit ↓	0	0	0	This is a provisional result. The audit of 2008/9 PIs by the Audit Commission is underway and is expected to be completed by end of August 2009. No problems identified so far.	0	0

<b>Outcome: Improve Governance Arrangements</b>
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Code	Action	Date to be Completed	Responsible Officer
CORP OD05	Development of Governance Arrangements	31/12/2009	John Morton
CORP OD06	Ensure arrangements are in place to deal with new and existing legislation	30/06/2010	Peter Devlin

Outcome: <b>Improve financial management and reporting</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP OD07	Formalising the budgetary roles and responsibilities of the departmental and central finance teams	31/03/2010	Mike Ward
CORP OD08	Improving accounting reporting mechanisms by developing linkages between performance and financial management	31/08/2009	Mike Ward
CORP OD09	Development of annual reports	31/07/2009	Mike Ward
CORP OD10	Improving awareness of the Council's financial position	31/01/2010	Mike Ward

Outcome: <b>Improve access and understanding between the Council and the Public</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP OD11	Develop and Improve Customer Service Provision	31/03/2011	Joanne Machers
CORP OD12	Implement the Communicating with your Council plans	31/08/2010	Andrew Atkin

Outcome: <b>Improve Elected member and Workforce arrangements</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP OD14	Implement the People Strategy and Workforce Development Strategy	31/03/2011	Joanne Machers

**Associated Performance Indicators**

Code	Indicator	Outturns		Target Annual 2008/09	Further explanation	Future Targets	
		2007/ 08	2008/ 09			Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
HR PI 5A All	Average working days per employee (full time equivalent) per year lost through sickness absence - All Actual ↓	10.43	10.03	9.8		9.5	9

Outcome: <b>Improve efficiency and effectiveness of the organisation</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP OD15	Develop and implement Business Transformation Programme	31/03/2011	Andrew Atkin
CORP OD16	Development of transactional services (i.e. payroll services, income management services)	31/07/2010	John Morton
CORP OD18	Review 5 year procurement plan	31/03/2011	Graham Frankland
CORP OD19	Review procurement strategy	31/03/2011	Graham Frankland
CORP OD20	Delivery of the ICT Strategy to support corporate objectives	31/03/2010	Joan Chapman

**Associated Performance Indicators**

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/10	Annual 2010/11
		Value	Value				
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	n/a	Due July 2009	2305000	Indicator being collected in line with national guidelines, which gives deadline for collection of 24 July 2009	2460000	2522000

## **SCRUTINY CO-ORDINATING COMMITTEE**

31 July 2009



**Report of:** Scrutiny Manager

**Subject:** THE ROLE OF THE SCRUTINY  
CO- ORDINATING COMMITTEE

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

- 1.1 To give an overview of the role of the Scrutiny Co-ordinating Committee.

### **2. BACKGROUND INFORMATION**

- 2.1 The Council's approach to Overview and Scrutiny has been informed by government guidance, best practice nationally and experience of what works locally to ensure that the Scrutiny Forum's operate in an optimum scrutiny structure that will enable the Forums to add value and improve services for the residents of Hartlepool.
- 2.2 The experience of other authorities of scrutiny demonstrated that they had benefited from the establishment of a body responsible for co-ordinating the scrutiny process. Given the increase in importance of a scrutiny role under the new arrangements and the increase in the workload of the scrutiny function, the Constitution Working Group felt that it would be valuable to create a co-ordinating body for scrutiny from the 2002/03 Municipal Year onwards. This report sets out the key roles of the Scrutiny Co-ordinating Committee and Members may wish to discuss in more detail issues relating to these at the meeting.

### **3. MEMBERSHIP OF THE SCRUTINY CO-ORDINATING COMMITTEE**

- 3.1 The membership of the Scrutiny Co-ordinating Committee reflects both the Council's political make-up and the five standing Scrutiny Forums (which are equally represented on the Committee). A total of sixteen Elected Members serve on the Committee, consisting of the Chair (appointed by Council) and the Chair, Vice-Chair and one other Members from each of the five standing Forums. In addition to this, three Resident representatives are also co-opted onto the Committee, one from each Neighbourhood Consultative Forum.

- 3.2 This approach enables the Scrutiny Co-ordinating Committee to draw on the experience of a variety of Members, represent a cross section of political views and equally represent each of the five standing Forums.

#### **4. FUNCTIONS AND REMIT OF THE SCRUTINY CO-ORDINATING COMMITTEE**

- 4.1 The Scrutiny Co-ordinating Committee has a two-fold role, firstly it co-ordinates Scrutiny activity and manages the overall Scrutiny Work Programme and secondly it considers the Authority's corporate and financial issues as outlined below in more detail:-

##### **(1) Approval of the Annual Overview and Scrutiny Work Programme.**

- 4.2 The Scrutiny Co-ordinating Committee is responsible for agreeing the overall Scrutiny Work Programme and the work programme of individual scrutiny Forums. It will work with the five Forums to decide an Annual Overview and Scrutiny Work Programme, including the programme of any ad-hoc Forum that it appoints, to ensure there is efficient use of the Forums and that the potential for duplication of effort is minimised.

##### **(2) Development of the Budget and the Plans and Strategies that make up the Policy Framework.**

- 4.3 The Scrutiny Co-ordinating Committee has an important role in the development of the annual revenue and capital budgets and also in various plans and strategies, which make up the Budget and Policy Framework, which are currently under review.
- 4.4 Once the Cabinet has agreed a draft budget or a draft plan/strategy, Overview and Scrutiny must have the opportunity to discuss the draft for at least six weeks. The draft budget and each plan or strategy will, in the first instance, be referred to the Scrutiny Co-ordinating Committee and it will be for the Committee to determine the extent to which the budget or the plan or strategy, is discussed and by which scrutiny body. The Committee may decide that it wishes to examine a particular document itself, request one of the standing Forums to do so or create an ad hoc Forum to do so.

##### **(3) Mediating in disputes between Scrutiny Forums.**

- 4.5 Where an issue falls within the remit of more than one scrutiny Forum it is the responsibility of the Scrutiny Co-ordinating Committee to determine which Forum should examine an issue and also to resolve any other issues or disputes between the Forums.

#### **(4) Requests for items to be considered by Overview and Scrutiny.**

- 4.6 The Scrutiny Co-ordinating Committee will receive all requests from the Mayor, Cabinet, Council, other Council committees and individual Members, for issues (including those referred via the Councillor Call for Action mechanism) to be discussed by Overview and Scrutiny. For all such requests the Constitution requires the body or Members making it, to set out the reasons for referring the issue and the objectives of the Overview and Scrutiny process. In the case of referrals from the Executive, Council or other Council Committees any statutory requirements that the referring body is working within or towards, and timescales for reporting back to the referring body, must also be identified in the referral. In the case of an individual member referral, a notice, which is available from the Democratic Services Team, must be completed.
- 4.7 When the Scrutiny Co-ordinating Committee receives any requests for items to be discussed or examined, it can either:
- (a) consider the item itself (this is likely to take place when the issue is cross-cutting or timescales and work programmes will not allow the appropriate Forum to deal with the referral); or
  - (b) require one of the five standing Overview and Scrutiny Forums to consider the issues; or
  - (c) create an ad-hoc overview of the scrutiny Forum to examine the issue.
- 4.8 Where the Scrutiny Co-ordinating Committee receives a referral from Council, the Cabinet or a Cabinet Member relating to the budget and policy framework or an item which will be the subject of a key decision, then it must be considered. Other types of referral and referrals from other bodies / Cabinet Members can be examined at the discretion of the Scrutiny Co-ordinating Committee in line with the Selection Criteria for Dealing with Non-mandatory Scrutiny Referrals Procedure as outlined in the Authority's Constitution. However, a decision not to examine any referral must be justified and reported to Council and the referring body or Cabinet Member.

#### **(5) Managing the reporting arrangements for Overview and Scrutiny**

- 4.9 The Scrutiny Co-ordinating Committee has responsibility to ensure that this is managed effectively, particularly in relation to reports to the Executive. It can determine the priority of Forum reports, if the volume is such that it creates difficulty for the management of executive business or jeopardises the efficient running of Council

business generally. There continues to be regular liaison with the Executive to ensure that the referral and reporting arrangements run efficiently via quarterly informal meetings, known as Joint Cabinet / Scrutiny Events.

- 4.10 In addition to this, there is also a Scrutiny Officer Liaison Group, chaired by the Scrutiny Manager, established to ensure that there is a direct line of accountability between scrutiny and chief officers. Furthermore providing a co-ordinated link between officers and scrutiny and the monitoring of the impact of scrutiny reports is also simplified.

#### **(6) Power to Call-In Decisions**

- 4.10 Members of the Scrutiny Co-ordinating Committee have the power to 'call-in' decisions of the Executive, for further consideration by the Scrutiny Co-ordinating Committee. This can result in the decision being referred back to the Executive for review.
- 4.11 Twelve Executive decisions may be called in per municipal year. The following have the right to call-in:
- (a) Each of the Forum chairs, provided that they have the support of at least two Members of the Scrutiny Co-ordinating Committee, and\*
  - (b) Five Members of the Council (excluding Members of the Executive)\*

\* Members exercising the call-in must represent at least two political groups.

- 4.12 When calling-in a decision the Members must identify the reasons for the call-in and the reasons why they believe the decision was not taken in accordance with the principles of decision-making set out in the constitution. Notification of the wish to call-in a decision must be given to the proper officer not later than four clear working days after the publication of the decision. (After which the decision becomes effective i.e. on the fifth clear working day).
- 4.13 Once the decision has been called in the Scrutiny Co-ordinating Committee will meet to discuss the reasons for the call-in and it may either:
- (a) Determine that it is content with the decision; or
  - (b) Require the Executive to reconsider the decision.
- 4.14 If the Executive is required to reconsider the decision it can either re-affirm the decision or modify it. However the outcome of the

Executive's deliberations must be reported back to the Scrutiny Co-ordinating Committee.

## **5. SCHEDULE OF COMMITTEE DATES FOR 2009/10**

- 5.1 Detailed below, for Members information, are the meetings dates scheduled so far the Scrutiny Co-ordinating Committee in 2009/10. Please note that all scheduled meetings will commence at 2.00 pm, with the capacity for additional meetings to be arranged where required to accommodate the needs of individual inquiries.

Friday 11 September 2009;  
Friday 16 October 2009;  
Friday 27 November 2009;  
Friday 12 February 2010;  
Friday 19 March 2010; and  
Friday 23 April 2010.

## **6. CONCLUSIONS**

- 6.1 It should be clear to Members that the Scrutiny Co-ordinating Committee has an important role, both in the development and the management of the scrutiny function and to consider corporate/financial issues relating to the Authority. No specific action is required as a result of this report; however, Members may have questions about the role of the Committee.

**Contact Officer:-** Joan Wilkins – Scrutiny Manager  
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## **BACKGROUND PAPERS**

The following background paper was used in the preparation of this report:-

- i) Hartlepool Borough Council Constitution



## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Scrutiny Manager

**Subject:** DETERMINING THE SCRUTINY CO-ORDINATING COMMITTEE'S WORK PROGRAMME FOR 2009/10

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### 1. PURPOSE OF REPORT

- 1.1 To provide the Members of the Scrutiny Co-ordinating Committee with a range of information, extracted from various sources to assist in the consideration of suitable topics for inclusion into the Committee's Work Programme for the 2009/10 Municipal Year.

### 2. BACKGROUND INFORMATION

- 2.1 The role of Scrutiny Co-ordinating Committee is twofold in that carries out a co-ordinating role of the four standing Scrutiny forums together with the scrutiny element focussing on the budget, various plans and strategies that make up the policy framework.
- 2.2 As such there is a need to develop a Work Programme for the 2009/10 Municipal Year, together with a timeframe for each review, for endorsement by Members of this Committee at this meeting. Detailed terms of reference can be developed at the start of each review.
- 2.3 As such the Finance and Performance Portfolio Holder, the Assistant Chief Executive, the Chief Financial Officer and the Chief Personnel Officer have all been the foundation sources for this report. Along with key documents such as the Corporate Plan for 2009/10 to enable this Committee to compile its Work Programme for 2009/10.
- 2.4 However, it should be appreciated that some of the areas detailed below are continually evolving and further details will emerge throughout the year.

- 2.5 In addition to establishing the Committee's Work Programme, Members may consider it appropriate to receive illustrations from service departments in relation to impending legislation and to respond on an ad hoc basis to emerging issues which would be considered appropriate for an investigation or review to be undertaken.

TOPIC	Chief Officer, Elected Mayor and Cabinet Member	Member(s)	Referrals
<p><b>Child Poverty*</b></p> <p>(To explore the issues around child poverty, and the Council and its partner's activities to address it given the target set nationally for Local Authorities to halve youth poverty by 2010 and completely eradicate it by 2020)</p> <p>*Referred as a suggested topic from the Children's Services Scrutiny Forum. The Forum was of the view that this topic spans a number of Council Departments and as such should be considered by the Scrutiny Co-ordinating Committee, handing work down to the relevant Forums to investigate and report back their findings.</p>		<b>X</b>	
<p><b>Business Transformation Programme</b></p> <p>(Scrutiny involvement in the Service Delivery Options - Programme Reviews)</p>		<b>X</b>	

- 2.6 In addition, Scrutiny Co-ordinating Committee has a role in over-seeing the general policies of the Council relating to the efficient use of resources. Consequently, the table over the page provides the dates of key budgetary and performance management reports that will go to Cabinet, for Members information, which will also be considered by Scrutiny thereafter.

