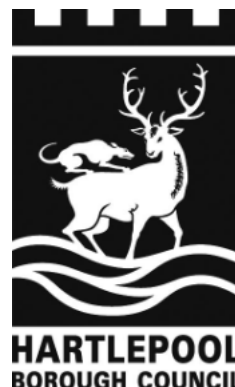


# CABINET AGENDA



**Monday, 17 August 2009**

**at 9.00 am**

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

MEMBERS: CABINET:

The Mayor, Stuart Drummond

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

**1. APOLOGIES FOR ABSENCE**

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

**3. MINUTES**

- 3.1 To receive the Record of Decision in respect of the meeting held on Monday, 27 July 2009.

**4. BUDGET AND POLICY FRAMEWORK**

- 4.1 Food Law Enforcement Service Plan 2009 – 2010 – *Director of Neighbourhood Services*
- 4.2 Corporate Plan 2009/10 – *Assistant Chief Executive*

**5. KEY DECISIONS**

- 5.1 Co-Location Fund Grant, Rossmere Centre – *Director of Adult and Community Services*

**6. OTHER ITEMS REQUIRING DECISION**

- 6.1 Support For Businesses During The Recession - *Chief Financial Officer and Assistant Director Regeneration & Planning*
- 6.2 Local Area Agreement – Delivery and Improvement Plan 2009/10 – *Head of Community Strategy*
- 6.3 Briefing on the Government Green Paper – Shaping the Future of Care Together – *Director of Adult and Community Services*
- 6.4 Place Survey 2008 – Interim Report – *Assistant Chief Executive*
- 6.5 Energy Management – Invest to Save Programme – *Director of Neighbourhood Services*

**7. ITEMS FOR DISCUSSION / INFORMATION**

- 7.1 Local Area Agreement Reward Element (Local Public Service Agreement Round 2) – 36 Month Monitoring Report – *Assistant Chief Executive*

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

- 8.1 Final Report – Reaching Families in Need – *Health Scrutiny Forum*
- 8.2 Action Plan – Reaching Families in Need – *Director of Children's Services, Director of Adult and Community Services and Director of Neighbourhood Services*

# **CABINET REPORT**

**17<sup>th</sup> August 2009**



**Report of:** Director of Neighbourhood Services

**Subject:** FOOD LAW ENFORCEMENT SERVICE PLAN  
2009 - 2010

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## **SUMMARY**

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

To consider the Food Law Enforcement Plan 2009/10

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

The report sets out details of Hartlepool's Food Law Enforcement Service Plan 2009/10. The plan is a requirement of the Food Standards Agency and forms the basis on which the Authority may be monitored and audited to verify whether the service provided is effective in protecting the public. The plan sets out the Council's aims in respect of its food law service. Whilst focussing on 2009/10, it also identified longer-term objectives as well as a review of performance for 2008/09.

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

Executive to consider issues prior to presentation to Council.

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

The Food Law Enforcement Plan is part of the Budget and Policy Framework of the Council.

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

Adult and Public Health Services Portfolio on 23<sup>rd</sup> August 2009, Cabinet on 17<sup>th</sup> August 2009, Neighbourhood Services Scrutiny Forum on 21<sup>st</sup> September 2009 and Council on 30<sup>th</sup> October 2009.

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

Members comments on the Food Law Enforcement Service Plan for 2009 - 2010 are invited, prior to submission to scrutiny.

**Report of:** Director of Neighbourhood Services

**Subject:** FOOD LAW ENFORCEMENT SERVICE PLAN  
2009/10

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**1. PURPOSE OF REPORT**

- 1.1 To consider the Food Law Enforcement Service Plan for 2009 - 2010, which is a requirement under the Budget and Policy Framework.

**2. BACKGROUND**

- 2.1 The Food Standards Agency has a key role in overseeing Local Authority enforcement activities. They have duties to set and monitor standards of Local Authorities as well as carrying out audits of enforcement activities to ensure that Authorities are providing an effective service to protect public health and safety.
- 2.2 On 4 October 2000, the Food Standards Agency issued the document "Framework Agreement on Local Authority Food Law Enforcement". The guidance provides information on how Local Authority enforcement service plans should be structured and what they should contain. Service Plans developed under this guidance will provide the basis upon which Local Authorities will be monitored and audited by the Food Standards Agency.
- 2.3 The service planning guidance ensures that key areas of enforcement are covered in local service plans, whilst allowing for the inclusion of locally defined objectives.
- 2.4 The Food Law Enforcement Service Plan for 2009 - 2010 is attached as **Appendix 1** and takes into account the guidance requirements.
- 2.5 The Plan was considered by Adult & Public Health portfolio holder on 3<sup>rd</sup> August, it will then be considered by Neighbourhood Services Scrutiny, returning to Cabinet prior to being considered by Council.

**3. THE FOOD LAW ENFORCEMENT SERVICE PLAN**

- 3.1 The Service Plan for 2009/10 has been updated to reflect last year's performance.
- 3.2 The Plan covers the following:

**(i) Service Aims and Objectives:**

That the Authority's food law service ensures public safety by ensuring food, drink and packaging meets adequate standards.

**(ii) Links with Community Strategy, Corporate Plan, Departmental and Divisional Plans :**

How the Plan contributes towards the Council's main priorities (Jobs and the Economy, Lifelong Learning and Skills, Health and Care, Community Safety, Environment and Housing, Culture and Leisure and Strengthening Communities).

**(iii) Legislative Powers and Other Actions Available:**

Powers to achieve public safety include programmed inspections of premises, appropriate registration/approval, food inspections, provision of advice, investigation of food complaints and food poisoning outbreaks, as well as the microbiological and chemical sampling of food.

(iv) Resources, including financial, staffing and staff development.

(v) A review of performance for 2008/09.

#### **4. SUMMARY OF MAIN ISSUES RAISED IN THE PLAN**

4.1 During 2009/10 the section had a vacant environmental health officer post up until the final quarter. Steps were taken to ensure that food hygiene inspections were given priority and this allowed the service to ensure that only 2 high risk inspections were left outstanding. Only 3 other inspections were carried forward to next year's inspection programme.

4.2 A total of 417 food hygiene premises inspections were undertaken in 2008/09 this equates to 99% of all programmed inspections planned for the year. However only 156 food standards inspections were undertaken this equates to 73%. The outstanding inspections will be added to the programme for 2009 - 2010.

4.3 A total of 164 microbiological samples were taken, of which 5 were regarded as unsatisfactory, mainly as a result of high bacteriological counts. Of the 145 compositional/labelling samples that were taken, 7 were unsatisfactory, mainly due to labelling irregularities.

4.4 On 1 April 2007 the Council launched the Tees Valley Food Hygiene Award Scheme. Each business is awarded a star rating which reflects the risk rating given at the time of the last primary inspection. The star

rating is made available to the public via the Council's website and the business is provided with a certificate to display on their premises.

- 4.5 The table below shows the results of the star ratings awarded to businesses at the start of the scheme on 1 April 2007, as compared with 1 year on (1 April 2008) and after 2 years (April 2009):

Number of Stars	Number of Premises (1/4/07)	% of premises	Number of Premises (1/4/08)	% of premises	Number of Premises (1/4/09)	% of premises
5 Stars	24/759	<b>3%</b>	85/762	<b>11.1%</b>	163/721	<b>22.6%</b>
4 Stars	155/759	<b>20%</b>	217/762	<b>28.5%</b>	233/721	<b>32.3%</b>
3 Stars	226/759	<b>30%</b>	294/762	<b>38.6%</b>	237/721	<b>32.9%</b>
2 Stars	262/759	<b>35%</b>	137/762	<b>18.0%</b>	65/721	<b>9%</b>
1 Star	60/759	<b>8%</b>	26/762	<b>3.4%</b>	17/721	<b>2.4%</b>
0 Stars	32/759	<b>4%</b>	3/762	<b>0.4%</b>	6/721	<b>0.8%</b>

- 4.6 It can be seen that the number of premises awarded 3 stars and above has risen significantly from 53% to 87.8%. The credit crunch is however having an impact on hygiene standards. Financial pressures as a result of the recession have resulted in some businesses failing to carry out essential maintenance / repairs, consequently there has been an increase in the number of premises receiving 0 stars. We anticipate that this trend of reduction in star ratings is likely to continue until the economic climate improves.
- 4.7 The service is committed to focussing its resources on carrying out interventions at those businesses which are deemed not to be 'broadly compliant' and has written to businesses that have been awarded 2 stars or less offering advice and support. Where necessary enforcement action will be taken.
- 4.8 During 2008/09 unacceptable standards were found in 1 premise following a programmed inspection, as a result a voluntary closure of the premises was agreed. Investigations are still in progress and formal action is under consideration. In addition five Hygiene Improvement Notices were served on three other food businesses to secure improvements.
- 4.9 In March 2008 the Authority was audited by the Food Standards Agency in relation to feeding stuffs and imported food & feed control. An action plan was drawn up to address the 5 minor areas requiring improvement. This has been implemented and approved by the Food Standards Agency.
- 4.10 During 2009/10 there are 360 programmed food hygiene interventions, 146 programmed food standards inspections and 41 feed hygiene inspections planned, in addition to an estimated 80 re-visits and 70 additional visits to new / changed premises. Such inspections must be

carried out by a small team of officers with the suitable qualifications and competencies to undertake them. The volume of inspections and the need to carry out many of them outside normal working hours and reduced resources will place an additional demand on an already heavy workload.

## **5. RECOMMENDATIONS**

- 5.1 Members comments on the Food Law Enforcement Service Plan for 2009 - 2010 are invited. prior to submission to scrutiny.

## **6. CONTACT OFFICER**

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# Hartlepool Borough Council

## Food Law Enforcement Service Plan

# 2009/10



## FOOD SERVICE PLAN 2009/10

This Service Plan accords with the requirements of the Framework Agreement on Local Authority Food Law Enforcement, and sets out the Council's aims in respect of its food law service and the means by which those aims are to be fulfilled. Whilst focussing primarily on the year 2009-10, where relevant, longer-term objectives are identified. Additionally, there is a review of performance for 2008-09 and this aims to inform decisions about how best to build on past successes and address performance gaps.

### 1. Background Information

Hartlepool is situated on the North East coast of England. The Borough consists of the town of Hartlepool and a number of small outlying villages. The total area of the Borough is 9,390 hectares.

Hartlepool is a unitary authority, providing a full range of services. It adjoins Durham County Council to the north and west and Stockton on Tees Borough Council to the south. The residential population is 90,161 of which ethnic minorities comprise 1.2% (2001 census).

The borough contains a rich mix of the very old and the very new. Its historic beginnings can be traced back to the discovery of an iron-age settlement at Catcote Village and the headland, known locally as "Old Hartlepool" is steeped in history. On the other hand, the former South Docks area has been transformed in to a fabulous 500-berth Marina which will welcome the 2010 Tall Ships Race.

The tourist industry impacts upon recreational opportunities, shopping facilities and leisure facilities, including the provision of food and drink outlets that include restaurants, bars and cafes. There are currently 738<sup>1</sup> food establishments in Hartlepool, all of which must be subject to intervention to ensure food safety and standards are being met.

### 2. Service Aims and Objectives

Hartlepool Borough Council aims to ensure:

- that food and drink intended for human consumption which is produced, stored, distributed, handled or consumed in the borough is without risk to the health or safety of the consumer;
- food and food packaging meets standards of quality, composition and labelling and reputable food businesses are not prejudiced by unfair competition; and

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<sup>1</sup> This figure includes a number of low risk premises which fall outside the intervention programme.

- the effective delivery of it's food law service so as to secure appropriate levels of public safety in relation to food hygiene, food standards and feeding stuffs enforcement.

In it's delivery of the service the Council will have regard to directions from the Food Standards Agency (FSA), Approved Codes of Practice, the Regulators Code of Compliance, and guidance from Local Authorities Co-ordinators of Regulatory Services (LACORS).

Service delivery broadly comprises:

- Programmed inspections of premises for food hygiene, food standards and feed hygiene;
- Registration and approval of premises;
- Microbiological sampling and chemical analysis of food and animal feed;
- Food & Feed Inspection;
- Contributing to the step change on imported food/feed control through inspection and checks of imported food/feed at retail and catering premises;
- Provision of advice, educational materials and courses to food/feed businesses;
- Investigation of food and feed related complaints;
- Investigation of cases of food and water borne infectious disease, and outbreak control;
- Dealing with food/feed safety incidents; and
- Promotional and advisory work.

Effective performance of the food law service necessitates a range of joint-working arrangements with other local authorities and agencies such as the Health Protection Agency (HPA), Food Standards Agency (FSA), HM Revenue & Customs (HMRC), Meat Hygiene Service (MHS), Department of Environment, Food & Rural Affairs (Defra) & the Animal Medicines Inspectorate (AMI). The Council aims to ensure that effective joint-working arrangements are in place and that officers of the service contribute to the on-going development of those arrangements.

The service is also responsible for the following:

- Health and Safety enforcement;
- The provision of guidance, advice and enforcement in respect of Smoke free enforcement;
- Water sampling; including both private and mains supplies & bathing water; and
- Provision of assistance for animal health and welfare inspections, complaint investigation and animal movement issues.

### 3. **Policy Content**

This service plan fits into the hierarchy of the Council's planning process as follows:

- Hartlepool's Community Strategy - the Local Strategic Partnership's (the Hartlepool Partnership) goal is "to regenerate Hartlepool by promoting economic, social and environmental wellbeing in a sustainable manner."
- Corporate (Best Value Performance) Plan
- Neighbourhood Services Departmental Plan
- Public Protection Divisional Plan
- Consumer Services Service Plan
- Food Law Enforcement Service Plan - sets out how the Council aims to deliver this statutory service and the Consumer Services section's contribution to corporate objectives

The Council's Community Strategy sets out its vision for 'a prosperous, caring, confident and outward looking community realising its potential in an attractive environment'.

This Food Law Service Plan contributes towards the vision and the Council's seven main priorities in the following ways:

#### **Jobs and the Economy**

By providing advice and information to new and existing businesses to assist them in meeting their legal requirements with regard to food law requirements, and avoid potential costly action at a later stage;

#### **Lifelong Learning and Skills**

By providing and facilitating training for food handlers on food safety as part of lifelong learning, and promoting an improved awareness of food safety and food quality issues more generally within the community;

#### **Health and Care**

By ensuring that food businesses where people eat and drink, or from which they purchase their food and drink, are hygienic and that the food and drink sold is safe, of good quality and correctly described and labelled to inform choice;

#### **Community Safety**

By encouraging awareness amongst food businesses of the role they can play in reducing problems in their community by keeping premises in a clean and tidy condition;

### **Environment and Housing**

By encouraging businesses to be aware of environmental issues which they can control, such as proper disposal of food waste;

### **Culture and Leisure**

By exploring ways to promote high standards of food law compliance in hotels, other tourist accommodation, public houses and other catering and retail premises.

### **Strengthening Communities**

By developing ways of communicating well with all customers, including food business operators whose first language is not English, and ensuring that we deliver our service equitably to all.

This Food Law Enforcement Service Plan similarly contributes to the vision set out in the Neighbourhood Services Department Plan *“to work hand in hand with communities and to provide and develop excellent services that will improve the quality of life for people living in Hartlepool neighbourhoods”*.

Within this, the Consumer Services Section has a commitment to ensure the safe production, manufacture, storage, handling and preparation of food and its proper composition and labelling.

The Council has in place a Food Law Enforcement Policy, which has been revised and subsequently approved by the Adult & Public Health Services Portfolio Holder on 21 March 2005.

The Council is committed to the principles of equality and diversity. The Food Law Enforcement Service Plan consequently aims to ensure that the same high standards of service is offered to all, and that recognition is given to the varying needs and backgrounds of its customers.

## **4. Interventions**

The Council has a wide range of duties and powers conferred on it in relation to food law enforcement.

The Council must appoint and authorise inspectors, having suitable qualifications and competencies for the purpose of carrying out duties under the Food Safety Act 1990 and Regulations made under it and also specific food regulations made under the European Communities Act 1972, which include the Food Hygiene (England) Regulations 2006 and the Official Feed and Food Controls (England) Regulations 2007.

Authorised officers can inspect food at any stage of the production, manufacturing, distribution and retail chain. The Council must draw up and

implement an annual programme of risk-based interventions so as to ensure that food and feeding stuffs are inspected in accordance with relevant legislation, the Food Law Code of Practice and centrally issued guidance.

Prompted by the introduction of the Legislative and Regulatory Reform Act 2006 the Food Standards Agency (FSA) has made changes to the Food Law Code of Practice that took effect from June 2008.

The changes to the Code replaced an enforcement policy focussed primarily on inspections, with a new policy for a suite of interventions. This allows local authorities to choose the most appropriate action to be taken to drive up levels of compliance by food establishments with food law. This takes account of the recommendations in the 'Reducing Administrative Burdens: Effective Inspection and Enforcement'.

Interventions are defined as activities that are designed to monitor, support and increase food law compliance within a food establishment. They include:

- Inspections / Audit;
- Surveillance / Verification;
- Sampling;
- Education, advice and coaching provided at a food establishment; and
- Information and intelligence gathering.

Other activities that monitor, promote and drive up compliance with food law in food establishments, for instance 'Alternative Enforcement Strategies' for low risk establishments and education and advisory work with businesses away from the premises (e.g. seminars/training events) remain available for local authorities to use.

The revised Code also introduces the concept of 'Broadly Compliant' food establishments. In respect of food hygiene, "broadly compliant", is defined as an establishment that has an intervention rating score of not more than 10 points under each of the following components;

- Level of (Current) Hygiene Compliance;
- Level of (Current) Structural Compliance; and
- Confidence in Management/Control Systems

"Broadly Compliant", in respect of food standards, is defined as an establishment that has an intervention rating score of not more than 10 points under the following:

- Level of (Current) Compliance
- Confidence in Management/Control Systems

Local Authorities are required to report the percentage of "Broadly Compliant" food establishments in their area to the FSA on an annual basis through the Local Authority Enforcement Monitoring System (LAEMS). The Agency will

use this outcome measure to monitor the effectiveness of a local authority's regulatory service. As at the 1<sup>st</sup> April 2009, 89.3% of businesses in the borough were "Broadly Compliant" with food safety requirements and 93.3% for food standards. We aim to concentrate our resources to increase our current rate by the end of 09/10.

Since April 2008 local authorities are required to report the same information to the National Audit Office under National Indicator 184. We are also required to report on business satisfaction rates with the service under NI 182.

The Food Law Enforcement Plan will help to promote efficient and effective approaches to regulatory inspection and enforcement that will improve regulatory outcomes without imposing unnecessary burdens. The term enforcement does not only refer to formal actions, it can also relate to advisory visits and inspections.

## **5. Service Delivery Mechanisms**

### **Intervention Programme**

Local Authorities must document, maintain and implement an Interventions programme that includes all the establishments for which they have food law enforcement responsibility.

Interventions carried out for food hygiene, food standards and for feeding stuffs are carried out in accordance with the Council's policy and standard operating procedures on food/feed premises inspections and relevant national guidance.

Information on premises liable to interventions is held on the APP computerised system. An intervention schedule is produced from this system at the commencement of each reporting year.

The food hygiene, food standards and feeding stuffs intervention programmes are risk-based systems that accord with current guidance. The current premises profiles are shown in the tables below:

**Food Hygiene:**

<b>Risk Category</b>	<b>Frequency of Inspection</b>	<b>No of Premises</b>
A	6 months	5
B	12 months	45
C	18 months	320
D	24 months	168
E	36 months or other enforcement	180
Unclassified	Requiring inspection/risk rating	0
No Inspectable Risk (NIR)		20
Total		738

**Food Standards:**

<b>Risk Category</b>	<b>Frequency of Inspection</b>	<b>No of Premises</b>
A	12 months	2
B	24 months	102
C	36 months or other enforcement	603
Unclassified		0
No Inspectable Risk (NIR)		20
Total		727

**Feed Hygiene**

<b>Risk Category</b>	<b>Frequency of Inspection</b>	<b>No of Premises</b>
A	12 months	0
B	24 months	35
C	60 months	21
Unclassified		27
Total		83

The intervention programme for 2009/10 comprises the following number of scheduled food hygiene and food standards interventions:

**Food Hygiene:**

<b>Risk Category</b>	<b>Frequency of Inspection</b>	<b>No of Interventions</b>
A	6 months	7
B	12 months	42
C	18 months	168
D	24 months	75
E	36 months or alternative enforcement strategy	68
Unclassified		0
Total		360

**Approved Establishments:**

There are 2 approved food establishments in the borough; a fishery products establishment and a manufacturer of food ingredients. These premises are subject to more stringent hygiene provisions than those applied to registered food businesses. These premises require considerably more staff resources for inspection, supervision and advice on meeting enhanced standards.

**Primary Producers**

New EU food hygiene legislation applicable to primary production (farmers & growers) came into effect. On the basis that the local authority officers were already present on farms in relation to animal welfare and feed legislation, the responsibility was been given to the Consumer Services Section to enforce this legislation. The service has an estimated 68 primary producers based on the 2004 Agricultural Census. The database at present does not reflect this new area of responsibility and will need to be updated throughout the course of the year to reflect these premises.

**Food Standards:**

<b>Risk Category</b>	<b>Frequency of Inspection</b>	<b>No of Interventions</b>
A	12 months	2
B	24 months	57
C	36 months or alternative enforcement	87
Not classified		0
Total		146



**Feed Hygiene :**

<b>Risk Category</b>	<b>Frequency of Inspection</b>	<b>No of Interventions</b>
A	12 months	0
B	24 months	29
C	60 months	0
Unclassified		12
Total		41

An estimated 10% of programmed interventions relate to premises where it is more appropriate to conduct visits outside the standard working time hours. Arrangements are in place to visit these premises out of hours by making use of the Council's flexible working arrangements, lieu time facilities and, if necessary, paid overtime provisions. In addition, these arrangements will permit the occasional inspection of premises which open outside of, as well as during standard work time hours. The Food Law Code of Practice requires inspections of these premises at varying times of operation.

As a follow-up to primary inspections, the service undertakes revisits in accordance with current policy. For the year 2009/10, the inspection programme is expected to generate an estimated 80 revisits. A number of these premises revisits will be undertaken outside standard working hours and arrangements are in place as described above to facilitate this.

It is anticipated that consistent, high quality programmed inspections by the service will, over time, result in a general improvement in standards, reducing the frequency for recourse to formal action.

The performance against inspection targets for all food hygiene and food standards inspections is reported monthly as part of the Neighbourhood Services Department internal performance monitoring. In addition, performance against inspection targets is reported quarterly to the Adult & Public Health Services Portfolio Holder as part of the Neighbourhood Services Department plan update and recorded on Covalent.

**Port Health**

Hartlepool is a Port Health Authority however it is not a border inspection post or point of entry and therefore no food enters the port.

**Fish Quay**

There is a Fish Quay within the Authority's area which provides a market hall although it is not currently operational and there are associated fish processing units, one of which is an approved establishment.

### Registration and Approval of Premises

Food and feed business operators must register their establishments with the relevant local authority. This provision allows for the service to maintain an up-to-date premises database and facilitates the timely inspection of new premises and, when considered necessary, premises that have changed food/feed business operator or type of use.

The receipt of a food/feed premises registration form initiates an inspection of all new premises. In the case of existing premises, where a change of food/feed business operator is notified, other than at the time of a programmed inspection, an assessment is made of the need for inspection based on the date of the next programmed intervention, premises history, and whether any significant change in the type of business is being notified. It is anticipated that approximately 70 additional premises inspections will be generated for new food businesses during 2009/10.

A competent authority must with some exceptions, approve food business establishments that handle food of animal origin. If an establishment needs approval, it does not need to be registered as well.

Food premises which require approval include those that are producing any, or any combination of the following; minced meat, meat preparations, mechanically separated meat, meat products, live bivalve molluscs, fishery products, raw milk (other than raw cows' milk), dairy products, eggs (not primary production) and egg products, frogs legs and snails, rendered animal fats and greaves, treated stomachs, bladders and intestines, gelatine and collagen and certain cold stores and wholesale markets.

The approval regime necessitates full compliance with the relevant requirements of Regulation (EC) No 852/2004 and Regulation (EC) 853/2004.

There are 2 premises in the Borough which are subject to approval; a fishery products establishment and a manufacturer of food ingredients.

### Microbiological and Chemical Analysis of Food/Feed

An annual food/feed sampling programme is undertaken with samples being procured for the purposes of microbiological or chemical analyses. This programme is undertaken in accordance with the service's Food/Feed Sampling Policy.

All officers taking formal samples must follow the guidance contained in and be qualified in accordance with relevant legislative requirements and centrally issued guidance, including that contained in the Food Law Code of Practice/Feed Law Enforcement Policy and associated Practice Guidance. Follow-up action is carried out in accordance with the service's sampling policy.

Microbiological analysis of food and water samples is undertaken by the Health Protection Agency's Laboratory based at Newcastle General Hospital. Chemical analysis of informal food/feed samples is undertaken by Tees Valley Measurement (a joint funded laboratory based at Canon Park, Middlesbrough) and formal samples are analysed by Durham Scientific Services, who the Authority has appointed as their Public/Agricultural Analyst.

From April 2005 sampling allocations from the Health Protection Agency, which is responsible for the appropriate laboratory facilities, has been based on a credits system dependant on the type of sample being submitted and examination required.

The allocation for Hartlepool is 8,300 credits for the year 2009-10.

Points are allocated as follows:

<b>Sample type</b>	<b>No of credits</b>
Food Basic	25
Food Complex	35
Water Basic	20
Water Complex	25
Dairy Products	10
Environmental Basic	25
Environmental Complex	35
Certification	15

A sampling programme is produced each year for the start of April. The sampling programme for 2009-10 includes national and regional surveys organised by LACORS and HPA/Local Authority Liaison Group.

Sampling programmes have been agreed with the Food Examiners and Tees Valley Measurement. These have regard to the nature of food/feed businesses in Hartlepool and will focus on locally manufactured/processed foods/feed and food/feed targeted as a result of previous sampling and complaints.

In 2007 the Food Standards Agency, the Local Authorities Coordinators of Regulatory Services (LACORS) and the Association of Port Health Authorities set a national target that imported food should make up 10% of the food samples taken by local and port health authorities. The service shall therefore aim to meet this target.