REPORT	ESTIMATED DATE
Annual Summary Reporting of Audit Commission Inspection Reports	October 2010
Corporate Plan 2010/11 (Departmental Plans)	March / April 2010 (January / February 2010)
2008/09 Revenue and Capital Outturn	Sept 2009
Quarterly Budget and Performance Management Monitoring Reports	Quarter 1: September 2009 Quarter 2: November 2009 Quarter 3: March 2010
Initial Budget Consultation Report	October 2009 onwards
Draft Budget and Policy Framework Report	December 2009 onwards

- 2.7 Having considered the above information together with individual Members' identified topics for inclusion into the Work Programme, the Committee may wish to discuss various aspects contained within the Corporate Plan 2009/10 to raise potential areas for consideration. They could range from areas already identified as suitable for development through commitments or areas where the specific performance is below the targeted level. For this purpose, **Appendices A and B** detail the relevant Sections of the Corporate Plan for the Committee's consideration as outlined overleaf:-

**Appendix A** – Council's Priority Contributions to Community Strategy Themes: 'Strengthening Communities'; and 'Organisational Development'.

**Appendix B** - Performance Indicator Table: 'Strengthening Communities'; and 'Organisational Development'.

- 2.8 The Committee may also wish to apply a degree of emphasis on a particular source for example, would the Committee consider issues which are clearly raised as a concern by the public to carry more weight than those considered important by the service provider? In practice the Committee will need to apply a considered opinion from all sources against the individual subject area.

- 2.9 Once the Committee has identified Scrutiny topics, anticipated time frames need to be applied. It is suggested to the Committee that a standard template for applying time allocations should be treated with caution as when scoping a subject a number of complexities may arise, therefore the anticipated duration should be allocated to the subjects on an individual basis. The Committee is also advised to be cautious in setting an overly ambitious Work Programme for which it may be unable to deliver given its dual role.
- 2.10 In addition to the above, the Committee may also consider establishing some small Sub-Groups, known as Working Groups to look at sharp focused areas of supplementary aspects of the main topic being scrutinised.

### **3. RECOMMENDATIONS**

- 3.1 The Scrutiny Co-ordinating Committee is requested to consider the wide range of information detailed within this report to assist in the determination of its 2009/10 Work Programme, to be approved alongside the five standing Scrutiny Forums Work Programmes at this meeting.

**Contact Officer:-** Joan Wilkins – Scrutiny Manager  
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### **BACKGROUND PAPERS**

The following backgrounds papers were used in the preparation of this report:-

- (i) Corporate Plan for 2009/10

## Chief Executives - Corporate Plan 2009/10

This Committee's remit covers Actions under the following Community Strategy Themes / Council Priority areas:

- Jobs and Economy
- Strengthening Communities; and
- Organisational Development

The information provided in the appendix includes the relevant Community Strategy Themes, which are divided into the Corporate Plan Objectives that have some relevance to this Committee. Under each Corporate Plan Objective there are a number of Actions.

Theme: <b>Jobs and Economy</b>			
Outcome: <b>Be globally competitive</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP JE03	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	31/03/2011	John Morton

Theme: <b>Strengthening Communities</b>			
Outcome: <b>Improving Financial Inclusion</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP SC14	Developing money management training/awareness in partnership with the education sector	31/03/2010	John Morton
CORP SC15	Developing referral arrangements from PCT channels to improve the awareness of financial support packages for those in need	31/03/2010	John Morton
CORP SC16	Supporting the development of Hartlepool's Financial Inclusion Partnership	31/03/2010	John Morton
Outcome: <b>36 Freedom from discrimination and harassment</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP SC17	Enhance Equality and Diversity arrangements and mainstream into all Council service activities	31/03/2011	Joanne Machers

<b>Theme: Organisational Development</b>			
<b>Outcome: Improve Performance Management and risk management arrangements</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
CORP OD01	Continued development of service planning and performance management arrangements	31/12/2010	Peter Turner
CORP OD02	Implement Risk Strategy to ensure robust risk management arrangements are in place	10/06/2010	Peter Turner
CORP OD03	Develop and improve the effectiveness of the Overview and Scrutiny Function	31/05/2010	Joan Wilkins
CORP OD04	Prepare for introduction of Comprehensive Area Assessment in 2009	31/01/2010	Andrew Atkin
<b>Outcome: Improve Governance Arrangements</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
CORP OD05	Development of Governance Arrangements	31/12/2009	John Morton
CORP OD06	Ensure arrangements are in place to deal with new and existing legislation	30/06/2010	Peter Devlin
<b>Outcome: Improve financial management and reporting</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
CORP OD07	Formalising the budgetary roles and responsibilities of the departmental and central finance teams	31/03/2010	Mike Ward
CORP OD08	Improving accounting reporting mechanisms by developing linkages between performance and financial management	31/08/2009	Mike Ward
CORP OD09	Development of annual reports	31/07/2009	Mike Ward
CORP OD10	Improving awareness of the Council's financial position	31/01/2010	Mike Ward
<b>Outcome: Improve access and understanding between the Council and the Public</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
CORP OD11	Develop and Improve Customer Service Provision	31/03/2011	Joanne Machers
CORP OD12	Implement the Communicating with your Council plans	31/08/2010	Andrew Atkin

Theme: <b>Organisational Development (Continued)</b>			
Outcome: <b>Improve Elected member and Workforce arrangements</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP OD14	Implement the People Strategy and Workforce Development Strategy	31/03/2011	Joanne Machers
Outcome: <b>Improve efficiency and effectiveness of the organisation</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP OD15	Develop and implement Business Transformation Programme	31/03/2011	Andrew Atkin
CORP OD16	Development of transactional services (i.e. payroll services, income management services)	31/07/2010	John Morton
CORP OD18	Review 5 year procurement plan	31/03/2011	Graham Frankland
CORP OD19	Review procurement strategy	31/03/2011	Graham Frankland
CORP OD20	Delivery of the ICT Strategy to support corporate objectives	31/03/2010	Joan Chapman

## PERFORMANCE INDICATORS

Every council is required by the Department for Communities and Local Government to collect and publish a range of National performance indicators (NI's). In addition to these Government indicators, services in Hartlepool Borough Council have also set 'Local indicators,' these statutory and non-statutory indicators are set out in the pages that follow.

Two of the Community Strategy themes have some relevance to this Committee, and are listed below:-

⇒ **Strengthening Communities**

⇒ **Organisational Development**

NI's are set by the government and information for these are included in the Corporate Plan. Some of the NI's have additional uses these include:-

- **Comprehensive Area Assessment (CAA)**

The means of assessing the Council's performance and how well it works together with other public bodies to meet the needs of Hartlepool residents. Replaced the Comprehensive Performance Assessment in April 2009.

- **Public Service Agreement (PSA)**

Agreement between local and central government to improve performance across a range of indicators based upon national and local priority



Theme: <b>Strengthening Communities</b> Outcome: <b>Empowering local people to have a greater voice and influence over local decision making and the delivery of services</b>			
Code	Indicator	2008/09	Annual 2009/10
NI 4	% of people who feel they can influence decisions in their locality (QoL 23)	31.8%	Not Due
Outcome: <b>Make a positive contribution</b>			
Code	Indicator	2008/09 Value	Annual 2009/10
NI 6	Participation in regular volunteering	18.7%	Not Due
Outcome: <b>Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas</b>			
Code	Indicator	2008/09 Value	Annual 2009/10
NI 5	Overall/general satisfaction with local area	76.3%	Not Due
Theme: <b>Organisational Development</b> Outcome: <b>Improve Performance Management and risk management arrangements</b>			
Code	Indicator	2008/09 Value	Annual 2009/10
CEDCS P008	CPA Use of Resources - Overall Score (CPA 2)	3	3
CEDCS P023	PI's qualified following external audit	0	0
Outcome: <b>Improve elected member and Workforce arrangements</b>			
Code	Action	Date to be Completed	Responsible Officer
HR PI 5A All	Average working days per employee (full time equivalent) per year lost through sickness absence - All Actual	10.03	9.5
Outcome: <b>Improve efficiency and effectiveness of the organisation</b>			
Code	Indicator	2008/09 Value	Annual 2009/10
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Due End July	2460000

## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Chair of the Adult and Community Services Scrutiny Forum

**Subject:** DRAFT WORK PROGRAMME 2009/10

---

### 1. PURPOSE OF REPORT

- 1.1 To seek approval from the Scrutiny Coordinating Committee on the proposed Draft Work Programme of the Adult and Community Services Scrutiny Forum for the 2009/10 Municipal Year.

### 2. BACKGROUND INFORMATION

- 2.1 At a meeting of the Adult and Community Services Scrutiny Forum held on 13 July 2009, consideration was given to a wide range of information, extracted from various sources to assist in the formulation of the Forum's Draft Work Programme for the forthcoming year.
- 2.2 Prior to that meeting, myself and the Scrutiny Manager also met with the Director of Adult and Community Services and Cabinet Members for Adult and Public Health Services and Culture, Leisure and Tourism to receive their views in relation to suitable topics for inclusion into the Forum's Draft Work Programme.
- 2.3 The Forum has therefore considered a wide range of suitable topics for inclusion into the Forum's Draft Work Programme. **Table 1** overleaf details the Forum's suggested Draft Work Programme together with appropriate timescales to be considered by the Scrutiny Co-ordinating Committee.

**Table 1 – Adult and Community Services Scrutiny Forum's Draft Work Programme 2008/09**

TOPIC	INDICATIVE DATES
<b>'Putting People First' - Personalisation</b>  (To investigate the implementation and impact of 'Putting People First' programme and the personalised delivery of adult social care services, including self directed support and individual budgets)	August 2009 to March 2010 (subject to change – see paragraph 2.5)
<b>Child Poverty</b>  (To explore the issues around child poverty, and the Council and its partner's activities to address it given the target set nationally for Local Authorities to halve youth poverty by 2010 and completely eradicate it by 2020)	See paragraph 2.4 below.
One off meetings to discuss:-  (i) <b>The Allotment Strategy</b> ; and  (ii) <b>The Reform of Adult Care and Support - Green Paper</b>	(i) 11 November 09  (ii) To be confirmed.

2.4 In identifying the above topic, Members of the Forum also discussed a second work programme item relating to Child Poverty. As Chair and with the support of the Adult and Community Services Scrutiny Forum, we feel that the topic of Child Poverty is one which is the responsibility of a number of Council Departments and recommend that the Scrutiny Co-ordinating Committee adopt it as a work programme item for the 2009/10 Municipal Year, handing the work down to the relevant Forums to investigate and report back their findings to the Scrutiny Co-ordinating Committee.

2.5 In addition to the above, the Forum have also acknowledged that throughout the 2009/10 Municipal Year it may be necessary to respond on an ad hoc basis to emerging issues which would be considered appropriate for a review to be undertaken.

**3. RECOMMENDATION**

- 3.1 It is recommended that the Scrutiny Co-ordinating Committee approves the content of the Draft Work Programme of the Adult and Community Services Scrutiny Forum for the 2009/10 Municipal Year, as outlined in Table 1.

**COUNCILLOR CHRIS SIMMONS  
CHAIR OF THE ADULT AND COMMUNITY SERVICES SCRUTINY FORUM**

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**BACKGROUND PAPERS**

The following background paper was used in the preparation of this report:-

- i) Briefing Note of the Scrutiny Manager entitled 'Determining the Forum's Work Programme 2009/10' to the Adult and Community Services Scrutiny Forum held on 13 July 2009.

## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Chair of the Children's Services Scrutiny Forum

**Subject:** DRAFT WORK PROGRAMME 2009/10

---

### 1. PURPOSE OF REPORT

- 1.1 To seek approval from the Scrutiny Co-ordinating Committee on the proposed Draft Work Programme of the Children's Services Scrutiny Forum for the 2009/10 Municipal Year.

### 2. BACKGROUND INFORMATION

- 2.1 At a meeting of the Children's Services Scrutiny Forum held on 14 July 2009, consideration was given to a wide range of information, extracted from various sources to assist in the formulation of the Forum's Draft Work Programme for the forthcoming year.
- 2.2 Prior to that meeting, myself and the Scrutiny Manager and Scrutiny Support Officer also met with the Director of Children's Services, together with the Cabinet Member for Children's Services to receive their views in relation to suitable topics for inclusion into the Forum's Draft Work Programme.
- 2.3 The Forum has, therefore, considered a wide range of suitable topics for inclusion into the Forum's Draft Work Programme. **Table 1** overleaf details the Forum's suggested Draft Work Programme together with appropriate timescales to be considered by the Scrutiny Co-ordinating Committee.