Microbiological Food Sampling Plan 2009-10

<b>April</b> Local Shopping Basket Survey	<b>May</b> LACORS/HPA Butchers Survey	<b>June</b> LACORS/HPA Butchers Survey
July Butchers Survey Imported Foods (Formal)	<b>August</b> Butchers Survey Ice cream Survey	<b>September</b> Butchers Survey (Follow up - resamples)
<b>October</b> LACORS / HPA Pre-Packed Sandwich Survey  Survey of Locally Produced Sandwiches	<b>November</b> LACORS / HPA Pre-Packed Sandwich Survey	December LACORS / HPA Pre-Packed Sandwich Survey
<b>January</b> LACORS / HPA Pre-Packed Sandwich Survey	<b>February</b> LACORS / HPA Pre-Packed Sandwich Survey Take Away Premises Survey	<b>March</b> LACORS / HPA Pre-Packed Sandwich Survey Take Away Premises Survey

In addition to carrying out food sampling, arrangements are in place to enable inspections linked environmental sampling to be carried out,

The products sampled as part of the shopping basket survey include:

- Ready to Eat Pasta
- Salad Boxes/Ready to Eat Salad
- Chicken from Rotisseries
- Slush from Slush Puppies
- Ready to Eat Quiche
- Speciality Meats from Supermarkets
- RTEF Chilled Section Reduced Products
- Raw Diced Poultry

Composition and Labelling Sampling Plan 2009-10

MONTH	TEST	SAMPLES
April	Sugar Free Declaration of Soft Drinks	16
May	Floral Origin of Honey Labels of the above Products	12 12
June	Sodium Content of Canned Vegetables Labels of the above Products	4 4
July	Fat, Sodium & Total Sugars of Ready Meals Labels of the above Products  Aflatoxins and Authenticity of Basmati Rice* Mercury, Lead and Cadmium in Fish*	6 6  10 10
Aug	Fish Content of Ready Meals Labels of the above Products	5 5
Sept	Calcium Claims on Pre-Packed Goods Labels of the above Products	12 12
Oct	Distinguishing between Mayonnaise and Salad Cream in Locally Produced Sandwiches	24
Nov	Cooked Meat Species	
Dec	Ground Nut Species Labels of the above Products	12 12
Jan	Meat Species of Minced Beef from Local Butchers	12
Feb	Saturated/Unsaturated Fat of Margarine/Low Fat Spread Labels of the above Products	15 15
Mar	Ingredients of Canned Fruit Salad Labels of the above Products	15 15

\*Part of FSA Survey

Total samples = 237

Feeding Stuffs

It is planned that six informal animal feeding stuffs samples will be taken this year.

At present feeding stuffs sampling has been given a low priority due to the lack of local manufacturers and packers. An annual feeding stuffs sampling plan however has been drawn up to carry out informal sampling at the most appropriate time of the year in respect of farms, pet shops and other retail establishments.

Feeding stuffs Sampling Plan 2009/10

April - June	0
July - September	2 feed samples (statutory statements)
October - December	2 samples from grain stores for mycotoxins
January - March	2 supplements

Private Water Supplies

A local brewery uses a private water supply in its food production. Regular sampling is carried out of this supply in accordance with relevant legislative regulations.

Food inspection

The purpose of food inspection is to check that food complies with food safety requirements and is fit for human consumption, and is properly described and labelled. As such, the activity of inspecting food commodities, including imported food where relevant, forms an integral part of the food premises inspection programme. Food inspection activities are undertaken in accordance with national guidelines.

Provision of advice, educational materials and courses to food/feed businesses

Following changes in relation to certified courses we are reviewing the training courses offered by the section. Where we are unable to deliver courses we will advise businesses of alternative local providers.

It is recognised that for most local food businesses contact with an officer of the service provides the best opportunity to obtain information and advice on legislative requirements and good practice. Officers are mindful of this and aim to ensure that when undertaking premises inspections sufficient opportunity exists for business operators to seek advice. In addition, advisory leaflets including those produced by the Food Standards Agency are made available.

In February 2006 the Food Standards Agency introduced Safer Food Better Business (SFBB) aimed at assisting smaller catering businesses to introduce a documented food safety management system. Since this time significant resources have been directed towards assisting businesses to fully implement a documented food safety management system.

Guidance is also prepared and distributed to food businesses relating to changes in legislative requirements. The service also encourages new food/feed business operators and existing businesses to seek guidance and advice on their business. It is estimated that 30 such advisory visits will be carried out during the year.

On 1<sup>st</sup> April 2007 the Council launched the Tees Valley Food Hygiene Award Scheme. At this time each business was awarded a provisional star rating which reflected the risk rating given at the time of the last primary inspection. The star rating was made available to the public via the Council's website and the business was provided with a certificate to display on their premises. The service has made a commitment to work with businesses to improve their rating.

Feeding stuffs advice is available via the Council's web site.

A limited level of promotional work is also undertaken by the service on food safety, with minimal impact on programmed enforcement work.

#### Investigation of Food/Feed and Food/Feed-Related Complaints

The service receives approximately 22 complaints, each year concerning food/feed, all of which are subject to investigation. An initial response is made to these complaints within two working days. Whilst many complaints are investigated with minimal resource requirements, some more complex cases may be resource-intensive and potentially affect programmed inspection workloads.

All investigations are conducted having regard to the guidance on the 'Home Authority Principle'.

The procedures for receipt and investigation of food/feed complaints are set out in detailed guidance and internal policy documents.

#### Investigation of cases of Food Poisoning and Outbreak Control

Incidents of food related infectious disease are investigated in liaison with the Durham and Tees Valley Health Protection Unit and in the case of outbreaks in accordance with the Health Protection Unit's Outbreak Control Policy.

Where it appears that an outbreak exists the Principal EHO (Commercial) or an EHO, will liaise with the local Consultant in Communicable Disease Control and, where necessary, the Director of Durham and Tees Valley Health Protection Unit, to determine the need to convene an Outbreak Control Team. Further liaison may be necessary with agencies such as the Food Standards Agency, the Health Protection Agency, Hartlepool Water and Northumbrian Water.

Statistical returns are made weekly by the service to the Communicable Disease Surveillance Centre.

It is estimated that between 70-90 food poisoning notifications are received each year. Most cases are sporadic in nature and can be investigated as part of the normal day-to-day workload. It is recognised, however, that in the event of a major outbreak a significant burden is likely to be placed on the service and this would inevitably impact on the performance of the inspection programme.

#### Dealing with Food / Feed Safety Incidents

A national alert system exists for the rapid dissemination of information about food and feed hazards and product recalls, this is known as the food/feed alert warning system.

All food and feed alerts received by the service are dealt with in accordance with national guidance and internal quality procedures.

Food and feed alert warnings are received by the service from The Food Standards Agency via the electronic mail system, and EHCNet during working hours. Several officers have also subscribed to receive alerts via their personal mobile phones.

The Principal EHO (Commercial Services) or, if absent, the Consumer Services Manager ensures that a timely and appropriate response is made to each alert.

Out of hours contact is arranged through Richard Court, telephone number 01429 869424.

In the event of a serious local incident, or a wider food safety problem emanating from production in Hartlepool, the Food Standards Agency will be alerted in accordance with guidance.

Whilst it is difficult to predict with any certainty the number of food safety incidents that will arise during any 12 month period, it is estimated that the service is likely to be notified of between 60 – 80 food alerts during 2009/10, a small proportion of which will require action to be taken by the Authority. This level of work can ordinarily be accommodated within the day-to-day workload of the service, but more serious incidents may require additional resources and may have an effect on the programmed inspection workload and other service demands.

In addition an increasing number of Allergy Alerts are being sent to local authorities. A total of 67 were received during 2008/09 many relating to labelling irregularities by UK manufacturers who have for example omitted to declare the presence of an allergen in the food.



## Investigation of Complaints relating to Food/Feed Safety and Food Standards in Premises

The service investigates all complaints that it receives about food/feed safety and food standards conditions and practices in food/feed businesses. An initial response to any complaint is made within two working days. In such cases the confidentiality of the complainant is paramount. All anonymous complaints are also currently investigated.

The purpose of investigation is to determine the validity of the complaint and, where appropriate, to seek to ensure that any deficiency is properly addressed. The general approach is to assist the food/feed business operator in ensuring good standards of compliance, although enforcement action may be necessary where there is failing in the management of food/feed safety, or regulatory non-compliance.

Based on the number of complaints in 2008/09 it is estimated that approximately 30 such complaints will be received in 2009/10.

### Feed Law Enforcement

From 1 January 2006 feed businesses must be approved or registered with their local authority under the terms of the EC Feed Hygiene Regulation (1831/2003).

This legislation relates to nearly all feed businesses. This means, for example, that importers and sellers of feed, hauliers and storage businesses now require approval or registration. Livestock and arable farms growing and selling crops for feed are also within the scope of the provisions of the regulation.

### Liaison arrangements

The service actively participates in local and regional activities and is represented on the following:

- North East Regional Heads of Regulatory Services Group
- Tees Valley Heads of Public Protection Group
- Tees Valley Food Liaison Group
- The Local HPA/Local Authority Sampling Group
- Tees Valley Public Health Group
- North East Trading Standards Liaison Group
- North East Trading Standards Animal Feed Group

There is also liaison with other organisations including the Chartered Institute of Environmental Health, the Trading Standards Institute, LACORS, the Health Protection Agency, Defra, OFSTED and the Care Quality Commission.

Officers also work in liaison with the Council's Planning, Building Control and Licensing Sections.

### Home Authority Principle / Primary Authority Scheme

The introduction of the Primary Authority Scheme in April 2009 under the provisions of the Regulatory Enforcement and Sanctions Act 2008 placed a statutory obligation on the Council to provide a significantly expanded range of Home Authority services to local businesses when requested by that business. There are opportunities for local authorities to recover costs from businesses to provide this premium service.

The Authority is committed to the LACORS Home Authority Principle, although at present there are no formal arrangements with food/feed businesses to act as a Primary Authority. The Authority does however act as Originating Authority for a brewery and a food manufacturer. Regular visits are made to these premises to maintain dialogue with management and an up to date knowledge of operations.

### General

The delivery point for the food/feed law enforcement service is at:

Civic Centre  
Victoria Road  
Hartlepool  
TS24 8AY

Members of the public and businesses may access the service at this point from 08.30 - 17.00 Monday to Thursday and 08.30 - 16.30 on Friday.

A 24-hour emergency call-out also operates to deal with Environmental Health emergencies, which occur out of hours.

## **6. Resources**

### Staffing Allocation

The Director of Neighbourhood Services has overall responsibility for the delivery of the food/feed law service. The Head of Procurement, Property & Public Protection has responsibility for ensuring the delivery of the Council's Environmental Health service, including delivery of the food/feed law service, in accordance with the service plan. The Consumer Services Manager, with the requisite qualifications and experience, is designated as lead officer in relation to food safety and food standards functions and has responsibility for the day to day management of the service.

The resources determined necessary to deliver the service in 2009/10 are as follows:

1 x 0.25 FTE Consumer Services Manager (with responsibility also for Health & Safety, Licensing and Trading Standards)

1 x 0.35 FTE Principal EHO Commercial (with responsibility also for Health & Safety and Animal Health)

3 x FTE EHO (with requisite qualifications and experience and with responsibility also for Health & Safety)

1 x 0.56 FTE Part-time EHO (with requisite qualifications and experience and with responsibility also for Health & Safety)

1 x FTE Technical Officer Food (with requisite qualifications and experience)

The Consumer Services Manager has responsibility for planning service delivery and day to day management of the Food Law service, Health & Safety at Work, Licensing, Public Health, Water Quality, Trading Standards, Animal Health & Welfare and I.T. as well as general management responsibilities as a member of the Procurement, Property & Public Protection Management Team.

The Principal EHO (Commercial Services) has responsibility for the day to day supervision of the Food/Feed Law Service, Health & Safety at Work, Public Health, Water Quality and Animal Health & Welfare. The Principal EHO (Commercial Services) is designated as lead officer in relation to animal feed and imported food control.

The EHO's have responsibility for the performance of the food premises inspection programme as well as the delivery of all other aspects of the food law service, particularly more complex investigations. In addition these officers undertake Health & Safety at Work enforcement.

The food technical officer is also responsible for inspections, as well as revisits, investigation of less complex complaints and investigation of incidents of food-borne disease.

Authorised Trading Standards Officers have responsibility for the performance of the feed premises inspection programme as well as the delivery of all other aspects of the feed law service.

Administrative support is provided by Support Services within Neighbourhood Services department.

All staff engaged in food/feed safety law enforcement activity will be suitably trained and qualified and appropriately authorised in accordance with guidance and internal policy.

Staff undertaking educational and other support duties will be suitably qualified and experienced to carry out this work.

Financial Resources

The annual budget for the Consumer Services section in the year 2009/10 is:

	£000
Employees	608.8
Other Expenditure	442.4
Income	(243.5)
Net Budget	807.6

This budget is for all services provided by this section i.e. Health & Safety, Licensing, Trading Standards and resources are allocated in accordance with service demands.

Equipment and Facilities

A range of equipment and facilities are required for the effective operation of the food/feed law service. The service has a documented standard operating procedure that ensures the proper maintenance and calibration of equipment and its removal from use if found to be defective.

The service has a computerised performance management system, the Authority Public Protection computer system (APP). This is capable of maintaining up to date accurate data relating to the activities of the food/feed law service. A documented database management standard operating procedure has been produced to ensure that the system is properly maintained, up to date and secure. The system is used for the generation of the inspection programmes, the recording and tracking of all food/feed interventions, the production of statutory returns and the effective management of performance.

Training Plans

The qualifications and training of staff engaged in food/feed law enforcement are prescribed and this will be reflected in the Council's policy in respect of appointment and authorisation of officers.

It is a mandatory requirement for officers of the food/feed law service to maintain their professional competency by undertaking a minimum of 10 hours core training each year through attendance at accredited short courses, seminars or conferences. This is also consistent with the requirements of the relevant professional bodies.

The Council is committed to the personal development of staff and has in place Personal Development Plans for all members of staff.

The staff Personal Development Plan scheme allows for the formal identification of the training needs of staff members in terms of personal development linked with the development needs of the service on an annual basis. The outcome of the process is the formulation of a Personal

Development Plan that clearly prioritises training requirements of individual staff members. The Personal Development Plans are reviewed six monthly.

The details of individual Personal Development plans are not included in this document but in general terms the priorities for the service are concerned with ensuring up to date knowledge and awareness of legislation, building capacity within the team with particular regard to approved establishments, the provision of food hygiene training courses, developing the role of the Food Safety Officer, and training and development of new staff joining the team.

Detailed records are maintained by the service relating to all training received by officers.

## **7. Service Review and Quality Assessment**

### Quality Assessment

The Council is committed to quality service provision. To support this commitment the food law service seeks to ensure consistent, effective, efficient and ethical service delivery that constitutes value for money.

A range of performance monitoring information will be used to assess the extent to which the food service achieves this objective and will include on-going monitoring against pre-set targets, both internal and external audits and stakeholder feedback.

Specifically the Principal EHO (Commercial Services) will carry out accompanied visits with officers undertaking inspections, investigations and other duties for the purpose of monitoring consistency and quality of the inspection and other visits carried out as well as maintaining and giving feedback with regard to associated documentation and reports.

It is possible that the Food Standards Agency may at any time notify the Council of their intention to carry out an audit of the service.

### Review

It is recognised that a key element of the service planning process is the rational review of past performance. In the formulation of this service plan a review has been conducted of performance against those targets established for the year 2008/09.

This service plan will be reviewed at the conclusion of the year 2009/10 and at any point during the year where significant legislative changes or other relevant factors occur during the year. It is the responsibility of the Consumer Services Manager to carry out that review with the Head of Procurement, Property & Public Protection.

The service plan review will identify any shortfalls in service delivery and will inform decisions about future staffing and resource allocation, service standards, targets and priorities.

Following any review leading to proposed revision of the service plan Council approval will be sought.

#### Performance Review 2008-09

This section describes performance of the service in key areas during 2008/09.

During 2008/09 the section was not fully staffed having a vacant EHO post up until the final quarter. Steps were taken to ensure that food hygiene inspections were given priority and this allowed the service to enable that only 2 high risk inspections were left outstanding. Only 5 inspections were carried forward to next year's inspection programme. We achieved our response times for complaints responding within 2 working days in all cases; however we did not achieve our targets for planned inspections in relation to food standards and feeding stuffs.

The section has lost 3 posts due to budget pressures during 2008/09. Although none of these posts directly enforced food legislation their workload has to be distributed to the remaining workforce this will result in extremely challenging targets in 2009/10

#### Inspection Programme

The food premises inspection programme for 2008/09 did not quite reach the target of 100%. Due to staff shortages 99% of Food Hygiene and 73% of Food Standards inspections were achieved. The outstanding inspections will be added to the programme for 2008/09.

#### Registration and Approval of premises

Premises subject to approval were inspected and given relevant guidance.

#### Food Sampling Programme

The food sampling programme for 2008/09 has been completed. The microbiological results are:

**Microbiological Sampling (1/4/08 - 31/3/09)**

<b><u>Bacteriological Surveys</u></b>	<b>Total no. of samples</b>	<b>Number of Samples</b>	
		<b>Satisfactory</b>	<b>Unsatisfactory</b>
Shopping Basket	51	48	3
Fresh Herbs	13	13	0
Ice	12	10	2
Deep Fried Chicken	8	27	0
Meat Pies	2	2	0
Nuts	46	46	0
Take Away Meals	12	12	0
Sandwiches	20	20	0
Total:	164	159	5

The composition and labelling results are:

**Food Standards Sampling (01.04.08 – 31.03.09):**

<b>Nature of Sample</b>	<b>Reason for Sampling</b>	<b>Satisfactory</b>	<b>Unsatisfactory</b>
Cereal Bars	Sodium Declaration Labelling	13 13	0
Sausages	Meat Content	3	0
Cooked Meats	Added Water Labelling	5 5	0
Fish Products	Fish Species Labelling	6 6	0
Ready Meals	Fat & Sodium Declaration	4	2
Gluten Free Products	Gluten Free Declaration	8	0
Pies	Meat Content	2	0
Take Away Meals	Peanut Free	11	1
Locally produced sandwiches	Labelling	12	0
Locally Produced Sandwiches	Refomed Meat	20	0
Juice Drinks	Vitamin C Dedaration	18	0
Margarine Spreads	Fat Content Declaration	11	1
Tinned Fruit & Vegetables	Presence of Arsenic	7	0
Imported Coffee (*FSA Survey)	Presence of Aflatoxins Labelling	2 0	0 2
Imported Flour Confectionery products (*FSA Survey)	Presence of Undedared Peanut Protein Labelling	2  1	0  1
Totals:		138	7

\* In conjunction with Middlesbrough and Stockton Borough Council the Authority received funding from the FSA to sample imported coffee and flour confectionery products.

There were relatively few samples which failed to meet statutory requirements. Several of the imported foods sampled however failed to comply with the Food Labelling Regulations 1996 (e.g. some of the products did not include a 'Best Before' date on their labels.) Advice was provided to the businesses concerned.

Feeding stuffs has been given a low priority due to the lack of local manufacturers and packers. We were unable to complete the feeding stuffs sampling programme due to staffing resources. Two samples were taken and both were found to be satisfactory.

### Food Inspection

The service undertook no formal seizure of unfit food in the year.

### Promotional Work

Food safety promotion whether by advice, education, training or other means is a key part of the food team's strategy in changing behaviour and increasing compliance in businesses.

In February 2006 the Food Standards Agency (FSA) introduced Safer Food Better Business (SFBB) aimed at assisting smaller catering businesses to introduce a documented food safety management system. Since this time our resources have been directed towards continuing to assist businesses to fully implement a documented food safety management system.

The service was unable to provide food hygiene training during the year due to insufficient resources. The team has however continued to offer advice and information on request with 30 advisory visits to businesses being carried out during the year.

A variety of information leaflets, some in foreign languages, are available. Circular letters are issued as required to inform food business operators of food safety matters relevant to their operations e.g. changes in legislation, food alerts.

### Food Hygiene Award Scheme

On 1 April 2007 the Authority in conjunction with the other Tees Valley authorities launched the Tees Valley Food Hygiene Award scheme. The scheme was based around a national pilot being undertaken by the Food Standards Agency.



In accordance with the 'Food Law Code of Practice', following every 'primary' inspection a risk rating is undertaken which is used to determine the frequency of inspection for the business. Of the seven main categories used to determine the overall rating score the following three factors are used to create a star rating:

1. Food Hygiene and Safety
2. Structure and Cleaning
3. Management and Control

These ratings are the only ones that are directly controllable by the business and are the reason they have been used to obtain the food businesses star rating.

The total score from the 3 categories is then used to derive the star rating ranging from 0 (major improvements needed) through to 5 stars (excellent).

The table below shows the results of the star ratings awarded to businesses at the start of the scheme on 1 April 2007, as compared with 1 year on (on 1 April 2008) and after 2 years (on 1 April 2009):

Number of Stars	Number of Premises (1/4/07)	% of premises	Number of Premises (1/4/08)	% of premises	Number of Premises (1/4/09)	% of premises
5 Stars	24/759	<b>3%</b>	85/762	<b>11.1%</b>	163/721	<b>22.6%</b>
4 Stars	155/759	<b>20%</b>	217/762	<b>28.5%</b>	233/721	<b>32.3%</b>
3 Stars	226/759	<b>30%</b>	294/762	<b>38.6%</b>	237/721	<b>32.9%</b>
2 Stars	262/759	<b>35%</b>	137/762	<b>18.0%</b>	65/721	<b>9%</b>
1 Star	60/759	<b>8%</b>	26/762	<b>3.4%</b>	17/721	<b>2.4%</b>
0 Stars	32/759	<b>4%</b>	3/762	<b>0.4%</b>	6/721	<b>0.8%</b>

It can be seen that the number of premises awarded 3 stars and above has risen significantly from 53% to 87.8%.

The credit crunch is however having an impact on hygiene standards. Financial pressures as a result of the recession has resulted in some businesses failing to carry out essential maintenance / repairs, consequently there has been an increase in the number of premises receiving 0 stars. We anticipate that this trend of reduction in star ratings is likely to continue until the economic climate improves.

The service is committed to focussing its resources on carrying out interventions at those businesses which are deemed not to be 'broadly compliant' and has written to businesses that have been awarded 2 stars or less offering advice and support. Where necessary enforcement action will be taken.

In December 2008 the Food Standards Agency confirmed it's intention to introduce a National 'scores on the doors' scheme for England, Wales and

Northern Ireland. A UK steering group has been established to ensure that the new scheme will be clear, robust and easy to use for both businesses and consumers. The scheme will have six tiers, which is consistent with the existing Tees Valley Scheme.

### Complaints

During the year the service dealt with 12 complaints relating to the condition of food premises and food handling practice. In addition, 11 complaints of unfit or out of condition food, extraneous matter, mould and 5 unsatisfactory labelling of food items were also received. These investigations have been undertaken all within our target of 2 working days; however, they have had some effect on performance of the inspection programme.

### Food Poisoning

The service received 61 notifications of food poisoning during the year. No outbreak investigations were conducted.

### Food Safety Incidents

The Service received 68 food alerts and 67 allergy alerts from the Food Standards Agency during the year. All requiring action were dealt with expeditiously. No food incidents were identified by the Authority that required notification to the Food Standards Agency.

### Enforcement

During 2008/09, no emergency prohibition notices were served on businesses where formal cessation of a food activity was necessary however 1 voluntary closure of a food business was agreed. Five Hygiene Improvement Notices were served on businesses to ensure compliance with food safety issues. No prosecutions or formal cautions were undertaken.

### FSA Audit

In March 2008 the Authority was audited by the Food Standards Agency in relation to feeding stuffs and imported food & feed control.

The final audit report contained 5 minor recommendations. An Action Plan was drawn up to address these matters. This action plan was fully implemented and has since been approved by the Food Standards Agency.

### Improvement Proposals 2008/09

The following areas for improvement were identified in the 2008/09 Food Service Plan.

1. Produce a summary of the Food Enforcement Policy

Due to other priorities and resource constraints this was not completed.

2. Complete the Action Plan in relation to the FSA Audit

On 15 May 2009 the Authority received confirmation that the Agency was satisfied that the Action Plan had been fully implemented.

3. Carry out configuration of APP to enable completion of food & feed statutory returns in accordance with new guidance.

This work has been completed.

4. Implement the requirements of the revised Food Law Code of Practice, which is expected to be published in June 2008.

We have reviewed the requirements of the revised Code of Practice and are in the process of updating our standard operating procedures to reflect the changes.

## **8. Key Areas for Improvement & Challenges 2009/10**

In addition to committing the service to specific operational activities such as performance of the inspection programme, the service planning process assists in highlighting areas where improvement is desirable. Detailed below are specifically identified key areas for improvement that are to be progressed during 2009/10.

1. Resources challenging. The section has lost 3 posts due to budget pressures during 2008/09. Although none of these posts directly enforced food legislation their workload has to be distributed to the remaining workforce this will result in extremely challenging targets in 2009/10
2. We will continue to review and update our standard operating procedures to reflect the requirements of the revised Code of Practice and in response to the recommendations made in the Public Inquiry Report into the 2005 *E.coli* O157 outbreak in South Wales, which was published in March 2009.
3. Produce a summary of the Food Enforcement Policy.

# CABINET REPORT

17 August 2009



**Report of:** Assistant Chief Executive

**Subject:** Corporate Plan 2009/10

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## SUMMARY

### 1. PURPOSE OF REPORT

To enable Cabinet to consider and comment on the proposed Corporate Plan for 2009/10.

### 2. SUMMARY OF CONTENTS

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.

### 3. RELEVANCE TO CABINET

The Corporate Plan is part of the Council's Budget and Policy Framework. It is a key document that sets out the Council's priorities and contribution to achieving the Community Strategy aims. The Corporate Plan has been developed in conjunction with the Local Area Agreement (LAA) to ensure the outcomes included in the LAA are embedded in the Council's Corporate Plan.

The Corporate Plan is an important document because it formally communicates the council's vision and priorities.

### 4. TYPE OF DECISION

Budget and Policy Framework.

**5. DECISION MAKING ROUTE**

Both Cabinet and Scrutiny Coordinating Committee have had a number of opportunities to comment on and shape the Corporate Plan, most recently at Cabinet on 18 May and Scrutiny Coordinating Committee on 31 July 2009.

Final approval of the Plan will be by Council on 17 September 2009.

**6. DECISION(S) REQUIRED**

Cabinet is asked to approve the Corporate Plan 2009/10, subject to any amendments it may wish to make, for consideration by Council on 17 September 2009.

**Report of:** Assistant Chief Executive

**Subject:** Corporate Plan 2009/10

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## **1 PURPOSE OF REPORT**

- 1.1 To enable Cabinet consider and comment on the proposed Corporate Plan for 2009/10.