**Table 1 – Children’s Services Scrutiny Forum’s Draft Work Programme 2009/10**

TOPIC	DATE
<b>Youth Service</b> (Issue: To review the effectiveness of the Outreach and Targeted Youth Support Services on offer in Hartlepool)	August 2009 to March 2010 (subject to change – see paragraph 2.4)
<b>Child Poverty</b> (To explore the issues around child poverty, and the Council and its partner’s activities to address it given the target set nationally for Local Authorities to halve youth poverty by 2010 and completely eradicate it by 2020)	See paragraph 2.4 below.

- 2.4 In identifying the above topic, Members of the Forum also discussed a second work programme item relating to Child Poverty. As Chair and with the support of the Children’s Services Scrutiny Forum, we feel that the topic of Child Poverty is one which is the responsibility of a number of Council Departments and recommend that the Scrutiny Co-ordinating Committee adopt it as a work programme item for the 2009/10 Municipal Year, handing the work down to the relevant Forums to investigate and report back their findings to the Scrutiny Co-ordinating Committee.
- 2.5 In addition to the above, the Forum have also acknowledged that throughout the 2009/10 Municipal Year it may be necessary to respond on an ad hoc basis to emerging issues which would be considered appropriate for a review to be undertaken.

### 3. RECOMMENDATION

- 3.1 It is recommended that the Scrutiny Co-ordinating Committee approves the content of the Draft Work Programme of the Children’s Services Scrutiny Forum for the 2009/10 Municipal Year, as outlined in Table 1.

#### **COUNCILLOR JANE SHAW CHAIR OF CHILDREN’S SERVICES SCRUTINY FORUM**

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**BACKGROUND PAPERS**

The following background paper was used in the preparation of this report:-

- i) Briefing Note of the Scrutiny Support Officer entitled 'Determining the Forum's Work Programme 2009/10' to the Children's Services Scrutiny Forum held on 14 July 2009.

## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Chair of the Health Scrutiny Forum

**Subject:** DRAFT WORK PROGRAMME 2009/10

---

### 1. PURPOSE OF REPORT

- 1.1 To seek approval from the Scrutiny Coordinating Committee on the proposed Draft Work Programme of the Health Scrutiny Forum for the 2009/10 Municipal Year.

### 2. BACKGROUND

- 2.1 At a meeting of the Health Scrutiny Forum held on 16 July 2009, consideration was given to a wide range of information, extracted from various sources to assist in the formulation of the Forum's Draft Work Programme for the forthcoming year.
- 2.2 Prior to that meeting, myself and the Scrutiny Support Officer also met with the Cabinet Member for Adult and Public Health Services and representatives from Hartlepool PCT and the Foundation Trust to receive their views in relation to suitable topics for inclusion into the Forum's Draft Work Programme.
- 2.3 The Forum has therefore considered a wide range of suitable topics for inclusion into the Forum's Draft Work Programme. **Table 1** overleaf details the Forum's suggested Draft Annual Work Programme for 2009/10 together with appropriate timescales to be considered by the Scrutiny Coordinating Committee.
- 2.4 The Forum is also required to produce a rolling three year health scrutiny work programme following consultation with relevant stakeholders. **Table 2** overleaf summarises the issues that the Forum wishes to scrutinise in later years as part of the three year rolling work programme.



**Table 1 – Health Scrutiny Forum's Draft Work Programme 2009/10**

TOPIC	DATE
<p><b>Alcohol Abuse</b></p> <p>(Issue: Taken from the Rolling Health Work Programme. Investigation to focus on the provision and effectiveness of prevention and treatment services in Hartlepool)</p>	<p>September 2009 to March 2009</p>
<p><b>Phase 2 – Momentum Pathways to Healthcare</b></p> <p>(Issue: Phase 1 of the Momentum process considered the location of the new hospital. As part of Phase 2 of the Momentum process, the Forum will have the opportunity to be involved in detailed consultations on the placement and provision of health services in community locations throughout Hartlepool.</p> <p>The Forum will also be involved through the Tees Valley Health Joint Committee in consultations on the placement of specialist services at the new hospital)</p>	<p>Subject to Momentum Timetable – To be Confirmed</p>
<p><b>Hospital Car Park Charges</b></p> <p>(Issue: Level of Charging)</p>	<p>Reserve Item - Should there be spare capacity at the end of the Work Programme</p>
<p><b>Thyroid Problems</b></p> <p>(Issue: Exploratory report to be brought to the Forum in relation to this issue to enable Members to make a fully informed decision on the way in which it should be further investigation.)</p>	<p>As soon as practicable</p>
<p><b>Annual Health Check – Hartlepool PCT and North Tees and Hartlepool NHS Foundation Trust</b></p>	<p>April 2010</p>

**Table 2 – Health Scrutiny Forum's Rolling Three Year Work Programme 2010 – 2012**

TOPIC	DATE
Healthy Eating /Obesity	Yr 2/3
Smoking	Yr 2/3
Drug Rehabilitation	Yr 2/3
Cancer Clusters	Yr 2/3

- 2.5 In addition to the above, the Forum have also acknowledged that throughout the 2009/10 Municipal Year it may be necessary to respond on an ad hoc basis to emerging issues which would be considered appropriate for a review to be undertaken.

### **3. RECOMMENDATION**

- 3.1 It is recommended that the Scrutiny Co-ordinating Committee approves:-
- (i) The content of the Draft Work Programme of the Health Scrutiny Forum for the 2009/10 (as outlined in Table 1); and
  - (ii) The Rolling Work Programme for a further two years (as outlined in Table 2).

**COUNCILLOR JONATHAN BRASH  
CHAIR OF THE HEALTH SCRUTINY FORUM**

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### **BACKGROUND PAPER**

The following backgrounds paper was used in the preparation of this report:-

- i) Briefing Note of the Scrutiny Support Officer entitled 'Determining the Forum's Work Programme' to the Health Scrutiny Forum held on 16 July 2009.

## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Chair of the Neighbourhood Services Scrutiny Forum

**Subject:** DRAFT WORK PROGRAMME 2009/10

---

### 1. PURPOSE OF REPORT

- 1.1 To seek approval from the Scrutiny Coordinating Committee on the proposed Draft Work Programme of the Neighbourhood Services Scrutiny Forum for the 2009/10 Municipal Year.

### 2. BACKGROUND INFORMATION

- 2.1 At a meeting of the Neighbourhood Services Scrutiny Forum held on 24 July 2009, consideration was given to a wide range of information, extracted from various sources to assist in the formulation of the Forum's Draft Work Programme for the forthcoming year.
- 2.2 Prior to that meeting, myself and the Scrutiny Manager and Scrutiny Support Officer also met with the Director of Neighbourhood Services and Cabinet Members for Community Safety & Housing and Transport & Neighbourhoods to receive their views in relation to suitable topics for inclusion into the Forum's Draft Work Programme.
- 2.3 The Forum has therefore considered a wide range of suitable topics for inclusion into the Forum's Draft Work Programme. **Table 1** overleaf details the Forum's suggested Draft Work Programme together with appropriate timescales to be considered by the Scrutiny Co-ordinating Committee.

**Table 1 – Adult and Community Services Scrutiny Forum’s Draft Work Programme 2009/10**

TOPIC	INDICATIVE DATES
<b>Climate Change / Carbon Reduction</b>  (To investigate the Council’s energy strategy and practices to meet future targets in relation to climate change and carbon reduction)	August 2009 to January 2010
<b>Traffic Lights</b>  (To explore the issues around the installation and maintenance of traffic lights in Hartlepool and the service response times.)	January 2010 to April 2010
One off meetings to discuss:-  (i) <b>The Car Parking Strategy</b> ; and  (ii) <b>Speed Humps</b>	(i) To be confirmed  (ii) To be confirmed.

- 2.4 In addition to the above, the Forum have also acknowledged that throughout the 2009/10 Municipal Year it may be necessary to respond on an ad hoc basis to emerging issues which would be considered appropriate for a review to be undertaken.

### 3. RECOMMENDATION

- 3.1 It is recommended that the Scrutiny Co-ordinating Committee approves the content of the Draft Work Programme of the Neighbourhood Services Scrutiny Forum for the 2009/10 Municipal Year, as outlined in Table 1.

**COUNCILLOR STEPHEN AKERS-BELCHER**  
**CHAIR OF THE NEIGHBOURHOOD SERVICES SCRUTINY FORUM**

**Contact:-**

James Walsh – Scrutiny Support Officer  
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## **BACKGROUND PAPERS**

The following background paper was used in the preparation of this report:-

- i) Briefing Note of the Scrutiny Support Officer entitled 'Determining the Forum's Work Programme 2009/10' to the Neighbourhood Services Scrutiny Forum held on 24 July 2009.

## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Chair of the Regeneration and Planning Services  
Scrutiny Forum

**Subject:** DRAFT WORK PROGRAMME 2009/10

---

### 1. PURPOSE OF REPORT

- 1.1 To seek approval from the Scrutiny Co-ordinating Committee on the proposed Draft Work Programme of the Regeneration and Planning Services Scrutiny Forum for the 2009/10 Municipal Year.

### 2. BACKGROUND INFORMATION

- 2.1 At a meeting of the Regeneration and Planning Services Scrutiny Forum held on 17 July 2009, consideration was given to a wide range of information, extracted from various sources to assist in the formulation of the Forum's Draft Work Programme for the forthcoming year.
- 2.2 Prior to that meeting, myself and the Scrutiny Manager and Scrutiny Support Officer also met with the Director of Regeneration and Planning, with written input from the Cabinet Members for Community Safety & Housing, Transport & Neighbourhoods and Regeneration & Economic Development to receive their views in relation to suitable topics for inclusion into the Forum's Draft Work Programme.
- 2.3 The Forum has, therefore, considered a wide range of suitable topics for inclusion into the Forum's Draft Work Programme. **Table 1** overleaf details the Forum's suggested Draft Work Programme together with appropriate timescales to be considered by the Scrutiny Co-ordinating Committee.

**Table 1 – Children’s Services Scrutiny Forum’s Draft Work Programme 2009/10**

<b>TOPIC</b>	<b>DATE</b>
<b>Transport Interchange</b>  (Issue: To review the development opportunities and facility provision of the Transport Interchange.)	August 2009 to November 2009
<b>Hartlepool’s Business Incubation System</b>  (Issue: To review the support provided to small enterprises, with the aim of making Hartlepool globally competitive.)	November 2009 to April 2010

- 2.4 In addition to the above, the Forum have also acknowledged that throughout the 2009/10 Municipal Year it may be necessary to respond on an ad hoc basis to emerging issues which would be considered appropriate for a review to be undertaken.

### **3. RECOMMENDATION**

- 3.1 It is recommended that the Scrutiny Co-ordinating Committee approves the content of the Draft Work Programme of the Regeneration and Planning Services Scrutiny Forum for the 2009/10 Municipal Year, as outlined in Table 1.

#### **COUNCILLOR TREVOR ROGAN CHAIR OF REGENERATION AND PLANNING SERVICES SCRUTINY FORUM**

**Contact:-** James Walsh – Scrutiny Support Officer  
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 Hartlepool Borough Council  
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### **BACKGROUND PAPERS**

The following background paper was used in the preparation of this report:-

- i) Briefing Note of the Scrutiny Support Officer entitled ‘Determining the Forum’s Work Programme 2009/10’ to the Regeneration and Planning Services Scrutiny Forum held on 17 July 2009.

## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Scrutiny Manager

**Subject:** DRAFT WORK PROGRAMME - NEIGHBOURHOOD  
CONSULTATIVE FORUM REVIEW 2008/09

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform, and seek the views of, Scrutiny members of the recommendations and subsequent actions resulting from the Neighbourhood Consultative Forum Review carried out in 2008/9.

### 2. BACKGROUND

- 2.1 In 2000 the Council introduced three Neighbourhood Consultative Forums (NCFs) which geographically divide the town into three areas, North, Centre and South. Whilst these Forums have remained fundamentally unchanged over the years, the Strengthening Communities Best Value Review has recommended the NCFs be reviewed following consultation with Members and the public. A review has subsequently been undertaken, details of which are outlined in the report attached at **Appendix A**.
- 2.2 As part of the review it was agreed, with the Chair of the Scrutiny Co-ordinating Committee, that it would be beneficial for Scrutiny to be involved in the consultation process. As such, Members are asked to consider the report attached at **Appendix A** and express any views / comments they may have in relation to the recommendations contained within Sections 4.8 and 4.9.

### 3. RECOMMENDATION

- 3.1 Scrutiny's views are sought on the recommendations set out in the report attached at **Appendix A**, with any views / comments received to be incorporated into the report prior to its submission to Cabinet.

**Contact Officer:-** Joan Wilkins – Scrutiny Support Officer  
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### BACKGROUND PAPER

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



**Report of:** Head of Neighbourhood Management

**Subject:** NEIGHBOURHOOD CONSULTATIVE FORUM  
REVIEW

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**1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to inform Scrutiny members of the recommendations and subsequent actions resulting from the Neighbourhood Consultative Forum Review carried out in 2008/9.