## **2 BACKGROUND**

- 2.1 Production of the Corporate Plan is part of the Council's service planning, medium term financial planning and annual budgeting processes that agree priorities and allocation of resources.
- 2.2 The Corporate Plan is the Council's top level plan and sets out the priorities and how the Council will help deliver the Community Strategy aims. As in previous years the plan is arranged around the Community Strategy themes and aims. It also includes a section dedicated to organisational development activities.
- 2.3 Work commenced in October 2008, and draft outcomes and action proposals have been considered previously by Cabinet on 9 February and 18 May 2009. Scrutiny Coordinating Committee has considered the proposals on 13 February, 20 March and 31 July 2009. In addition the draft plan was considered by all of the Service Scrutiny Forums between 2 March and 6 March. The scrutiny input has been supportive with no major changes proposed. The Corporate Plan and Local Area Agreement (LAA) have been developed to ensure they are consistent where this is appropriate. This will continue to ensure the Corporate Plan and LAA Delivery and Improvement Plan are consistent.
- 2.4 The Corporate Plan outcomes and actions approved by Council on 17 September will be incorporated into the Council's performance management system and progress reported quarterly to Cabinet.

## **3 THE CORPORATE PLAN**

- 3.1 Unlike in previous years the Corporate Plan, attached at **Appendix A**, 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 supporting information relating to 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.
- 3.2 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.

- 3.3 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 Coordinating Committee later this year.

**4 TIMETABLE**

- 4.1 Final approval of the 2009/10 Corporate Plan will be sought at the full Council meeting on 17 September 2009.

**5 RECOMMENDATION**

- 5.1 Cabinet is asked to approve the Corporate Plan 2009/10, subject to any amendments it may wish to make, for consideration by Council on 17 September 2009.

## **4.2 Appendix A**

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:

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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.

<b>The 2008 Community Strategy themes, priority aims and links to Government Public Service Agreement Priorities:</b>		
<b>Theme</b>	<b>Priority Aim</b>	<b>Government PSA Priorities</b>
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.

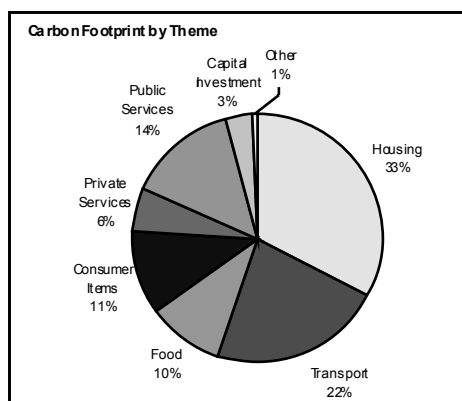
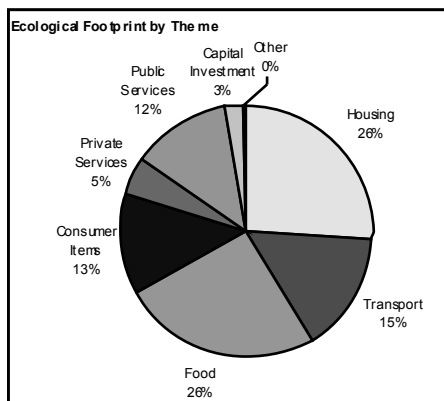
The council has a leading role to play in creating sustainable communities. This includes supporting job creation in environmental services, promoting the social benefits of improving housing and reducing fuel poverty, and championing the health benefits of good-quality green space. The Council is committed 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 development 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 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 its resources; people and buildings
- Deliver services in a responsive manner
- Optimise the extent to which services are delivered directly to the user and minimise the number of transactions to achieve this

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

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

### **Conclusion**

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

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

### **3. Medium Term Financial Strategy 2009/10 to 20011/12 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**

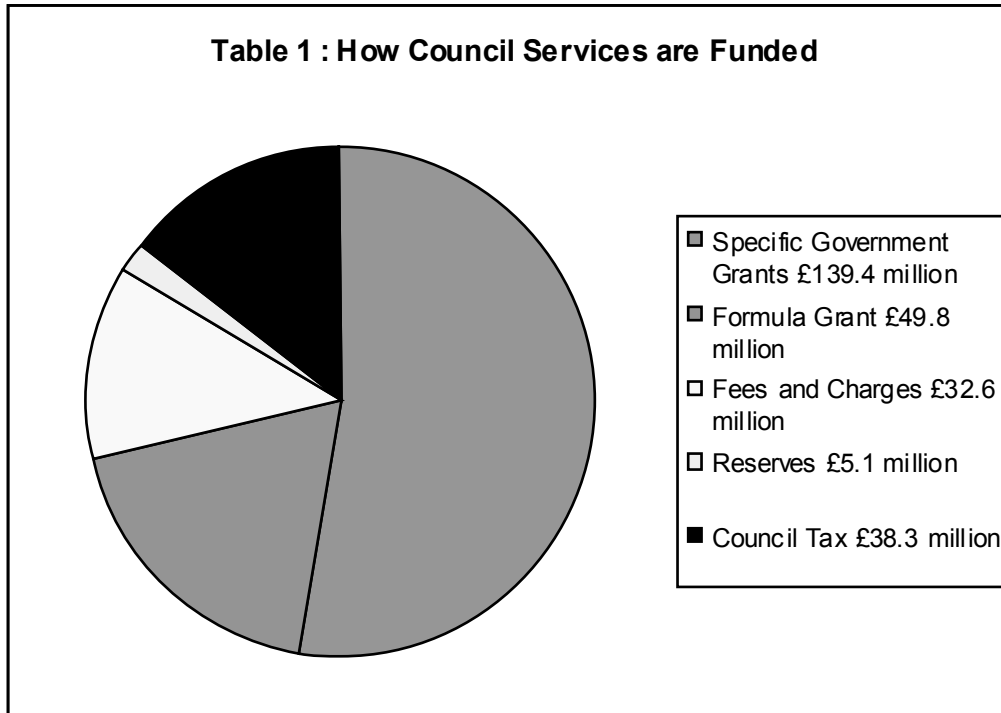
These are paid to fund specific services based on the Government's own priorities. The main specific grants are the Dedicated Schools' Grant (£59.7m) which must be used for Education services and the Benefit Subsidy Grant (£41.5m) to cover the cost of paying Council Tax benefit and rent allowances, which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

<b>Work stream</b>	<b>Full Efficiency Target £'000</b>
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.

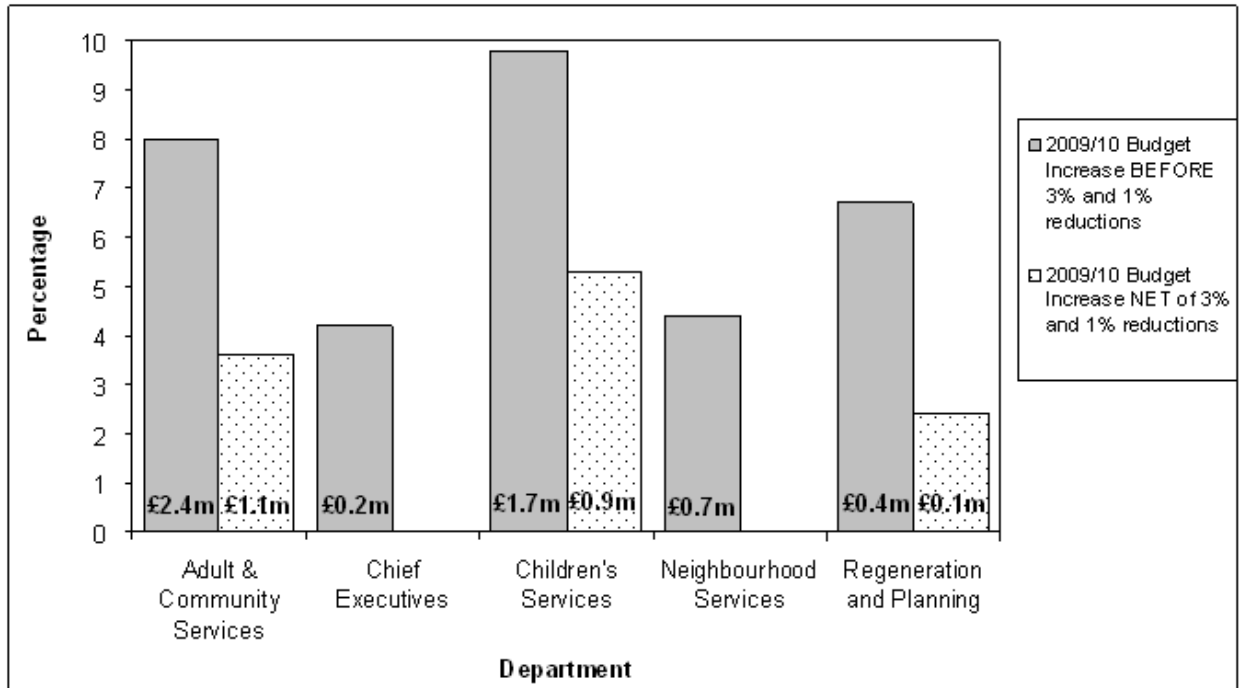
For 2009/2010 the Council has given the highest percentage increase to Children's Services which makes a major contribution to two Community Strategy themes – Lifelong Learning and Skills and Health and Well-being. These additional resources reflect the Council's commitment to protect vulnerable young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

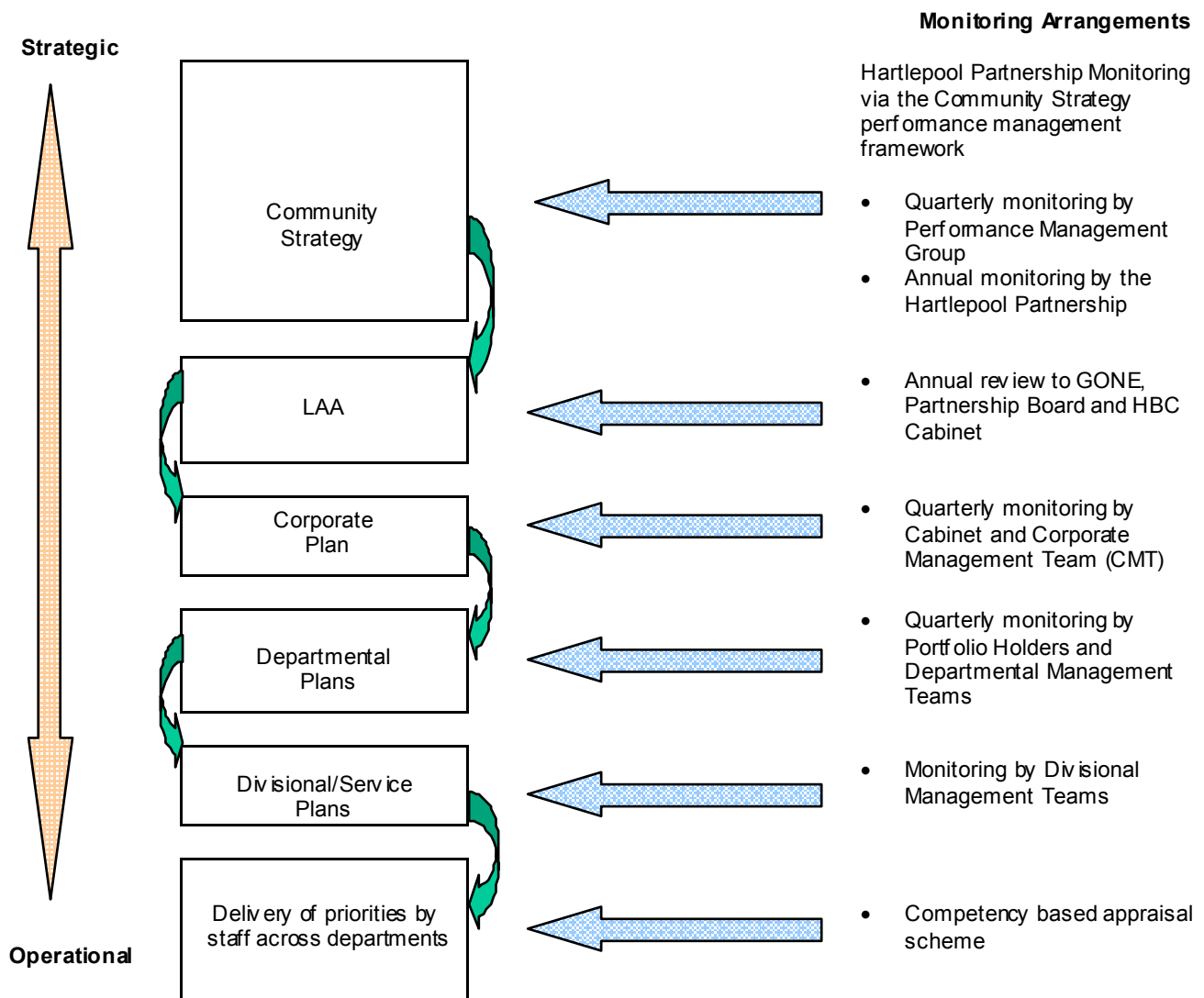
The Council's Capital Programme for the three years 2009/2010 to 2011/2012 was approved in February 2009. Over this period the Council will invest over £83.1m, which includes Building Schools for the future investment in 2010/2011 and 2011/2012. A breakdown of the 2009/2010 Capital Programme is detailed 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
	<b>22,194</b>

## 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.

<b>Report</b>	<b>Areas for improvement and recommendations</b>	<b>Process for improvement</b>
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

		Outturns		Target	Further explanation	Future Targets	
Code	Indicator	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
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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 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
NI 117	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 Gouldburn

#### 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 Gouldburn

## Lifelong Learning and Skills

Outcome: <b>Enjoy and Achieve</b>			
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				
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	38.4%	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%
NI 92	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 children whose total EYFSP score falls into the lowest 20% of results locally.</p>	39.1%	36.7%

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 73	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%
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	n/a	84.6%	95.0%		97.0%	97.0%
NI 94	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 levels 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%
NI 99	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%
NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Part 1 Key Stage 2 ↓	n/a	21.8%	18.0%	Overall achievement of the expected level at KS 2 was 79.0% - see NI 73	17.0%	16.0%
NI 75	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	52.0%	51.7%

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
					and with the Department for Children, Schools and Families.		
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%
NI 102b	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 NI 75	18.0%	17.0%
NI 87	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: Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice**

Code	Action	Date to be Completed	Responsible Officer
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

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 88	Percentage of schools providing access to extended services	n/a	83%	Not Set	The percentage of schools providing access to the full core offer of extended services. Schools include primary, middle and secondary schools, nursery schools and	92%	100%

					<p>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>		
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## Health and Wellbeing

### Outcome: Improved Health

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%
NI 184	Percentage of food establishments in the area which are broadly compliant with food hygiene law	n/a	86%	93%	The definition of a food establishment is defined in the general food law regulation (EC) No 178/2002 as ‘any	87%	88%

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
					<p>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> <p>a. level of compliance with hygiene requirements under food law;</p> <p>b. level of compliance with structural requirements under food law; and</p> <p>c. level of confidence in management.</p> <p>A food establishment is 'Broadly Compliant' if it scores 10 points or less in each of the three categories.</p>		

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
NI 115	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%
NI 52a	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 numbers reported by catering staff in the school.</p> <p>2009/10 target is slightly lower than 2008/09 outturn due to</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				
					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.		
NI 52b	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%
NI 53a	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 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.	9.0%	9.0%
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	24.0%	23.0%

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
	↓				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.		
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	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	80%	80%

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
					data is available later in 2009.  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+		
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: **Improved Mental Health and Wellbeing**

Code	Action	Date to be Completed	Responsible Officer
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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		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: <b>Easier Access to Services</b>			
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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
ACS P051	Access to equipment and telecare: users with telecare equipment (total number of clients with Telecare equipment in place at year end) (LAA HC37b)	n/a	293	600	Future target of 600 expected to be met as Hartfields and other facilities reach capacity.	600	600

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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
NI 20	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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
NI 40	Number of drug users recorded as being in effective treatment	n/a	745	690	This indicator show the change in the total number of drug users recorded as being in effective treatment, from the baseline year of 2007/08.	756	765

Outcome: <b>Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour</b>			
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: <b>Reducing offending and re-offending</b>			
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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		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	<p>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.</p> <p>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.</p>	2180	2070
NI 19	Rate of proven re-offending by young offenders ↓	n/a	1.31	1.56	<p>There were 94 young offenders, who committed 123 offences, at an average of 1.31 per person.</p> <p>3 Year targets have previously been agreed with YOS Management Board.</p>	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: <b>Stay Safe</b>			
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

## 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 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 within 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%
NI 48	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%
NI 58	Emotional and behavioural health of looked after children ↓	n/a	14.0%	Not Set	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.	13.5%	13.0%

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
					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.		
NI 59	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%
NI 60	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%
NI 61	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%
NI 62	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%
NI 63	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%
NI 64	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, who had been the subject of a Child Protection Plan continuously for two years or longer. Good performance is typified by a lower percentage.	8.0%	8.0%
NI 65	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 affctced makes precise target setting unrealistic but the aim is to have a downward trend over time.	13.0%	11.0%
NI 66	Looked after children cases which were reviewed within	n/a	94.1%	90.0%		95.0%	95.0%

		Outturns		Target		Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
	required timescales (PAF-CF/C68)						
NI 67	Percentage of child protection cases which were reviewed within required timescales (BVPI 162)	100%	100%	100%		100%	100%
NI 68	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%
NI 69	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
NI 99	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%

## Environment

**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 : <b>Provide a sustainable, safe, efficient, effective and accessible transport system</b>			
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

		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 P003	Bus passenger satisfaction	n/a	n/a	n/a	Survey conducted every 3 years - next due 2009/10	65	Not set



		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 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 (BVPI 102)	5,677 032	5,698 909	5,869,350		5,750, 370	5,578, 820
NI 47	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 48	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				

		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
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%

Outcome : <b>Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security</b>			
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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/ 08	2008/ 09	Annual 2008/09		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

## Housing

### Outcome: **Balancing Housing supply and demand**

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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		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 programme. The target for 2008/9 has been reached.	60	72

Outcome: <b>Improving the quality of existing housing</b>			
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: <b>Changing housing needs and Meeting the Housing Needs of Vulnerable People</b>			
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 of service users who have been in receipt of Supporting People services during the period.	99.15%	99.15%
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	90	95

					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.		
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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

## Culture and Leisure

**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

		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	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
NI 10	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%
NI 11	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%
NI 8	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 the last 4 weeks (equivalent to 30 minutes on 3 or more days a week). Collected through the Active People Survey.	22.1%	23.1%

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 completed in 2006/7.	Not Due	0%
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	Increase annual leisure centre attendances	430,144	411,737	365,000	3 year targets previously agreed as part of LAA. Targets will be	370,00	385,00



		Outturns		Target		Future Targets	
Code	Indicator	2007/08	2008/09	Annual 2008/09	Further explanation	Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
P003	(including NRA)				reviewed as part of the annual LAA review.	0	0
NI 9	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%

## Strengthening Communities

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

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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
LAA SC P001b	% Resident Representatives attending pre agenda meetings	68%	72%	70%		75%	80%
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: Make a positive contribution

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

		Outturns		Target	Further explanation	Future Targets	
Code	Indicator	2007/ 08	2008/ 09	Annual 2008/09		Annual 2009/ 10	Annual 2010/ 11
		Value	Value				
NI 5	Overall/general satisfaction with local area	n/a	76.3%	Not Set		Not Due	79.4%

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>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

Outcome: <b>Ensure communities are well prepared to respond to emergency situations</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP SC18	Ensure that robust emergency planning arrangements are in place	31/03/2010	Denis Hampson

## Organisational Development

### Outcome: **Improve Performance Management and risk management arrangements**

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

### Outcome: **Improve Governance Arrangements**

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	Further explanation	Future Targets	
		2007/08	2008/09	Annual 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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		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	£2.256m	£2.305m		£2.460m	£2.522m

# **CABINET REPORT**

**17 August 2009**



**Report of:** Director of Adult and Community Services

**Subject:** CO-LOCATION FUND GRANT, ROSSMERE CENTRE

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## **SUMMARY**

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

To agree the capital project to co-locate improved services consisting of a Multi Use games Area and a Skateboard Park at the Rossmere Youth Centre / Rossmere Primary School site following a successful bid to the Department for Children, Schools & Families (DCSF).

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

A description of the proposed layout of the project and how it complements and improves existing facilities. The report also outlines the cost estimates of the project and the consultations which have been undertaken to date.

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

Original bid proposal agreed by Cabinet on the 24 March 2009.

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

Key Decision – Test ii

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

Cabinet – 17 August 2009

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

Cabinet are requested to accept the Rossmere Co-location project funding.



**Report of:** Director of Adult and Community Services

**Subject:** CO-LOCATION FUND GRANT, ROSSMERE CENTRE

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## **1. PURPOSE OF REPORT**

- 1.1 To agree the capital project to co-locate improved services consisting of a Multi Use games Area and a Skateboard Park at the Rossmere Youth Centre / Rossmere Primary School site following a successful bid to the Department for Children, Schools & Families (DCSF).

## **2. BACKGROUND**

- 2.1 Local authorities were invited to bid via the DCSF to a cross-government co-location fund for capital funding to co-locate services which will contribute to improved outcomes for children, young people, families and local communities.
- 2.2 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 be submitted 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.
- 2.3 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. The outcome of the grant decision was delayed until the 11<sup>th</sup> June and this report is submitted to seek Cabinet's formal acceptance of the grant and to accept the project as an integral part of the Schools Transformation (Primary capital) improvements for the Rossmere area.

## **3. THE PROJECT**

- 3.1 The project consists of two individual elements – a Multi Use Games Area (MUGA) and a Skateboard Park, detailed in a schematic at **Appendix 1**. The Multi Use Games Area will be positioned to the south east of the Rossmere Youth Centre (marked as Option 2) straddling the public open space and part

of the current school site, this will allow for a managed facility via the Youth Centre during out of school hours and use by the primary school during school hours. The location plan has been determined in agreement with the Schools transformation architect and the Governing body for Rossmere School, the development will therefore complement both community facilities and enhance community engagement.

- 3.2 The Skateboard element is designed to be located at the west side of the Rossmere Youth Centre on what is currently a redundant court surface, the design of the proposed facility is being developed in close association with the skateboarding community which has been very active and supportive in the preliminary stages of the bid.
- 3.3 The latest public meeting was held on the 11<sup>th</sup> August to which invites were extended to all prospective partners. The design development of the Skatepark will of course be subject to the full planning process and is aimed to be a high quality facility based on current best practice. The consultative group have been to view sites of good practice and are determined to create a centre to be proud of. The site will be developed in association with the Youth Centre however access will be such that it will be open for casual use rather than structured sessions, the Youth centre providing the monitoring and management of the site overall.
- 3.4 The cost estimates are based on top design specifications, the MUGA will effectively be an off the shelf design to meet Sport England specifications whilst the Skateboard Park will be very much a bespoke development. The cost estimate of £466,000 will be met from the Co-Location grant of £396,000 and £70,000 from the Youth Capital reserve from within Youth Services. Consultation to date with prospective users, young people and local residents in the immediate area have proved most fruitful, as often happens the initial meeting was somewhat fraught with concerns and some misunderstanding, however it is pleasing to report that with careful revised siting away from residential accommodation and involvement with the school the developed position has met with a much warmer reception. Further consultation is of course ongoing and this will ensure that any remaining concerns emerging are dealt with at the design stage prior to submission for planning permission. Landscaping will be an important consideration as will be due care and attention in relation to impact on the school caretaker's residence, particularly from the skateboard park development.
- 3.5 The progression of this scheme is currently planned to be undertaken as part of the Primary Capital stage 1 development for Rossmere Primary School and all parties are working collaboratively to this end. If for any unforeseen reasons a delay should occur then a separate contract may have to be let to further the completion of the Co-location Fund community elements to ensure that the scheme is complete and operational by Sept 2011.