**2. BACKGROUND**

- 2.1 In 2000 the Council introduced three Neighbourhood Consultative Forums (NCFs) which geographically divided the town into three areas, North, Centre and South with approximately 30,000 residents in each area. The primary aim of the NCFs was to increase the involvement of communities in the provision of local services, working with and alongside key stakeholders, elected ward members and residents in order to address issues within their communities.
- 2.2 Initially, and during the days of 'Best Value', the NCFs provided the Council with the opportunity to consult its users on service delivery and performance. More recently the Forums have been used to consult users on strategy and policy as well as improving service delivery across Hartlepool, by improving knowledge of neighbourhoods and residents priorities. They have also contributed to the Council's ability to co-ordinate activities within the Authority and with external partners.
- 2.3 Whilst over the years some tweaking has been done and the forums have each developed with a local flavour they have, however, remained fundamentally unchanged. The Strengthening Communities Best Value Review had recommended the NCFs be reviewed following consultation with Members and the public. It was considered to be an appropriate time to review the current framework in line with the Local Government Modernisation Agenda and the Government's growing policy initiatives regarding citizen engagement over the past ten years,
- 2.4 The NCFs contribute towards Local Area Agreement Outcome 28 'Empower local people to have a greater voice and influence over local decision making and the delivery of services' – measured by a

percentage of people who feel able to influence decisions in their local areas (NI4).

- 2.5 The Council's Corporate Assessment Report in 2005 identified the NCFs as:
- Operating well, building capacity to respond to local needs and combining Councillors and residents in securing very local improvement.
  - The key and effective element in the Council's capacity to maintain its strong community focus.
  - Involving local people in service planning and in some decision making.
- 2.6 Furthermore, the Government white paper 'Communities in Control; Real People, Real Power' (July 2008) highlighted a need for improved mechanisms of local governance for local authorities. It advocated increased community involvement in order to empower citizens to have a greater stake in, and greater control of local affairs. This is in part a response to a perceived failure of existing measures nationally.
- 2.7 This review therefore coincides with an increasing policy focus on participative governance a local level.
- 2.8 This review has provided an opportunity to assess the effectiveness of the Council's key consultative frameworks.

### **3. REVIEW METHODOLOGY**

- 3.1 The review involved four elements of research:

1. Viewpoint Survey
2. Questionnaires
3. One to One Interviews
4. Focus Groups

#### Viewpoint Survey

- 3.2 The Viewpoint Survey was specifically chosen as a means to gather opinions from the 'Citizens Panel' which is composed of 1000 residents of the borough.

#### Questionnaires

- 3.3 Questionnaires were circulated to Forum attendees. The results are used to demonstrate the experiences and opinions of those who attend NCFs.

One to One Interview

- 3.4 A series of one to one interviews with individuals that attend the Forums as either service providers or officers, provided insight from their perspective.

Focus Groups

- 3.5 Three Focus Groups were conducted in each of the North, Centre and South areas. Ward Members and resident representatives were invited to comment on and raise issues relating to the NCF framework.

**4. KEY ISSUES**

- 4.1 The review highlighted a number of key issues from the four areas of research:

4.2 Attendance

- 6% of Viewpoint respondents had attended an NCF meeting in the past year – an increase of 2% on the previous year. A common perception uncovered in the review is that NCFs are poorly attended. No targets relating to attendance are in place; therefore it is not possible to assess the effectiveness of NCFs in this respect. Nevertheless, there remains much scope for increasing attendance at NCF meetings.
- On the basis of the completed questionnaires the demographic profile of attendees is far from representative of the wider community, with a disproportionate over-representation of older age groups, relatively few middle-aged and no young people attending.
- Evidence suggests that there is potentially willingness for people to become involved (only 15% stated they were not interested: Viewpoint)
- Over half of attendees come to every meeting, with around a quarter attending three or four meetings a year, and 20% attending when an agenda item affected them.

4.3 NCF Publicity

- Publicity relating to NCF meetings is not sufficiently effective and needs to be improved (15% had seen information about NCFs in the previous 12 months: Viewpoint).
- NCF attendees are largely satisfied that they receive their minutes on time and that feedback is good.

#### 4.4 Timings and Locations of NCF Meetings

- Around a third of Viewpoint respondents thought meetings at weekends or evenings would encourage greater attendance.
- However, 67% of NCF attendees are happy with existing times and venues – this finding is evident in the majority of responses in all three areas.
- When asked for potential alternatives, perhaps inevitably, no alternative suggestions stood out.
- Changing meeting times and locations was also identified as having a potentially detrimental impact on existing attendance levels, although some support was evident for experimental trials.

#### 4.5 Structure and Content of NCF Meetings

- No clearly discernable consensus was evident in respect of the number of NCF Forums that should take place.
- Contrasting views were also gathered relating to the structure of meetings – for example, disagreement over whether the strategic and consultative elements should take place at different Forums.
- Common concerns raised included:
  - Meetings over-run
  - Presentations are too long, not delivered by personnel skilled in presenting
  - A code of conduct or guidance on meeting etiquette should be introduced
  - Some Councillors can dominate meetings, leading to
  - Limited opportunities for contributions from residents
- 60% of attendees agreed the same issues were raised time and again.
- 61% of attendees agreed that their views were listened to and respected when they spoke at meetings.
- 81% of attendees ‘felt that they had the opportunity to comment or ask questions’.
- Some officers requested greater clarity regarding meeting expectations, such as whether to attend the whole meeting.

#### 4.6 Purpose of NCF Meetings

- A level of resident/community perspective is present at NCF meetings although as stated earlier this is demographically unrepresentative of the town.
- On the key question of whether residents have the power to influence the decision making process through attendance at NCF meetings, overall, 45% of respondents answered ‘yes; and 45% of respondents answered ‘no’.

4.7 The final consultation event took place in May 2009, open to all resident representatives and ward members. The main purpose of

the event was to consider the recommendations highlighted in the NCF review and debate how those recommendations could best be taken forward. The executive summary of the review findings is attached as **Appendix 1**.

4.8 It was agreed at the consultation event that the Head of Neighbourhood Management develop a strategy to take forward recommendations (i) to (iiii) of the NCF review which would:

- (i) Establish targets for attendance
- (ii) Develop new strategies to increase attendance
- (iii) Address issue of unrepresentative demographic profile of attendees
- (iv) Monitor and review attendance to track numbers and demographic profile

4.9 Recommendations (v) to (xiii) were then discussed in each of the three forum areas. **Appendix 2** provides details of the feedback provided at the consultation event per forum area on each of the recommendations.

- (v) Hartlepool Borough Council develops more effective advertising of NCF meetings and considers a full rebranding/marketing exercise to promote forums anew.
- (vi) Measures to be implemented to ensure that NCF meetings finish at a pre-agreed time where practicable.
- (vii) The agenda setting process and pre-meeting organisation of meeting structure to include resident representatives.
- (viii) Presentations at NCF meetings to follow the established practice of the Hartlepool Partnership – a maximum of one presentation per meeting with ten minutes presentation time permitted prior to questions from the floor.
- (ix) All staff that deliver presentations at NCF meetings to have undergone specific training in presentation skills.
- (x) Measures are implemented to address concerns about expectations of behaviour and etiquette during meetings/develop a 'Code of Conduct'.
- (xi) Inform all Councillors that a number of comments have been received as part of this review process which state that meetings are sometimes dominated by Councillors, with this seen by some NCF attendees as limiting contributions from members of the public.
- (xii) Hartlepool Borough Council (HBC) consider undertaking a broader review of consultation and participation mechanisms focussing on the extent to which they are structurally embedded into all HBC operations; and the extent to which they accord with the Government empowerment White Paper; 'Real People, Real Power'. This should include a review of the purpose of the forums the powers they have and the budgets they control, the

roles of local Councillors at Forum meetings, and support to the administration of Forum meetings.

- (xiii) Hartlepool Borough Council to repeat the survey of NCF attendees conducted for this report after implementation of the recommendations made, in order to determine their impact on the key findings that 45% answered positively that they have any influence over the decision making process by attending NCF meetings.

- 4.10 When considering the feedback from the final event held at the Historic Quay it could be seen there were differences across the 3 Forum areas as to how to implement the recommendations. As such it was proposed that the Chairs together with the appropriate Neighbourhood Manager develop an action plan for the specific Forum.

## **5 CONCLUSION**

- 5.1 Over a number of years a series of key government policy documents have emphasised that the creation of successful sustainable communities is dependent upon the people who live in them having a say in how their neighbourhoods are shaped.
- 5.2 The NCF review tells us the forums continue to have a place. However, there is room for improvement in relation to encouraging attendance at meetings. Whilst the majority of those participating in Forums felt that their views are listened to and respected around 45% felt they had the power to influence decisions by attending the Forums, attendance is low.

## **6. RECOMMENDATION**

- 6.1 Scrutiny's views are sought on the recommendations set out in this report, taking into account the views expressed at the final consultation event held at the Historic Quay attached at **Appendix 2** and paragraph 4.10 above.
- 6.2 The report, as amended, to then be submitted to Cabinet for approval.

## **7. CONTACT OFFICER**

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# Review of the Neighbourhood Consultative Forums

**Prepared by Hartlepool New Deal for Communities -  
Evaluation Project  
for Hartlepool Borough Council**



“If local government is to act in the interests of its community, influence its partners and ensure it tailors its work to the most important local priorities, it needs to make a step change in the quality of its engagement work.”

**Sir Michael Lyons, The Lyon’s Inquiry into Local Government, Place-shaping: a shared ambition for the future of local government. March 2007, p.19 <sup>[1]</sup>**



## **Executive Summary**

Neighbourhood Consultative Forums were established by Hartlepool Borough Council in 2000 as an 'integral part of the Council's consultative framework'. They were developed to increase levels of community involvement in local governance issues. The Evaluation Project at Hartlepool New Deal for Communities was commissioned to produce a review of these Forums in July 2008. For this purpose, data from four sources relating to Forums (NCFs) was supplied by Hartlepool Borough Council (HBC): (1) Viewpoint survey data; (2) a batch of completed questionnaires that had been available to all that have attended Forum meetings – the findings from which have been collated and analysed in the review; and two summary reports (3 and 4) one compiled from a series of one to one interviews with a number of Council officers and service providers, and one from three focus groups conducted with Councillors and Resident Representatives.

The findings of these data sources have been analysed and are reproduced in this report (no other sources were supplied or have been used.) These are initially presented individually in turn, followed by a concluding section that draws out key messages. Given the fact that all four sources deal with the same terrain, there is inevitably some repetition in the findings. It is also the case that, reflecting democratic process generally, many of the suggestions and comments recorded are in contrast! Key issues that have emerged from the review include

### Attendance at NCFs

- 6% of Viewpoint respondents had attended an NCF meeting in the past year – an increase of 2% on the previous year. A common perception uncovered in the review is that NCFs are poorly attended. No targets relating to attendance are in place; therefore it is not possible to assess the effectiveness of NCFs in this respect. Nevertheless, there remains much scope for increasing attendance at NCF meetings.
- On the basis of the completed questionnaires the demographic profile of attendees is far from representative of the wider community, with a disproportionate over-representation of older age groups, relatively few middle-aged and no young people attending.
- Evidence suggests there is potentially much willingness for people to become involved (only 15% stated they were not interested: Viewpoint)
- Over half of attendees come to every meeting, with around a quarter attending 3 or 4 meetings a year, and 20% attending when an agenda item affects them.

### Information about NCFs

- Publicity relating to NCF meetings is not sufficiently effective and needs to be improved (15% had seen information about NCFs in the previous 12 months: Viewpoint.)
- NCF attendees are largely satisfied that they receive their minutes on time and that feedback is good.

### Timings and Locations of NCF Meetings

- Around a third of Viewpoint respondents thought meetings at weekends or evenings would encourage greater attendance.
- However, 67% of NCF attendees are happy with existing times and venues – this finding is evident in the majority of responses in all three areas.

- When asked for potential alternatives, perhaps inevitably, no alternative suggestions stood out.
- Changing meeting times and locations was also identified as having a potentially detrimental impact on existing attendance levels, although some support was evident for experimental trials.

#### Structure and Content of NCF Meetings

- No clearly discernable consensus was evident in respect of the number of NCF Forums that should take place
- Contrasting views were also gathered relating to the structure of meetings – for example, disagreement over whether the strategic and consultative elements should take place at different Forums.
- Common concerns raised included
  - Meetings over-run
  - Presentations are too long, not delivered by personnel skilled in presenting
  - A code of conduct or guidance on in-meeting etiquette should be introduced
  - Some Councillors can dominate meetings, leading to
  - Limited opportunities for contributions from residents
- 60% of attendees agree the same issues are raised time and again
- 61% of attendees agree that their views are listened to and respected when they speak at meetings
- 81% of attendees 'feel that they have the opportunity to comment or ask questions'
- Some officers requested greater clarity regarding in-meeting expectations, such as whether to attend the whole meeting.

#### Purpose of NCF Meetings

- A level of resident/community perspective is present at NCF meetings although as stated earlier this is demographically unrepresentative of the wider town.
- On the key question of whether residents have the power to influence the decision making process through attendance at NCF meetings, overall, 45 % of respondents answered 'yes' and 45% of respondents answered 'no'. Responses to this question were slightly more positive at the North and Central Forums than at the South.

#### Recommendations

##### On Attendance

Hartlepool Borough Council to...