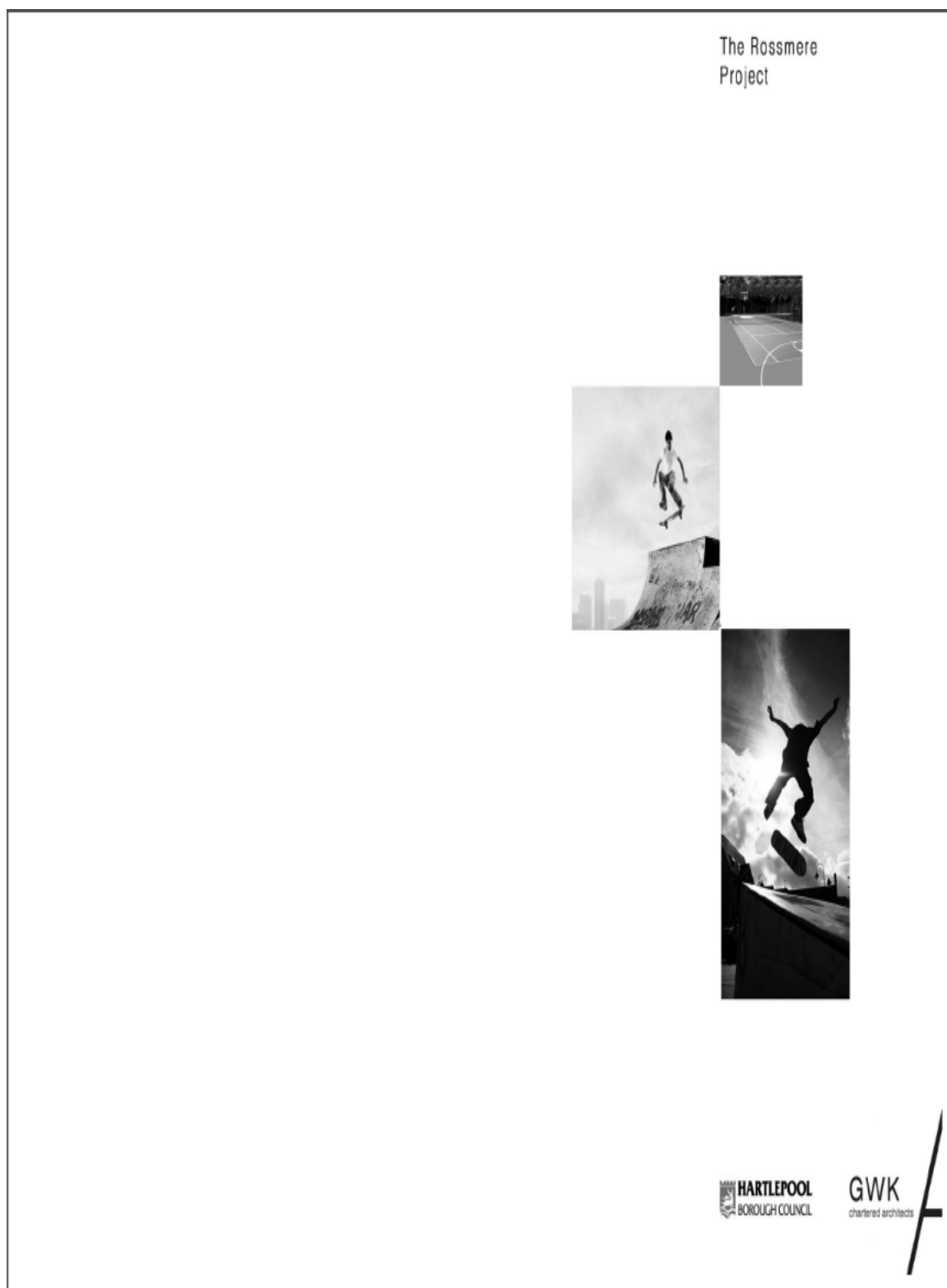
#### **4. CONCLUSION**

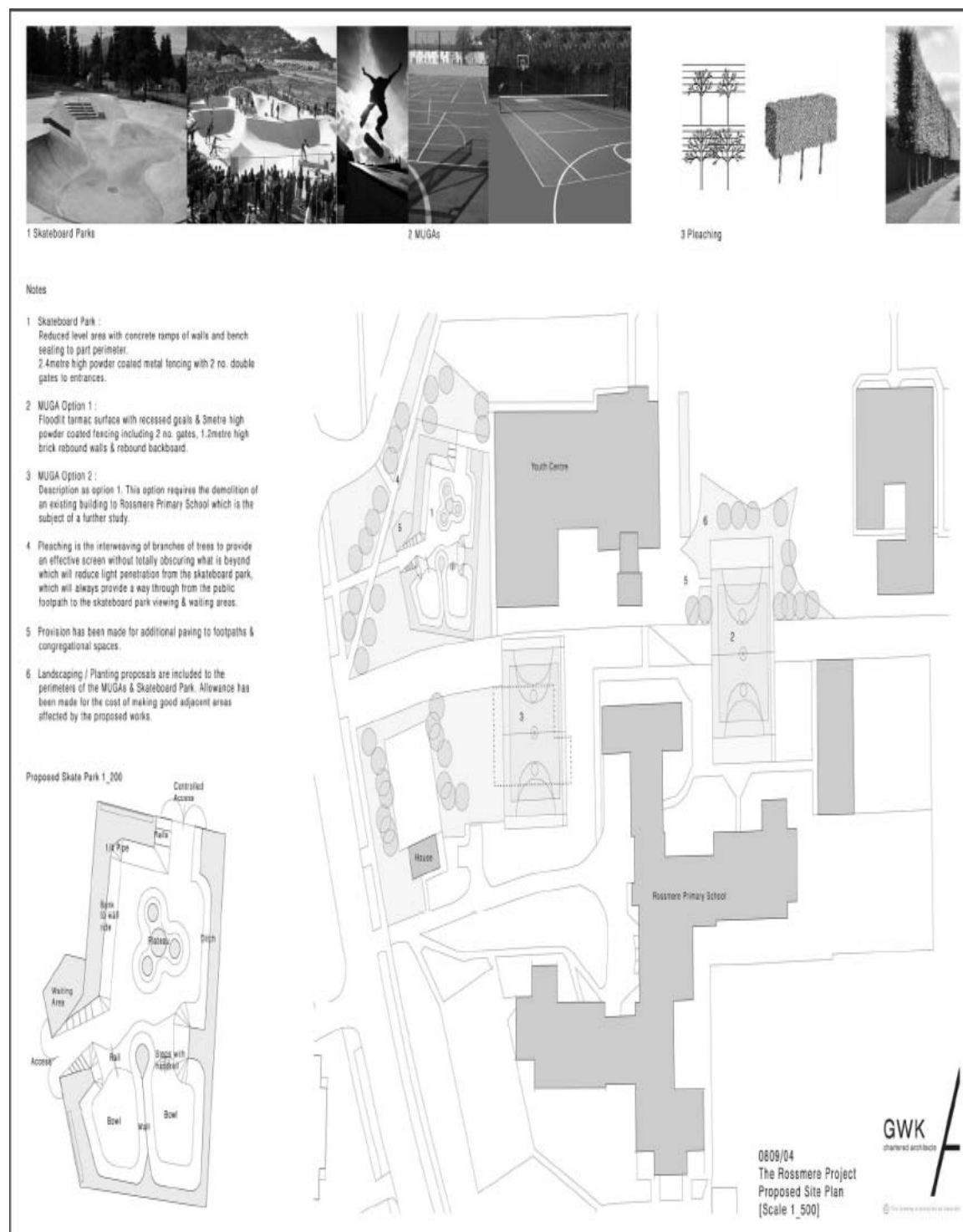
- 4.1 The project as submitted to the tight deadlines involved has achieved success gaining a high percentage capital funding for a much sought after facility, the impact of this scheme will of course prove beneficial in the context of the wider Rossmere green wedge developments, particularly the options which then open up for the development of the redundant 5 a side pitch within Rossmere park. This will allow separate consideration being given to Rossmere Park improvements and more particularly to the opportunities for a family play centre as part of the Playbuilder initiative.

#### **5. RECOMMENDATION**

- 5.1 Cabinet are requested to accept the Rossmere Co-location project funding.

**CONTACT OFFICER:** John Mennear, Assistant Director (Community Services)





# **CABINET REPORT**

**17<sup>th</sup> August 2009**



**Report of:** Chief Financial Officer and Assistant Director  
Regeneration & Planning

**Subject:** SUPPORT FOR BUSINESSES DURING THE  
RECESSION

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## **SUMMARY**

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

- 1.1 This report is the product of a joint review by the Council's Economic Development and Business Rates Units, which examined the existing mechanisms of support available to local businesses during the current economic recession. The report identifies gaps in support and details how improved linkages between both Units will play a significant role in 'plugging' those gaps and assisting local businesses with practical solutions during this difficult period.

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

- 2.1 The report will briefly compare the existing arrangements currently in place to support individuals and households, and justify the replication of those arrangements to support local businesses. The report will then go on to detail new joint working initiatives between the Economic Development and Business Rates Units, aimed at offering targeted levels of support to local businesses. The report will conclude with a brief progress report on these support initiatives.

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

- 3.1 The report relates to the Council's approach to supporting both the Borough's residents and businesses that are struggling to meet their financial commitments during the current recession.

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

- 4.1 Non-key decision.

**5. DECISION MAKING ROUTE**

5.1 Cabinet.

**6. DECISION(S) REQUIRED**

6.1 That Cabinet approves the measures and initiatives outlined in the report to provide sustained levels of support to local businesses within the Borough.

**Report of:** Chief Financial Officer and Assistant Director  
Regeneration & Planning

**Subject:** SUPPORT FOR BUSINESSES DURING THE  
RECESSION

---

## **1. PURPOSE OF REPORT**

- 1.1 This report is the product of a joint review by the Council's Economic Development and Business Rates Units, which examined the existing mechanisms of support available to local businesses during the current economic recession. The report identifies gaps in support and details how improved linkages between both Units will play a significant role in 'plugging' those gaps and assisting local businesses with practical solutions during this difficult period.

## **2. BACKGROUND**

- 2.1 The Council's debt collection policy for council tax and other personal debts has long recognised the benefits of quickly distinguishing individuals that genuinely can't pay, from those that have the means to pay but refuse to do so. Swift recovery and enforcement action is taken against the latter group, whilst a holistic, individual approach is adopted with the first group. Revenues & Benefits staff are trained to initially examine a household's financial circumstances with the aim of increasing income by maximising entitlement to benefit. Complex multiple debt problems and individuals / households verging on insolvency are signposted through established referral channels to our partner agencies for specialist debt advice. Debts outstanding to both the Council and Housing Hartlepool are amalgamated and payment arrangements agreed which are both manageable and affordable to the individual / household. The net effect of this is an in-year debt collection rate that compares well on a national and local basis, with long term collection rates exceeding 99%. This approach has been recognised as good practice at a national level for balancing firm collection tactics with strong social inclusion principles.
- 2.2 In contrast, over recent years the majority of businesses in the Borough have paid their business rates bill without similar levels of support and intervention from the Council. This is evidenced by the Council's high business rate collection outturns, which maintained upper quartile positions until the last financial year.
- 2.3 That is not to say however, that some businesses have not struggled to meet their rate liability. Businesses have approached the Council in the past for



financial support with their business rates bill, in terms of debt rescheduling and / or remittance of all or part of their bill under the section 45 hardship provisions. Whilst consideration was given to the first option, but only in terms of spreading instalments to the end of the financial year, applications for hardship relief were actively discouraged.

- 2.4 The provisions of Section 45 Hardship Relief contain little qualifying criteria, leaving the discretion to award the relief largely to the local council. The only qualifying criteria is that the ratepayer would sustain hardship if the Council failed to grant the relief, and that granting the relief is in the interest of the area's council tax payers. However, the key constraint in making an award is that 25% of the cost of the relief is borne by council tax payers. As a result, there has been some reluctance in the past to grant hardship relief, anticipating the opening of the 'floodgates' to applications from other businesses in the Town.
- 2.5 Given the buoyant local economy, applications for support from businesses were comparatively rare. However, during 2008/09 bankruptcies and liquidations in the Borough increased by 47% and business rates collection decreased by 1.6% to 97.9% at year end. This was as primarily as a result of the new Empty Property Rate, introduced in April 2008. The situation was further exacerbated by the sustained effects of the recession during the last 6 months of the financial year.
- 2.6 The situation is anticipated to deteriorate further during 2009/10 with no apparent improvement in the economy and the Government's move to increase business rate bills by 5% in 2009/10, reflecting the national RPI figure of 5% in September 2008, despite its unprecedented fall to the current level -1.6%.
- 2.7 To cushion the burden, the Government announced on 31<sup>st</sup> March 2009, its plans to allow businesses to spread the cost of 60% of the increase in their rates bills for 2009/10 over the following two financial years. However, because of the late timing of the announcement, the regulations were not enacted until mid-July, coming into force from 1<sup>st</sup> August 2009.
- 2.8 The Government has also increased the qualifying rateable value for Empty Property Rate Relief to £15,000 for 2009/10 only at present, in an attempt to help small businesses.
- 2.9 Those initiatives, together with the existing Small Business Rate Relief Scheme, appear to constitute the Government's portfolio of support to ease the impact of business rates, and to some extent the effects of the recession. However, when the combined effects of the increase in the business rate multiplier and the end of the transitional rate relief scheme see rate bills in the Borough increasing dramatically, in one case by 100%, businesses perceive these schemes to be 'too little, too late'.
- 2.10 The Council recognises that local businesses are the bedrock of the Borough, contributing to the Town's sustainability and individual / household

wealth. In the current economic climate, the previous 'one size fits all' approach to supporting businesses can no longer be justified. The Government has sent a clear message to local councils in the form of the new regulations, which indicates that it is more acceptable to support businesses via long term payment arrangements as opposed to focusing on in-year business rate collection performance.

### **3. BUSINESS SUPPORT - PRINCIPLES**

- 3.1 Where relevant and practical, the Council will offer local businesses experiencing hardship in the current economic climate, advice, guidance and financial support that mirrors the already well established arrangements in place to help individuals / households. This support will be supplemented by existing referral pathways to and from our partners in the region e.g. Chamber of Commerce; Business Link; and One North East, with aim of accessing specialist sector advice and / or targeted grant support.
- 3.2 Maximising on the skills and experience available, the Council's Economic Development and Business Rates Units will work together to identify appropriate businesses, whose continued sustainability is key to the Borough's economic future. Using their business expertise, officers from the Economic Development Team will undertake an initial 'diagnostic' interview with the business, from which a tailored package of support will be developed, either to be provided directly by the Council and / or partners. This support may include marketing, efficiency interventions or HR guidance.
- 3.2 Financial support will be considered in the first instance by the Business Rates Unit, initially in terms of ensuring that the business has maximized its eligibility for small business rate relief. The Unit will then consider rescheduling business rate instalments through a mid to long term payment arrangement. This will be particularly appropriate in cases where businesses are experiencing bad debt issues and need to free up cash flow to offset isolated problems.
- 3.3 More fundamental financial support in terms of Hardship Relief will be considered, but only as a last resort. Whilst it is not possible to predict the nature of each application for Hardship Relief, section 4 of this report sets out some of the key factors that will be used to determine each application. Each application will also be supported by a report from the Economic Development Team to the Chief Financial Officer, containing recommendation and justifications to either support or decline the application, together with caveats where appropriate that set out the conditions of the award. Those caveats may include regular follow-up meetings with the business to monitor progress, and the production of information to the Economic Development Team to evidence that the financial support is having a positive affect on the business' long term viability.
- 3.2 Following a financial analysis of the business' accounts by the Business Rates Unit, the Chief Financial Officer will make a final recommendation to

the Portfolio Holder to either grant or decline the application for Hardship Relief.

#### **4. HARSHIP RELIEF – KEY FACTORS**

4.1 Whilst not exhaustive, the following key factors will be considered in determining awards of Hardship Relief:

- Local employment levels;
- Potential impact on supplier chain;
- Sectoral Issues – key local sectors, emerging knowledge based sectors etc;
- Unique local service;
- Services that generate over 50% of turnover from non Hartlepool customers;
- Feasible recovery plan to demonstrate long term viability;
- Evidence of a viable 'funding mix' to overcome temporary cash flow / bad debt issues (may include assumptions on financial support from the Council);
- Evidence of cost reduction strategies, either undertaken or planned, including Director remunerations, company cars etc;
- Bank / financing support including loan / overdraft / hire purchase facilities that have been maintained / increased.

#### **5. BUSINESS SUPPORT - PROGRESS**

5.1 Towards the end of the last calendar year the Council made a commitment to local businesses to pay their invoices within 10 days. The Council is currently paying just under 80% of local business invoices within this timescale.