1. Establish targets for attendance at NCF meetings.
2. Develop new strategies and forms of support to bring about greater levels of attendance at Neighbourhood Consultative Forum meetings.
3. Develop measures to address the unrepresentative demographic profile of attendees at Neighbourhood Consultative Forum meetings such that it more closely reflects that of the wider town.

4. Develop and implement a monitoring and review process to track number and demographic profile of attendees

On Information about Neighbourhood Consultative Forum Meetings

5. Hartlepool Borough Council develops more effective advertising of NCF meetings and considers a full re-branding/marketing exercise to promote Forums anew.

On Structure and Content of Neighbourhood Consultative Forum Meetings

6. Measures to be implemented to ensure that NCF meetings finish at a pre-agreed time where practicable.
7. The agenda-setting process and pre-meeting organisation of meeting structure to include resident representation.
8. Presentations at Neighbourhood Consultative Forum Meetings to follow the established practice of the Hartlepool Partnership – a maximum of one presentation per meeting with ten minutes presentation time permitted prior to questions from the floor.
9. All staff that deliver presentations at Neighbourhood Consultative Forum meetings to have undergone specific training in presentation skills.
10. Measures be implemented to address concerns about expectations of behaviour and etiquette during meetings / development of a 'Code of Conduct'.
11. Inform all Councillors that a number of comments have been received as part of this review process which state that meetings are sometimes dominated by Councillors, with this seen by some NCF attendees as limiting contributions from members of the public.

On Purpose of Neighbourhood Consultative Forum Meetings

12. Hartlepool Borough Council consider undertaking a broader review of consultation and participation mechanisms focussing on the extent to which they are structurally embedded into all HBC operations; and the extent to which they accord with the government empowerment white paper, 'Real People, Real Power.' This should include a review of the purpose of the Forums, the powers they have and the budgets they control, the roles of local Councillors at Forum meetings, and support to the administration of Forum meetings.
13. Hartlepool Borough Council to repeat the survey of NCF attendees conducted for this report after implementation of the recommendations made, in order to determine their impact on the key finding that 45% answered positively that they have any influence over the decision making process by attending NCF meeting.

### CONSULTATION EVENT RECOMMENDATIONS AND FEEDBACK

- (v) Hartlepool Borough Council develops more effective advertising of NCF meetings and considers a full rebranding/marketing exercise to promote forums anew.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>Title name change (Title “consultative” is off putting) suggested: “North Community Voice”</li> <li>Need to use Radio Hartlepool</li> <li>Improvement publicity/poster - do roadshow to promote rebranding</li> </ul>	<ul style="list-style-type: none"> <li>Brief appraisal feedback sheet, including agenda to Resident Association</li> <li>Need to use Radio Hartlepool</li> <li>Improvement Publicity/posters – do roadshow to promote rebranding</li> </ul>	<ul style="list-style-type: none"> <li>Provide more information within publicity</li> <li>Need to use Radio Hartlepool</li> <li>Improvement Publicity/posters – do roadshow to promote rebranding</li> </ul>

- (vi) Measures to be implemented to ensure that NCF meetings finish at a pre-agreed time where practicable.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>Chair to establish finishing time at the beginning of meeting.</li> <li>Encourage residents to use Contact Centre mechanism instead of raising issues at NCF.</li> <li>Take ‘Ward Councillor and Resident Rep’ issues off the agenda. Replace with ‘Public Question Time’.</li> </ul>	<ul style="list-style-type: none"> <li>Strong, fair Chair.</li> <li>Training for Chairs and Vice-Chairs.</li> <li>Time slots as a guide for presentations – that do not stifle debate.</li> </ul>	<ul style="list-style-type: none"> <li>No issues with this recommendation.</li> </ul>

- (vii) The agenda setting process and pre-meeting organisation of meeting structure to include resident representatives.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>No issue, Vice Chair already involved in pre-agenda meetings. Status quo to be retained</li> </ul>	<ul style="list-style-type: none"> <li>Fair of equal approach for both Resident Reps and members when setting the agenda</li> </ul>	<ul style="list-style-type: none"> <li>No issue, Vice Chair already involved in pre-agenda meetings. Status quo to be retained</li> </ul>

- (viii) Presentations at NCF meetings to follow the established practice of the Hartlepool Partnership – a maximum of one presentation per meeting with ten minutes presentation time permitted prior to questions from the floor.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>Maximum of 2 presentation – need to provide enough time for debate</li> </ul>	<ul style="list-style-type: none"> <li>1 consultation item</li> </ul>	<ul style="list-style-type: none"> <li>2 presentations per meeting, maximum of 3 presentations per meeting</li> </ul>
All forums agreed that in some circumstances and where appropriate, a town wide NCF should be held		

- (ix) All staff that deliver presentations at NCF meetings to have undergone specific training in presentation skills.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>Presentation(s) to be presented at pre-agenda meetings where Neighbourhood Manager and Chair will ensure 'Plain English', timescale and details/content are appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Presentations tailored to the audience.</li> <li>Training for officers who deliver presentations.</li> </ul>	<ul style="list-style-type: none"> <li>Need for officers to be competent and speak in lay man terms. Officers need to be able to answer questions from the audience.</li> </ul>

- (x) Measures are implemented to address concerns about expectations of behaviour and etiquette during meetings/develop a 'Code of Conduct'.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>• Chair to police and deal with</li> <li>• Code of conduct required</li> </ul>	<ul style="list-style-type: none"> <li>• Code of conduct required</li> </ul>	<ul style="list-style-type: none"> <li>• Current roles of council meetings to be applied</li> </ul>

- (xi) Inform all Councillors that a number of comments have been received as part of this review process which state that meetings are sometimes dominated by Councillors, with this seen by some NCF attendees as limiting contributions from members of the public.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>• Same views as in recommendation (x) above</li> </ul>	<ul style="list-style-type: none"> <li>• Code of conduct</li> <li>• Strong chair</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to be managed by the chair</li> </ul>

- (xii) Hartlepool Borough Council (HBC) consider undertaking a broader review of consultation and participation mechanisms focussing on the extent to which they are structurally embedded into all HBC operations; and the extent to which they accord with the Government empowerment White Paper; 'Real People, Real Power'. This should include a review of the purpose of the forums the powers they have and the budgets they control, the roles of local Councillors at Forum meetings, and support to the administration of Forum meetings.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
<ul style="list-style-type: none"> <li>• No feedback</li> </ul>	<ul style="list-style-type: none"> <li>• No feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Neighbourhood scrutiny forum to carry out review</li> </ul>

- (xiii) Hartlepool Borough Council to repeat the survey of NCF attendees conducted for this report after implementation of the recommendations made, in order to determine their impact on the key findings that 45% answered positively that they have any influence over the decision making process by attending NCF meetings.

<b><u>NORTH</u></b>	<b><u>CENTRE</u></b>	<b><u>SOUTH</u></b>
All 3 forums agreed to carry out an evaluation after 12 months of implementation		



## SCRUTINY CO-ORDINATING COMMITTEE

31 July 2009



**Report of:** Scrutiny Manager

**Subject:** Call-In of Decision: Business Transformation  
(Programme Board and Asset Management  
Arrangements)

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### 1. PURPOSE OF THE REPORT

- 1.1 To provide Members of the Scrutiny Co-ordinating Committee with the relevant information relating to the Call-In of the following decisions taken by Cabinet on 13 July 2009, as per the Authority's Call-In procedure:-

Minute No. 19 – Business Transformation – Quarterly Programme Update

- (ii) That the Programme Board be amended in light of recent portfolio changes to delete the Performance Portfolio and to include an additional Cabinet Member to be determined at a later date.
- (iii) That consideration be given to changing the times of the Business Transformation Board meetings to maximise Member attendance.

Minute No. 21 – Business Transformation – Asset Management

- (i) That the Portfolio Holder for Finance and Performance continue with delegated authority for decisions in relation to the disposal of land and buildings.

### 2. BACKGROUND INFORMATION

- 2.1 At the decision making meeting of Cabinet held on 13 July 2009, two reports were considered in relation to the Business Transformation process, specifically around the quarterly programme update and asset management issues. Copies of these reports are attached at **Appendices A and B** (respectively) to this report.
- 2.2 Following the decisions taken by Cabinet at this meeting, as outlined in Section 1.1 above, a Call-In Notice was issued by Members of the Scrutiny

Co-ordinating Committee. A copy of this Call-in Notice is provided at **Appendix D**.

### 3. CALL-IN PROCESS

- 3.1 The Scrutiny Co-ordinating Committee has the power under Section 21 of the Local Government Act 2000 and Rule 14 of the Scrutiny Procedure Rules to call-in decisions made by the Executive but not yet implemented.
- 3.2 Following the decision being made by Cabinet held on 13 July 2009, a call-in notification was submitted to the Proper Officer on 23 July 2009 – the fourth clear working day following the publication of the decision record. It met the constitutional requirements for such a notice, including being signed by three Members of the Scrutiny Co-ordinating Committee.
- 3.3 The Decision Record of Cabinet is attached at **Appendix C**.
- 3.4 The Call-In notification outlined the reasons why the Members were of the opinion that the decision had been taken in contravention of the principles of decision making as outlined in Article 13 of the Constitution. The reason identified in the Call-In Notice was that *'the decisions were not taken in accordance with the principles of decision making set out in Section 13 of the Constitution – specifically in respect of parts:-*
- vi) a presumption in favour of openness;*
  - viii) due consideration of options available to the decision taken; and*
  - xii) reasonableness'.*

### 4. NEXT STEPS

- 4.1 In the first instance the Committee must decide:-
- (i) Whether it agrees with the Members submitting the Call-In Notice that the decision should be Called-In for the reasons set out in the Notice. These reasons should then form the basis for the Committee's consideration of the decision; and
  - (ii) Should the Call-In be accepted be accepted, how its consideration is to be progressed (i.e. consideration at today's meeting or arrangement of a further meeting).
- 4.2 Following consideration of the Call-In, if the Committee remains concerned about the decision, comments should be agreed for consideration by Cabinet. Following the receipt of these comments Cabinet would be required to reconsider the decision in light of them and either reaffirm or amend the decision. A response from Cabinet must be referred to the

Committee, setting out the reasons for reaffirming or modifying the decision, in relation to the issues raised by the Committee.

**Contact Officer:-** Joan Wilkins – Scrutiny Manager  
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## **BACKGROUND PAPERS**

The following background paper was used in the preparation of this report:-

- (i) Hartlepool Borough Council's Constitution
- (ii) Agenda and Minutes – Cabinet on the 13 July 2009

# CABINET REPORT

13 July 2009



**Report of:** Chief Executive

**Subject:** BUSINESS TRANSFORMATION – QUARTERLY  
PROGRAMME UPDATE

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## SUMMARY

### 1. PURPOSE OF REPORT

To provide a recap on the programme, to update on progress on the Programme since April 09 and to provide an outline of forthcoming activity.

### 2. SUMMARY OF CONTENTS

The report provides an overview of the current status of the programme and forthcoming reports which will be considered by Cabinet. In providing this review and forward plan it is the intention of the report to provide sufficient information for the overall monitoring of progress of the Programme against the originally established timescales.

In addition the report includes an update in respect of both financial and risk related issues. Although the financial information is, at this stage, limited due to the previously discussed intended savings profiles it is the intention that these monitoring reports provide up to date information in relation to both savings achieved and the costs incurred for future meetings.

This report also encompasses decisions required from Cabinet in respect of the make up of the Programme Board and the department names for the new structure.

### 3. RELEVANCE TO CABINET

The Business Transformation Programme is a cross cutting council wide programme and is therefore of relevance to Cabinet

### 4. TYPE OF DECISION

Non Key

**5. DECISION MAKING ROUTE**

Cabinet 13<sup>th</sup> July 2009

**6. DECISION(S) REQUIRED**

6.1 Cabinet are recommended to

6.1.1 Note the progress made to date on the implementation of the programme and forthcoming reports to Cabinet included in this report

6.1.2 Identify any issues they wish the Business Transformation Team to take into account in the implementation of the programme

6.1.3 Determine the preferred option for the make up of the Programme Board as covered in sections 6.3.1 and 6.3.2 of the main report

6.1.4 Determine the names of the departments based on the recommendations included in section 7.4 of the main report

**Report of:** Chief Executive

**Subject:** BUSINESS TRANSFORMATION – QUARTERLY  
PROGRAMME UPDATE

---

**1. PURPOSE OF REPORT**

- 1.1 To provide a recap on the programme, to update on progress on the Programme since April 09 and to provide an outline of forthcoming activity.

**2. BACKGROUND**

- 2.1 At the meetings in January and April of 2009 Cabinet made a range of decisions in respect of the implementation, and further development of the Business Transformation programme. For information these are shown in detail in **Appendix 1** but some of the key elements are shown below

- The restructure of the authority from 5 departments to 3 (at the meeting in January) and an overall structure of the authority with some functional changes (at the meeting in April)
- The recruitment of Directors of Place and People in line with the Council's procedures.
- Development outline departmental structures by the appointed Directors, delivering the efficiencies required, to be agreed by Cabinet.
- To the implementation of the Business Case proposals for the following workstreams
  - Restructure and Management Structures:
  - Transactional Services
  - Non-Transactional Services
  - Asset Management
  - Service Delivery Options
- To receive further reports on Customer Services, Service Delivery Options, a Workforce Development Programme and an invest to save programme for energy efficiency
- That the authority implement;
  - Restrictions on filling vacancies across the Council, with limited exemptions.
  - A managed process to receive expressions of interest in voluntary redundancy in line with programme timescales.
- That further reports be brought to Cabinet after the appointment of Directors in respect of the functional structures and the proposed slotting in of Chief Officers.