5.2 The Business Rates Unit is about to complete a Small business Rate Relief promotion exercise, which included an initial mail shot to businesses in the Borough that fulfilled the qualifying criteria for the relief. Where no subsequent application has been received, the Unit's officers are in process of making visits to each business to establish why an application has not been made, and if required, assist the business in completing the form.

5.2 In conjunction with the Business Rates Unit, the Economic Development Unit have designed and produced a comprehensive financial support application form. Once completed, the form will provide the Council with a detailed 'snap shot' of a business' current position, their role in the local economy, together with company information and financial data. This information will allow the application for hardship relief to be considered in the first instance by the Economic Development Unit, with subsequent recommendations being made by the Chief Financial Officer to the Portfolio Holder, for a final determination of the application.

5.3 Four local businesses in the Borough have already been adopted under the Business Support 'umbrella'. On the basis of recommendation from the

Economic Development Unit, all four businesses have had their business rates instalments rescheduled to the end of the financial year, but only three are progressing to the hardship relief application stage.

## **6. SUMMARY**

- 6.1 This report only details the initial stages of what is destined to become a medium to long term strategy to support local businesses through the recession. It is anticipated that, like the Council's strategy to support individuals and households, these initiatives will develop and evolve to include a wider range of partners and a more varied basket of support measures.

## **7. RECOMMENDATIONS**

- 7.1 That Cabinet approves the measures and initiatives outlined in the report to provide sustained levels of support to local businesses within the Borough.

# CABINET REPORT

17th August 2009



**Report of:** Head of Community Strategy

**Subject:** LOCAL AREA AGREEMENT - DELIVERY AND  
IMPROVEMENT PLAN 2009/10

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## SUMMARY

### 1. PURPOSE OF REPORT

To agree the annual Delivery and Improvement Plan (DIP) for the Local Area Agreement (LAA).

### 2. SUMMARY OF CONTENTS

Local Authorities have a statutory duty to prepare a LAA in partnership with the Local Strategic Partnership. This report presents the annual Delivery and Improvement Plan that will help to deliver the Community Strategy and Neighbourhood Renewal Strategy. It will also provide a strong platform to achieve the targets set out in the LAA and ensure action is taken to tackle the key challenges.

### 3. RELEVANCE TO CABINET

Hartlepool's refreshed LAA was agreed by Council in March 2009 and is a three year agreement (2008-11) based on the Community Strategy that sets out the priorities for Hartlepool. It forms an agreement between Central Government and a local area represented by Hartlepool Borough Council and other key partners through the Hartlepool Partnership.

### 4. TYPE OF DECISION

Non Key.

### 5. DECISION MAKING ROUTE

Draft submitted to the Hartlepool Partnership in April 2009  
Cabinet 10 August 2009

### 6. DECISION REQUIRED

To agree the annual Delivery and Improvement Plan.

**Report of:** Head of Community Strategy

**Subject:** LOCAL AREA AGREEMENT - DELIVERY AND  
IMPROVEMENT PLAN 2009/10

---

**1. PURPOSE OF REPORT**

- 1.1 To agree the annual Delivery and Improvement Plan (DIP) for the Local Area Agreement (LAA)

**2.0 BACKGROUND**

- 2.1 Hartlepool's refreshed LAA was agreed by Council at its meeting in March and subsequently signed-off by Government in April 2009.
- 2.2 The performance management arrangements for the LAA have been developed over a number of years with the annual Delivery and Improvement Plan providing a robust and well regarded framework.

**3.0 DELIVERY AND IMPROVEMENT PLAN 2009/10**

- 3.1 Theme Partnerships have taken the lead, working with staff from the Partnership Support Team and the respective departmental service planning lead officers, to prepare the Delivery and Improvement Plan (DIP) shown in **Appendix 1**. The plan contains activity to be undertaken by the Council and the other key partners delivering the LAA.
- 3.2 The LAA DIP has been developed in conjunction with Corporate Plan and work has been undertaken to ensure outcomes, actions and targets are aligned.
- 3.3 The DIP contains a plan for each of the 33 outcomes and contains the following:
- Outcome Ownership
  - Key Partners
  - Focus of Activity
  - Target Areas and Groups
  - Improvement and Local Priority Targets
  - Key Actions for Improvement
  - Risks
- 3.4 The DIP also contains plans on Partnership Working (**Appendix 2**) including self-assessments and the associated action plans as follows:

- Hartlepool Partnership Self-Assessment 2008/09
- Hartlepool Partnership Improvement Plan 2009/10
- Community Network Self-Assessment 2008/09
- Community Network Improvement Plan 2009/10

#### **4.0 QUARTERLY MONITORING**

- 4.1 Quarterly monitoring against the 2009/10 LAA DIP will commence for Quarter 2 (July-September). A six month review and end of year report on the LAA will be presented to Cabinet as part of these arrangements.

#### **5.0 RECOMMENDATIONS**

- 5.1 To approve the LAA DIP for 2009/10 and note the monitoring arrangements.

#### **6.0 BACKGROUND PAPERS**

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

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# Local Area Agreement Delivery and Improvement Plan 2009/10

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## 1 Context

A Local Area Agreement (LAA) is a three year agreement based on local Community Strategies that sets out the priorities for a local area agreed between Central Government (represented by the regional Government Office) and a local area (represented by the local authority and other key partners through Local Strategic Partnerships).

Hartlepool's LAA<sup>1</sup> is structured around the themes of the Community Strategy<sup>2</sup> and sets out agreed priorities that the Partnership will progress.

The LAA was refreshed and signed off by the Secretary of State in April 2009<sup>3</sup> and now contains a full set of targets for all of the designated improvement targets and local priority targets.

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

## 2 Development of the Delivery and Improvement Plan

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

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<sup>1</sup> Hartlepool Local Area Agreement 2008-2011

<sup>2</sup> Hartlepool's Ambition Community Strategy and Neighbourhood Renewal Strategy 2008-2020

<sup>3</sup> Hartlepool LAA Refresh submission March 2009

A plan has been prepared for each of the 33 outcomes and contains the following information:

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

A separate self-assessment and associated improvement plans for the Hartlepool Partnership<sup>4</sup> and The Community Network<sup>5</sup> have also been prepared to support the delivery of the LAA DIP.

## 3 Performance Management of the LAA

### 3.1 Our Current Approach

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

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<sup>4</sup> Hartlepool Partnership Self-Assessment (2008/09) and Hartlepool Partnership Improvement Plan (2009/10)

<sup>5</sup> Community Network Self-Assessment (2008/09) and Community Network Improvement Plan 2009/10

The Hartlepool Partnership's Performance Management Framework is well regarded. Previously the framework has been subject to Audit Commission Validation<sup>6</sup> which found the Partnership to have appropriate performance management systems meeting national Core Requirements and the most recent Corporate Assessment<sup>7</sup> found that 'The Partnership uses Performance Management well, with information openly shared and discussed between partners and robust arrangements for performance reporting and progress checking' and "Improved outcomes are being delivered almost without exception across both national and local priorities" (Audit Commission 2007).

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

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

### 3.2 Theme Partnership Delivery

Theme Partnerships are responsible for maintaining a strategic overview of the outcomes from the LAA which fall within their remit. Specific partners also take responsibility for

<sup>6</sup> Hartlepool LSP Validation Review Audit Commission July 2004

<sup>7</sup> Corporate Assessment Report Hartlepool Borough council Audit Commission March 2007

managing progress for particular work streams within the outcome framework, these arrangements are based on partners' existing arrangements to drive delivery of the LAA and manage performance.

### 3.3 Performance Management Group

Quarterly meetings are held by the Performance Management Group. The Chair of the Hartlepool Partnership and the Chair of each Theme Partnership meet to review progress and discuss key issues. These meetings enable the partnership to focus on the key area of performance in a joined-up approach to address issues. Quarterly monitoring for the LAA is collected through Covalent (a new web-based performance management database). Traffic light reporting is used to show progress against indicators and reports are summarised to enable reporting by exception to focus on the key issues.

### 3.4 Hartlepool Partnership Meetings

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

### 3.5 Hartlepool Partnership Events

The Hartlepool Partnership holds regular events to provide opportunities for citizens and service providers to meet, celebrate achievements, report progress and find out more about the key areas of work of the Hartlepool Partnership. The most recent events included the launch of the new Community Strategy "Hartlepool's Ambition", incorporating the new LAA in September 2008 and the Household Survey Results event in March 2009.

### **3.6 Performance Management Workshops**

Theme Partnership Workshops<sup>8</sup> are held annually. These information workshops enable community representatives, Board Members and others involved in the work of the Theme Partnerships to find out more about how each partnership is working. The workshops cover the progress made against targets, key issues and the actions for improvement identified. These workshops provide the opportunity to question targets and progress as well as putting forward suggestions for future work of Theme Partnerships and also facilitate the development of the LAA outcome and indicators framework.

### **3.7 Neighbourhood Action Plan (NAP) Reporting**

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

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

NAP priorities are monitored on a quarterly basis through the covalent performance management system. The Hartlepool Partnership Performance Management Group receives NAP

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<sup>8</sup> Hartlepool Partnership Performance Management Framework Workshops, Hartlepool Partnership Support Team, February 2006, March 2007, January 2008, February 2009

monitoring every 6 months and annual progress reports are taken to each of the Theme Partnerships.

### **3.8 Scrutiny of the LAA**

The current performance management arrangements in place provide a sound basis for ensuring effective scrutiny of the LAA. The legal framework for LAAs, set out in the Local Government and Public Involvement in Health Act 2007, included powers to require partner organisations to take part in scrutiny of LAA targets to which they were signed up. These powers were brought into law from 1 April 2009, The Regulations related to parts of this legislation have not yet been finalised. The Hartlepool Partnership will review its arrangements to ensure compliance with the requirements, once the national framework is complete.

### **3.9 Sustainable Development**

In the development of the LAA, the principles of Sustainable Development have been taken into consideration.

The LAA has been developed, as far as possible, to take account of the five principles of the UK's Sustainable Development Strategy<sup>9</sup>:

- Living within Environmental Limits
- Ensuring a Strong, Healthy and Just Society
- Achieving a Sustainable Economy
- Promoting Good Governance
- Using Sound Science Responsibly

The LAA also has regard to the Egan review and the definition of Sustainable Communities:

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<sup>9</sup> The UK's Sustainable Development Strategy *Securing the Future* 2005

*Sustainable communities meet the diverse needs of existing and future residents, their children and other users, contribute to a high quality of life and provide opportunity and choice. They achieve this in ways that make effective use of natural resources, enhance the environment, promote social cohesion and inclusion and strengthen economic prosperity.*

Building on the independent Sustainability Appraisal<sup>10</sup> of the previous LAA, the full Sustainability Appraisal of the Community Strategy<sup>11</sup> and with cross-reference to the Integrated Regional Framework for Sustainable Development<sup>12</sup> we have identified the key indicators in our LAA that form our reporting mechanism for sustainable development. An update report on progress against these indicators will be presented annually in the Quarter 4 end of year performance report.

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<sup>10</sup> An Analysis of the Hartlepool Draft Local Area Agreement and Sustainable Development LINK4Sustainability January 2006

<sup>11</sup> Community Strategy Sustainability Appraisal Hartlepool Partnership January 2008

<sup>12</sup> The Integrated Regional Framework for the North East of England Sustainable Development March 2008

## Outcome 1 Attract investment

Owner and Organisation – Diane Martin, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

Over the last decade there has been considerable investment in a series of capital projects that have improved the physical infrastructure of the town. This investment and the associated job creation related to these developments has seen unemployment in the town significantly reduce from a high of over 10,000 working age adults in 1985. However, due to the current economic climate there has been an increase in the unemployment rate to 6.4% in February 2009 (count of 3,545 claimants) which is the highest rate the town has witnessed in the last decade.

For the unemployment rate to be improved will partly be through job opportunities created within major regeneration programmes including Victoria Harbour, Queens Meadow, Building Schools for the Future and Hartfields Care Village.

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

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

- Although youth unemployment percentage rate has reduced from 34.5% to 31.7% the actual numbers have significantly increased. There still remains a key challenge to reduce the rate further;
- Hartlepool has the highest number of adults with no qualifications at 17.4% which is above the sub-region, region and GB rate.
- 18,540 (33.1%) of working age adults in Hartlepool are classified as workless (people without work for whatever reason including those not seeking work and residents who are economically active) which is above the GB rate.
- Unemployment in Hartlepool remains nearly double the GB rate which is currently at 3.8% although the rate of increase has been lower than the Tees Valley average increase.
- The number of working age adults on an out-of-work benefit in Hartlepool is 20.7% which compares unfavourably to the Tees Valley rate of 16.9% and the North East rate of 15.9%.



## Target Areas and Groups

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

- **Pathways to Work** – Eligibility initially is restricted to new Incapacity Benefit Claimants

- **Neighbourhood Renewal Area** Residents are specifically targeted through WNF funded projects

- **Working Neighbourhood Fund** Targeted provision at the eight most deprived neighbourhoods.

- **Specific Groups**

- Care leavers and looked after children
- Young people who are not in education, employment or training (NEET)
- Homeless
- Long term Unemployed
- Young people
- Ex-offenders
- Drug users
- Carers

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 151 Overall employment rate	65.8% (2007/08) Data Source: Annual Population Survey	67.8%	68.8%	Pathways to Work Flexible New Deal Job Centre Plus and LSC Co-financing programmes WNF and Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Employment Rate (16-24 year olds)	51.6% June 07 NOMIS	54.1%	54.4%	Pathways to Work Flexible New Deal Job Centre Plus and LSC Co