- 2.2 Whilst progress has been made on the programme it is important to note that there are further factors, outside the control of the authority which continue to impact upon the Council (and this programme) in the short and medium

terms. From 2010/11 the efficiency target which Central Government expects the authority to deliver each year has been increased from 3% to 4% (in broad terms this equates to additional efficiency savings of approximately £800K over and above those already required).

- 2.3 The Business Transformation Programme has been established to contribute towards the Medium Term Financial Strategy (MTFS) of the Council and the budgetary issues which have been reported to Cabinet for the short and medium terms. The plans which have been established have been based upon the understanding of the financial position at various points and, as has been identified above in respect of increased efficiency targets, the constraints under which the authority is being placed are significant and likely to increase further.

### 3. Current Programme status and progress on actions

- 3.1 The implementation of the programme began in line with the decisions of Cabinet and with a range of preparatory work being undertaken for elements of the programme where implementation is not scheduled until later in the year.
- 3.2 Overall the status of the programme and the actions within it is classed as On Target. The programme was not scheduled to have delivered any direct efficiencies at this stage and all programme elements, including decisions needed by Cabinet at this stage of the programme have been received and implementation has begun where appropriate.
- 3.3 Brief summaries of progress and plans for each workstream are attached at **Appendix 2**
- 3.4 It should be noted that each of the six workstreams has made progress in the first quarter of 2009/10.
- Preparations for the recruitment of Directors and ADs
  - Well advanced in implementing new HR/Payroll system
  - Research and baseline data underway for centralisation proposals for ICT, Procurement and Asset Management
  - Customer Services Business Case completed for reporting to Cabinet
  - Review programme prepared for Service Delivery Options for Cabinet
  - Energy Management Invest to Save Programme prepared for Cabinet
  - Researched options for more corporate support service arrangements
- 3.5 A key early deliverable, and one which impacts on many other actions and outcomes, is the corporate restructure. Detailed plans and preparations are in place to ensure that we meet the key milestones for the programme. It is important that the following are met.
- 3.5.1 Corporate Restructures / Management Structures
- The Appointment of Directors for the two new departments by mid-August

- The third tier (Assistant Directors) are all in post by end of October/Early November
- 3.5.2 Transactional Support Services
- HR Payroll phased deadlines
  - Determination of administrative support services by November
- 3.5.3 Customer Services
- Business case report to Cabinet by July
  - Roll in of services to Contact Centre to re commence from August
  - Revised website and online functionality in place from September
- 3.5.4 Service Delivery Options
- Review programme agreed by Cabinet
  - Programme of reviews commences from July
- 3.5.5 Asset Management
- Proposals for centralising resources to be determined by July
  - Invest to save proposals agreed by Cabinet by August
  - Buildings for disposal identified and agreed
- 3.5.6 Non Transactional Services
- Corporate procurement unit and ICT support team established by November
- 3.6 The programme is, overall, on target in respect of the timescales originally set. The programme is, as has been stated on an ongoing basis, complex and with a series of significant and related actions. The management of the programme is appropriate to needs at this stage.
- 4. Financial Update**
- 4.1 There has been very little expenditure to date, other than backfilling for the BT Team and a minor amount of external specialist assistance. No savings are budgeted for in the current year, and none were expected in the first quarter.
- 4.2 The main points to note are:
- The management structure business case is, as a minimum, expected to achieve the target saving set.
  - There is less overlap with revenue budget savings than expected, but potentially more overlap between workstreams than anticipated.
  - The potential contribution from Income Maximisation is estimated at a minimum of £300K in 2010/11, and possibly more in subsequent years.
  - The Energy Management programme is expected to contribute savings, with the level depending on the internal and external investments made
- 4.3 At a consolidated BT programme level, adjustments have been made for the potential overlap of savings across workstreams in determining the forecast



savings that the programme will ultimately deliver for the Council. In terms of programme implementation departments will need to appreciate the cumulative impact of savings required by different workstreams eg. savings will be required from management structures, from SDO reviews, from transactional and non transactional workstreams.

- 4.4 The BT team are currently working with Finance to determine the cash envelopes and more detailed targets for the various elements of the programme.

## 5. Key Risks

- 5.1 The risks identified which may impact on the programme have previously been reported to Cabinet and are monitored as part of the overall management and control of the programme and its component parts.
- 5.2 It is appropriate to reiterate a number of those that have already been identified and to provide further information on others as the nature, or potential impact, of the risk become clearer. These are identified below (though are not a full report on the risk register and associated risks and management arrangements);
- 5.2.1 The programme comprises, as has always been stated, a number of interrelated elements. The nature of the change required only provides for very limited opportunity for realising efficiencies from discrete, stand alone projects. This therefore increases both the complexity of the change required and the cumulative effect of developments on capacity to achieve successful change.

Whilst this is a known component of the programme, and one which has been recognised since the outset, it reinforces the need to ensure that potential efficiencies are not double counted, that capacity remains in the system to ensure that the programme outcomes can be achieved and to programme realistically.

- 5.2.2 The Service Delivery Options (SDO) element of the programme has been set an ambitious target as part of the overall programme. The target of £4.6m is over half of the overall projected programme savings and requires significant innovation and change to deliver this. The programme of reviews that has been developed provides a framework within which to progress this element of the programme. It is likely that there will be a significant number of potentially complex and challenging decisions to be made in respect of current and future service provision if these scales of efficiencies are to be delivered. This likely to include decisions in relation to the continuation of services, current standards and levels of provision, eligibility thresholds to services, the delivery of the service among a range of others.
- 5.2.3 There are unlikely to be any easily identifiable and deliverable efficiencies within the programme which has been outlined. The Authority has worked to deliver those efficiencies which are easier to realise over the last 4 to 5 years

and it is likely that these have been exhausted. The authority is at the point of needing to make difficult decisions in respect of key service areas and this will need continued commitment and support from Cabinet in conjunction with engagement with both those delivering and receiving the services. Each decision to not agree to changes required as part of the SDO programme as they come forward to Cabinet essentially requires a return to the default of salami slicing budgets within the authority which is the position Cabinet wished to see avoided or minimised.

## 6.0 Programme Board

6.1 The make up of the Programme Board as determined by Cabinet at the meeting in October 2008 and includes the following

- **Elected Members**
  - The Mayor
  - Portfolio Holder for Performance
  - Portfolio Holder for Finance and Efficiency
  - Chair of Scrutiny Coordinating Committee
  - Elected Member nominated by Council
- **Officers**
  - Chief Executive
  - Assistant Chief Executive
  - Director of Adult and Community Services
- **Key Partners**
  - Trade Union Representatives (x2)

6.2 The Terms of Reference for the Board identify that it will be reviewed at least annually and since the Board was established the portfolio responsibilities for Cabinet members have been revised following the Mayoral election and it has been agreed to move from a departmental structure of 5 departments to one of 3.

6.3 Cabinet have the opportunity to review the Membership of the Board. At Programme Board a number of options were discussed and are open to Cabinet to decide.

6.3.1 That Cabinet membership be the Mayor and Portfolio Holder for Finance and Performance or be supplemented with an additional Cabinet member ( to be determined by Cabinet)

6.3.2 The membership by other elected members be maintained as it is currently or be supplemented with a member of each of the Scrutiny Forums as determined by Council.

**7.0 Department Names**

- 7.1 As part of the proposals for the restructure of the authority we have been operating on the principle that the ‘working titles for the two new departments are People and Place. As we come to the point of recruiting directors and implementing the structural and service changes which will bring into being the new departments it is appropriate to determine the department names.
- 7.2 A range of options are available in this regard, and it is difficult to reflect all service areas forming part of a department in the title. The current department titles are ;
- Adult and Community Services
  - Children’s Services
  - Neighbourhood Services
  - Regeneration and Planning Services
- 7.3 There are numerous permutations and combinations available however the following are suggested ;
- Child and Adult Services (or visa versa)
  - Children, families and community services
  - Children, Adults and Families
  - Care, Create and Achieve
  - Regeneration and Neighbourhoods (or vice versa)
  - Cleaner, Safer, Greener
- 7.4 It is important that we try to use titles for the departments that are clear but which do not attempt to describe everything in the department. On this basis the following are recommended
- Child and Adult Services
  - Regeneration and Neighbourhoods

**8.0 Communications**

- 8.1 Communication is an important and constantly evolving part of the Business Transformation programme. As the overall programme, and then elements within it have been agreed by Cabinet there has been an ongoing process of communication. Over the last quarter a growing amount of general staff information on the programme has been regularly broadcast via the intranet pages, general Newsline articles and a Newsline Special Edition, a variety of staff workshops and seminars (both corporate and departmental), and through all of the normal management channels. Two Member seminars have also been held in May. Union representatives have been briefed on a monthly basis. One further option for communication is a series of ‘drop in’ events at points around the town, so that staff who may not normally come to briefings at the central offices or use the intranet can hear messages and ask questions directly to the BT Team.

**9.0 Future Plans**

9.1 The report identifies the key activities and actions over the last quarter building upon the agreements made by Cabinet in previous meeting. In addition there are a range of reports planned over the next 6 months as follows :

- Assistant Director structures and slotting in proposals (Sept/Oct)
- Management Development Programme proposals (Autumn)
- Business case report for Customer Services (July)
- Service Delivery Review Options programme (July)
- Proposals for centralising asset management (July/ August)
- Invest to save proposals for energy management (August)
- Quarterly updates on the overall Programme

**10.0 Conclusion**

10.1 The overall Transformation Programme is proceeding in line with the originally agreed scope and timescale. There are a range of interrelated elements to the programme which are being both developed and implemented in line with previous agreements. The programme has inherent within it a range of decisions at various stages which are important in ensuring the ability to deliver the contribution to the Medium Term Financial Strategy. The Programme of Service Delivery Options has the single largest contribution to the overall financial savings of the programme. Any decision to not implement available options in respect of these reviews will leave a subsequent financial deficit in the Medium Term Financial Strategy which will require addressing. It is part of the overall ethos of the programme that we will take a managed, though often difficult, approach to the change required to avoid the need to resort to wholesale salami slicing of services and budgets.

10.2 The programme at this stage is deemed to be on track.

**11.0 Recommendations**

11.1 Cabinet is recommended to

11.1.1 Note the progress made to date on the implementation of the programme and forthcoming reports to Cabinet included in this report

11.1.2 Identify any issues they wish the Business Transformation Team to take into account in the implementation of the programme

11.1.3 Determine the preferred option for the make up of the Programme Board as covered in sections 6.3.1 and 6.3.2

11.1.4 Determine the names of the departments based on the recommendations included in section 7.4

## **Background Papers**

Cabinet reports of

6<sup>th</sup> April 2009 – Business Transformation Programme (Corporate Restructure)

26<sup>th</sup> January 2009 – Business Transformation Programme

15<sup>th</sup> September 2008 – Business Transformation Programme

11<sup>th</sup> February 2008 – Business Transformation Programme

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## Appendix 1

**Previous decisions of Cabinet****Cabinet 26<sup>th</sup> January 2009**

At the meeting of Cabinet on the 26<sup>th</sup> January 2009 the following was agreed in respect of the restructure:

- i. The restructure of the authority from 5 departments to 3 in line with the principles in section 4 of this report (of 26<sup>th</sup> January 2009), with the detailed departmental structures to be developed.
- ii. The review of the remuneration of the Directors of People and Place in line with the agreed Council Remuneration strategy to be agreed by Cabinet.
- iii. The recruitment of Directors of Place and People in line with the Council's procedures.
- iv. Development outline departmental structures by the appointed Directors, delivering the efficiencies required, to be agreed by Cabinet.
- v. The review of the current structure of the Chief Executive's department, with the development of new structures, if appropriate, to be agreed by Cabinet.

In addition to the decisions detailed above Cabinet also agreed

- i. To the continuation of the Business Transformation Team to support Directors and manage and deliver elements of the programme.
- ii. To the implementation of the Business Case proposals identified in section 5 of the report
  - a. Restructure and Management Structures:
  - b. Transactional Services
  - c. Non-Transactional Services
  - d. Asset Management
  - e. Service Delivery Options
- iii. To receive a further report on the implementation of the business case for Customer Services
- iv. To receive a report on the Service Delivery Options incorporating a programme for future years, comprising at least 4 reviews per year and service delivery principles and evaluation criteria.
- v. That the authority implement;
  - a. Restrictions on filling vacancies across the Council, with limited exemptions.
  - b. A managed process to receive expressions of interest in voluntary redundancy in line with programme timescales.
- vi. The principle of funding one-off severance costs of £3.1m on a loan basis repayable over a 5 year period from the gross savings achieved from implementing the Business Transformation programme, and to refer this proposal to Council for approval as part of the 2009/10 budget proposals on 12<sup>th</sup> February 2009.
- vii. The principle of funding other one-off programme costs of £0.64m on a loan basis repayable over a 5 year period from the gross savings achieved from implementing the Business Transformation programme, and to refer this proposal

to Council for approval as part of the 2009/10 budget proposals on 12<sup>th</sup> February 2009.

- viii. That proposals for a Workforce Development Programme be developed for consideration by either Cabinet or the Performance Portfolio holder to underpin the requirements of the programme
- ix. That proposals for an invest to save programme for energy efficiency be developed and submitted for consideration and approval
- x. The Communications Plan.

### **Cabinet 6<sup>th</sup> April 2009**

1. That the overall structure of the Council as set out in sections 7.2, 7.8 and the phased approach to the implementation of the People Department as shown in section 7.4 and 7.6 of the report be approved.
2. That Cabinet determines that the structural location of the services / sections considered within the report are as follows
  - (a) That Procurement, Property and Assets is located in the Place Department as set out in section 8.2 of the report.
  - (b) That Community Strategy (Sustainable Communities) is located in the Chief Executives Department (Corporate Strategy Division) and Place Department (Planning and Economic Development Division and Regeneration and Housing Division) as set out in section 8.3 of the report.
  - (c) That the Drugs Action Team (DAT) is located in the Place Department (Community Safety and Prevention Division) as set out in section 8.4 of the report.
  - (d) That the Youth Offending Service (YOS) is located in the Place Department (Community Safety and Prevention Division) as set out in section 8.5 of the report.
3. That the programme updates set out in **Appendices 1 to 4** of the report be noted.
4. That the recruitment process and timescales for the Directors of People and Place be noted and that Council be informed that Cabinet members wish to be involved in the appointment process.
5. That further reports be brought to Cabinet after the appointment of Directors in respect of the functional structures and the proposed slotting in of Chief Officers.
6. That staff consultation on the proposed structures be in line with the protocols already agreed with the Trade Unions.

Appendix 2

**CORPORATE RESTRUCTURE/MANAGEMENT STRUCTURES**

The vision for this work stream is for the Council to have management structures which are sustainable in terms of capability and capacity to deliver a high performing council, whilst freeing up resources for service delivery and front line services.

The preparation stage for this work stream is now well underway.

**New Functional Structures**

Functional structures of the three departments were agreed by Cabinet on 6<sup>th</sup> April.

**Preparation for the recruitment of the new Directors**

A detailed plan is in place for the recruitment exercise for the new Directors. Approval has been given to establishing new Director posts by the Monitoring of Vacancy Panel. Two Appointments Panels have been set by Council. External Consultants have evaluated the new posts.

The outcomes of the evaluation process and Directors pay will be subject to a Cabinet report at the first meeting following the Mayoral election. Following this the appointment process will be determined by the Appointment Panels. It is planned to have new Directors appointed by mid-August.

**Review of HR Policies and Procedures**

An external adviser has undertaken a review of HR Policy and Procedures to ensure that they are appropriate for the implementation of this work stream and the Business Transformation Programme as a whole.

**Recruitment of the new Assistant Directors**

This workstream will be phased on a tier by tier basis. The Timelines for the appointment of the Assistant Director tier have been drafted. It is planned to have this phase completed by end of November. The fourth and the following management tiers are planned to be delivered between November and May 2010.

**Overall Progress - Amber**

The delivery plan for this workstream remains on schedule.



## **SERVICE DELIVERY OPTIONS**

The SDO element of the Business Transformation programme is about realising cashable savings and ensuring better use of resources. In order to deliver maximum benefit the SDO programme takes into account other programme elements i.e. customer services, transactional changes, management structures, and non-transaction services.

Each SDO review is expected to take no longer than 4-6 months maximum and be completed within the financial year it commenced. Upon completion Departments with the support from the business transformation team will oversee the implementation stage converting plans into appropriate action.

### **SDO Prioritisation Programme**

A prioritisation model has been developed to assist in determining the final programme based upon a range of factors and criteria. The SDO element of the programme is about ensuring we achieve the best use of resources it is not about providing poor quality services or outsourcing. The programme includes the full range of services provided by the authority including both front line and back office services. Services have been grouped, based largely upon the new structures, to determine an achievable prioritisation programme which can be delivered over 4 years.

To ensure a manageable SDO work programme and effective focus is maintained, a threshold value of £0.3million is proposed and any proposed service activity/ function review with a gross budget less than this value will be excluded from this programme. However, any such units will be expected to contribute towards the council's annual efficiency target.

The proposed SDO programme will be presented to Cabinet in July 09

### **SDO Review Framework**

A review framework and guide has been developed to support the review process. The SDO reviews will be carried out over a predetermined period of time, follow an agreed and planned process, and conclude with the production of an efficiency improvement plan and savings.

Upon completion the nominated Department Senior Manager with the support of the Business Transformation team will oversee the implementation stage converting plans into appropriate action and monitoring the efficiency implementation plan in line with the benefits realisation model. The efficiency improvement plan will be defined, i.e. individual service delivery project business cases, which will set out the costs/ impacts of change to delivery models and forecast financial savings that will be generated.

Consideration needs to be given as to what happens in the early years of the review programme to those services not subject to review till years 3 or 4.

Consideration needs to be given as to how we will resource the SDO programme and what provision will be made to the cost of achieving the savings.

**Overall Progress - Amber**

## **TRANSACTIONAL SUPPORT SERVICES**

### **HR / Payroll Project**

Project has commenced and progress is on target with the project plan. There remain a few outstanding issues relating to interfacing with the SIMS (schools) system, and communications links set up which could give rise to increased set-up costs. The key implementation dates of the end of March for the migration of posts and mid-May for employee details were both achieved. The parallel running of existing and replacement system remains broadly on schedule for July, with the new system being used exclusively from that point forward.

The scheduled transfer of 4-weekly payrolls to monthly pay was completed as planned during April. Transfer of weekly paid staff to monthly pay in keeping with the Single Status Agreement requires the formal agreement from the Trade Unions.

### **Income Receipting Project**

The project is split into two phases. Phase 1 covers the upgrade of the existing income management software and the introduction of a secure bureau service (AIM upgrade). Phase 2 covers the introduction and roll-out of browser based software for the receipt of credit and debit card payments. The project plan has been amended to reflect the combination of system set-up arrangements for both phases. Implementation dates for the end of September for Phase 1 and the end of October for Phase 2 have been agreed. These dates are later than those included within the original project timeline (May and August respectively) but are dependent upon Capita and HBC resource availability. The overall completion of this program element still remains March 2010.

### **Re-engineer & Standardise Support Services**

The upgrade of the Integra system server was completed on time however problems in creating a test environment have resulted in delays in completing new developments. As a consequence, the phased introduction of upgraded budgetary control reports and the roll-out of web access to the Integra financial management have both been rescheduled for July implementation. These will provide the foundations to support a number of the proposed changes for transactional and support services. Limited progress has been made to date in relation to the support services review and the creation of service delivery arrangements. This is owing to available resources being concentrated on the set up of the HR payroll system. These need to be rescheduled in accordance with system development commitments.

### **Administrative Staff**

The review of administrative staff is closely linked to both the review of management structures and the corporate restructure. As such, no progress was scheduled for this area to this point.

### **Overall Progress - Amber**

## **ASSET MANAGEMENT**

### **Accommodation & Rationalisation of Administration Buildings**

The accommodation strategy pilot on the north wing on level 3 of the civic is progressing, adopting the principle “*work is an activity not a place*”. The flood in level 1 civic centre has resulted in delays to the civic centre refurbishment which in turn has had an impact on the relocation of some services to the civic. The opportunity to revisit occupancy levels 2 and 4 of the civic centre following refurbishment has been undertaken to identify occupancy levels post and pre refurbishment and demonstrates what can be achieved by adopting hot desking based on 4 employees to 3 workstations. A report to Cabinet will be made in July 09.

### **Centralisation of Asset and Property Management**

The Asset Management business case was based on the adoption of a strategic approach to asset management, i.e. centralisation. This element of the asset management business case has commenced and central finance team are currently identifying departmental budgets and spend, discussions are being held between the BT team and departments to determine which responsibilities should be considered for centralisation. A report to Cabinet will be made in August 09.

### **Rationalisation of Council land and property**

An initial disposal programme of council land and premises has been considered. As a consequence, service providers are being challenged to utilise property more efficiently and improve service delivery, linking into the accommodation strategy. This work is being undertaken corporately so as to ensure a joined up approach to utilisation of the whole operational and non operational portfolio.

### **Energy Invest to Save Programme**

The establishment of an ‘Invest-to-Save’ scheme will enable officers to identify opportunities within the Council to improve its energy efficiency and produce a rolling programme of projects. A programme has been drafted and further detailed examination with the support of the Carbon trust is being considered. The programme will provide both environmental and financial benefits, both directly in the way that the Council operates, but also indirectly in encouraging partner organisations and the people of Hartlepool to economise on energy usage.

It is envisaged that the individual schemes will pay for themselves, and there will be additional savings on running costs at the end of the payback period. The Carbon Trust has established an independent and arms length company – Salix Finance Ltd. – to operate a local authority energy-financing scheme to assist local authorities to reduce energy use and carbon emissions through the uptake of energy savings and renewable technologies. An expression of interest has been submitted to Salix Finance for an additional one-off £100,000 to supplement any Council contribution to a scheme. A report to Cabinet will be made in Aug 09

### **Overall Progress - Amber**

## **CUSTOMER SERVICES**

The Customer Service Business Case aims to transform customer services through the delivery of four key elements. A full report on this business case will be considered by Cabinet in July.

Prioritised plans aligned to other activities are currently being developed to ensure each element is delivered.

### **Reduce Avoidable Contact**

A data capture exercise was carried out across the authority in November 2008 to provide a baseline of the authority's customer contact, further to this a validation exercise was carried out in February 2009. The data captured has been analysed by the Customer Champions Group and is being used to identify improvements in end-to-end service delivery in order to reduce the amount of avoidable contact.

The total avoidable contact across the authority is 25.66%. The aim is to reduce this over the next 3 years to:-

- 23 % - 2009/2010
- 21.5% - 2010/2011
- 20 % - 2011/2012

In order to meet these targets a prioritised plan to reduce avoidable contact targeted to specific service areas is currently being developed by the Customer Champions Group. This is on target to be developed by July 2009.

### **Consolidate Contact to the Contact Centre**

The phase 1 programme includes service areas that will be considered for transfer into the Contact Centre;

Public Protection  
Revenues  
Benefits  
Hartlepool Art Gallery and Tourist Information Centre  
Free School Meals  
Admissions  
Housing  
Transport  
Parking Services  
Registrars

A detailed programme of prioritising services for migration to the Contact Centre is currently being drafted, this will include the scope of the programme, milestones, dependencies on other projects, data capture, risks, and business process re-engineering. The plan is on target to be drafted by July 2009

### **Channel Shifting to more efficient channels**

Channel shifting includes reviewing how customers access services now and how they want to access services in the future and providing a choice of access methods that improve services delivered to customers. This is dependant on a number of projects that are currently underway (e-forms, website upgrade and redesign, and the payment and booking systems). The channel shifting programme will link in with the migration of services into the Contact Centre and will assist in the reduction of avoidable contact.

A plan detailing the implementation priorities, dependencies and links between all of the projects is in development and will complete by July 09.

### **Develop a new Customer Service and Channel Strategy**

The customer service and channel strategy will support the delivery of all of elements of the customer service business case. This includes a review of the existing Customer Service Strategy by the Customer Champions Group. The Draft Strategy will be complete by September 2009

The leadership, membership and remit of the Customer Champions Group will be reviewed in September after the restructure.

### **Overall Progress - Amber**

## **NON-TRANSACTIONAL SUPPORT SERVICES**

### **ICT Restructure**

Departments are working together to assess how to improve the planning and delivery of development projects, and how to streamline ICT support. This has slipped slightly, but data collection and analysis is underway, and the recommendations should be reported to Programme Board and Cabinet in August/September. The changes would be implemented with the new departments from October/November.

### **ICT Infrastructure**

We are investigating opportunities to benefit from modernisation of our ICT infrastructure, including server hardware, network, and common software tools. This work is progressing, and expected to generate small scale savings from 2010/11.

### **Corporate Procurement**

Departments are working together to assess how to establish a centre of procurement excellence within existing budgets. This is now expected to be considered by Board and Cabinet in August/September. The new arrangements should come in with the new departments from October/November.

There are expected to be significant potential benefits through obtaining better value from spending budgets. Specific procurement improvements are already in hand.

### **Other Projects**

An opportunity has been identified to increase income and improve the consistency of charging policies. The preparatory work has begun, and a report will be produced later this year.

Work is well advanced on devising models for internal Service Delivery Agreements, which will clarify the arrangements governing relations between services.

### **Overall Progress - Amber**

# CABINET REPORT

13 July 2009



**Report of:** Assistant Chief Executive

**Subject:** BUSINESS TRANSFORMATION – ASSET  
MANAGEMENT

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## SUMMARY

### 1. PURPOSE OF REPORT

To report on the Asset Management Rationalisation Programme of Council administration buildings and the reduction in surplus property and land.

### 2. SUMMARY OF CONTENTS

This report concentrates on the rationalisation of council property and land, cabinet agreed to the implementation of the asset management business case in January 2009. Property rationalisation will result in a reduction in the number of land/buildings in the property portfolio leading to more efficient service delivery and a reduction in property revenue costs and maintenance requirements.

The Asset Management Business case proposed that all land and property held be reviewed and challenged and the surplus reduced. Whilst there is still a great deal of work to be done in respect of non administration operational buildings it is now possible to present a schedule of proposals. This will facilitate a start on active disposals being made, taking into account marketability of any land or property and market conditions.

The vision for the administration buildings portfolio is that there will be a reduction as a result of the business transformation programme. This will be facilitated by the disposal of buildings which cannot be readily adapted or refurbished cost effectively and termination of unsuitable leasing arrangements in order to good quality multi-purpose facilities.



**3. RELEVANCE TO CABINET**

The Business Transformation Programme and this workstream are of strategic importance and corporate in nature

**4. TYPE OF DECISION**

Non Key

**5. DECISION MAKING ROUTE**

Cabinet 13<sup>th</sup> July 2009

**6. DECISION(S) REQUIRED**

6.1 Cabinet are requested to

6.1.1 Approve the schedule included in **appendix 1**

6.1.2 Provide views on those factors to be taken into account in the disposal of assets

6.1.3 Determine the decision making route regarding the disposal of property as recommended by Programme Board, in paragraph 6.

**Report of:** Assistant Chief Executive

**Subject:** BUSINESS TRANSFORMATION – ASSET  
MANAGEMENT

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**1. PURPOSE OF REPORT**

- 1.1 To report on the Asset Management Rationalisation Programme of Council administration buildings and the reduction in surplus property and land.

**2. BACKGROUND**

- 2.1 Cabinet will recall the Asset Management original business case covers specific aspects
- The rationalisation of Council property and land;
  - The centralisation of asset and property management; and
  - An Energy 'invest to save' programme.
- 2.2 This report concentrates on the rationalisation of council property and land, cabinet agreed to the implementation of the asset management business case in January 2009
- 2.2 Property rationalisation will result in a reduction in the number of land/buildings in the property portfolio leading to more efficient service delivery and a reduction in property revenue costs and maintenance requirements. As a consequence, service providers are being challenged to utilise property more efficiently and improve service delivery. This work is being undertaken corporately to ensure a joined up approach to utilisation of the whole operational and non operational portfolio.
- 2.3 The property rationalisation process is a complex, ongoing exercise linked to the introduction of more flexible working practices and new technology to improve service delivery and efficiency.
- 2.4 Extensive asset management information on Council property holdings is being used to enable this process as it provides a framework for the delivery of a portfolio that is fit for purpose, sustainable and is managed to deliver acceptable rates of return from investment property. Rationalisation will have added benefits such as reduced carbon emissions.

**3 RATIONALISATION OF ADMINISTRATION BUILDINGS**

- 3.1 The Asset Management original business case set out the position at that time and whilst discussions are on going as to which service will best fit into which building what is clear at this time is that there is a surplus of workspaces within the Administration Building Portfolio.

- 3.2 The business case proposed the disposal of at least one major administration building within two years and the surplus workspaces that will become available within the Civic Centre within the next year support that proposal.
- 3.3 The accommodation strategy principles which are based upon an open place space environment with improved layout with provision of meeting and break out spaces in the right locations, 8 sq.m/ workstation, hot desking, and working from home currently being piloted on level 3 of the civic centre has been well received, albeit not operating to full capacity due to the flood experienced on level 1 earlier this year.

#### **4 REDUCTION IN SURPLUS LAND AND PROPERTY.**

- 4.1 The Asset Management Business case proposed that all land and property held be reviewed and challenged and the surplus reduced. Whilst there is still a great deal of work to be done in respect of non administration operational buildings it is now possible to present a schedule of proposals.
- 4.2 This will facilitate a start on active disposals being made, taking into account marketability of any land or property and market conditions.

#### **5 SURPLUS PROPERTY DISPOSALS SCHEDULE**

- 5.1 The Strategic Capital Resource and Programme Team (SCRAPT) have considered the work undertaken to date regarding the rationalisation of administration buildings and the reduction in surplus property and have concluded that the attached schedule (**appendix 1**) be considered as the current position and that it be agreed in principal as the basis of taking the programme forward at this time.
- 5.2 When any specific land/property disposal is proposed it will need to be supported by a business case with financial implications and be the subject of further reports.
- 5.3 The Head of Procurement, Property Services and Public Protection will recommend a method of disposal and marketing strategy for acceptance and the timing of any marketing / disposals will need to be considered against the background of the Council's budgetary requirements, together with the current state of the property market.

#### **6. PROGRAMME BOARD**

- 6.1 The Business Transformation Programme board have considered this report and recommend cabinet consider altering the current decision route for disposal of land and buildings which is the Cabinet Member for Performance, Finance and Efficiency for decision.
- 6.2 Programme board have suggested the decision be carried out by more than one portfolio holder to ensure a coordinated approach is taken representing

a variety of views e.g. regeneration, housing and economic development when considering the disposal of property and land identified through the business transformation programme. An alternative option would be for cabinet to identify from the schedule key property/land they wish to receive reports upon regarding disposal.

## **7. CONCLUSION**

- 7.1 The vision for the administration buildings portfolio is that there will be a reduction as a result of the business transformation programme. This will be facilitated by the disposal of buildings which cannot be readily adapted or refurbished cost effectively and termination of unsuitable leasing arrangements in order to good quality multi-purpose facilities.
- 7.2 It is prudent to bear in mind that the marketability of land or property at the moment is uncertain and the balance of probability is that it will be some time before market conditions improve.

## **8 RECOMMENDATIONS**

- 8.1 That Cabinet
  - 8.1.1 Approve the schedule included in **appendix 1**
  - 8.1.2 Provide views on those factors to be taken into account in the disposal of assets
  - 8.1.3 Determine the decision making route regarding the disposal of property as recommended by Programme Board, in paragraph 6.

# **CABINET**

## **MINUTES AND DECISION RECORD**

13 July 2009

The meeting commenced at 9.00 am in the Civic Centre, Hartlepool

**Present:**

The Mayor (Stuart Drummond) - In the Chair

Councillors: Pamela Hargreaves (Regeneration and Economic Development Portfolio Holder)  
Gerard Hall (Adult Services Portfolio Holder)  
Cath Hill (Children's Services Portfolio Holder)  
Robbie Payne (Finance & Performance Portfolio Holder)  
Peter Jackson (Transport and Neighbourhoods Portfolio Holder)  
Victor Tumilty (Culture, Leisure and Tourism Portfolio Holder)

**Also Present:**

Councillor Trevor Rogan, Chair of Regeneration and Planning Services Scrutiny Forum  
Councillor Chris Simmons, Chair of Adult and Community Services Scrutiny Forum

**Officers:**

Paul Walker (Chief Executive)  
Andrew Atkin (Assistant Chief Executive)  
Peter Devlin (Chief Solicitor)  
Mike Ward (Chief Financial Officer)  
Joanne Machers (Chief Personnel Officer)  
Peter Scott (Director of Regeneration and Planning Services)  
Nicola Bailey (Director of Adult and Community Services)  
Adrienne Simcock (Director of Children's Services)  
Dave Stubbs (Director of Neighbourhood Services)  
Joanne Smithson (Head of Community Strategy)  
Anthony Steinberg (Head of Economic Development)  
Tom Britcliffe (Principal Planning Officer)  
Nigel Johnson (Housing Regeneration Co-ordinator)  
Patrick Wilson (Employment Development Officer)  
James Walsh (Scrutiny Support Officer)  
Steve Hilton (Public Relations Officer)  
Angela Hunter (Principal Democratic Services Officer)

## **19. Business Transformation – Quarterly Programme Update** (*Chief Executive*)

### **Type of decision**

Non-key.

### **Purpose of report**

To provide a recap on the programme, to update on progress on the Programme since April 2009 and to provide an outline of forthcoming activity.

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

The report provided an overview of the current status of the programme and forthcoming reports which will be considered by Cabinet. In providing this review and forward plan it was the intention of the report to provide sufficient information for the overall monitoring of progress of the Programme against the originally established timescales.

In addition the report included an update in respect of both financial and risk related issues. Although the financial information was, at this stage, limited due to the previously discussed intended savings profiles it was the intention that these monitoring reports provided up to date information in relation to both savings achieved and the costs incurred for future meetings.

This report also encompassed decisions required from Cabinet in respect of the make up of the Programme Board and the department names for the new structure.

It was noted that the Programme Board had suggested extending the Board to include a member from each of the Scrutiny Forums, but the Board already included the Chair of Scrutiny Co-ordinating Committee. It was also noted that some Members had difficulty attending Board meetings and a suggestion to reconsider the timing of meetings was put forward.

Due to the recent changes in portfolio holder responsibilities, it was considered that an additional Cabinet Member be appointed to the Board. A discussion ensued on the suggested names of the new Departments as contained in the report.

**Decision**

- (i) That the progress made to date on the implementation of the programme and forthcoming reports to Cabinet included in this report were noted.
- (ii) That the Programme Board be amended in light of recent portfolio changes to delete the Performance Portfolio and to include an additional Cabinet Member to be determined at a later date.
- (iii) That consideration be given to changing the times of the Business Transformation Board meetings to maximise Member attendance.
- (iv) That the names of the two new departments be agreed as:
  - Child and Adult Services
  - Regeneration and Neighbourhoods

**21. Business Transformation – Asset Management**  
(Assistant Chief Executive)

**Type of decision**

Non-key.

**Purpose of report**

To report on the Asset Management Rationalisation Programme of Council administration buildings and the reduction in surplus property and land.

**Issue(s) for consideration by Cabinet**

The report concentrated on the rationalisation of council property and land, Cabinet agreed to the implementation of the asset management business case in January 2009. Property rationalisation will result in a reduction in the number of land/buildings in the property portfolio leading to more efficient service delivery and a reduction in property revenue costs and maintenance requirements.

The Asset Management Business case proposed that all land and property held be reviewed and challenged and the surplus reduced. Whilst there was still a great deal of work to be done in respect of non administration operational buildings it was now possible to present a schedule of proposals, see Appendix 1. This will facilitate a start on active disposals being made, taking into account marketability of any land or property and market conditions.

The vision for the administration buildings portfolio was that there will be a reduction as a result of the business transformation programme. This will

be facilitated by the disposal of buildings which cannot be readily adapted or refurbished cost effectively and termination of unsuitable leasing arrangements in order to good quality multi-purpose facilities.

In response to the suggestion from the Performance Board in respect of decision making on land and property disposals, the Mayor indicated that delegated authority in relation to the disposal of land and buildings would continue through the Portfolio Holder for Finance and Performance.

The Chief Executive confirmed that once an approved list of buildings to be considered for disposal was agreed, the current occupiers of those buildings would be kept informed of progress.

**Decision**

- (i) That the schedule attached at Appendix 1 be approved as the basis for taking the programme forward at this time.
- (ii) That the Portfolio Holder for Finance and Performance continue with delegated authority for decisions in relation to the disposal of land and buildings.

**P J DEVLIN**

**CHIEF SOLICITOR**

**PUBLICATION DATE: 17 July 2009**



# Hartlepool Borough Council

## Overview and Scrutiny – Call-in Notice – Scrutiny Chairs



### 1. Which decision would you like to call-in?

(Please include details of the decision, when it was taken and by whom)

#### Business Transformation – Quarterly Programme Update, decision of Cabinet – 13<sup>th</sup> July

- (i) That the Programme Board be amended in light of recent portfolio changes to delete the Performance Portfolio and to include an additional Cabinet Member to be determined at a later date.
- (ii) That consideration be given to changing the times of the Business Transformation Board meetings to maximise Member attendance.

#### Business Transformation – Asset Management, decision of Cabinet – 13<sup>th</sup> July

- (ii) That the Portfolio Holder for Finance and Performance continue with delegated authority for decisions in relation to the disposal of land and buildings.

### 2. What are the reasons for calling-in this decision?

Call-in must only be used in exceptional circumstances and the justification for the call must be either:

- that the decision or proposed decision is outside the Budget and Policy Framework
- that the decision was not taken in accordance with the principles of decision making set out in Article 13 of the Constitution.

That the decisions was not taken in accordance with the principles of decision making set out in Article 13 of the Constitution – specifically in respect of parts vi) a presumption in favour of openness; viii) due consideration of options available to the decision taker; xii) reasonableness.

Councillor	Position and Party Group	Signature
1. J Brash	Chair - Health Scrutiny Labour	Brash
2. MA James	Chair - SCC Labour	MA James
3. A. PREECE	Members of SCC - Liberal Democrat	Preece

NB. Each of the Scrutiny Chairs may initiate call-ins providing they have the support of at least two members of the Scrutiny Co-ordinating Committee. The three signatories must represent at least two of the Council's political groups.

Councillor: Jonathan Brash

Signed: Brash

Date: 23-7-2009

### For office use only

Date received:

Initials:

SCC Agenda: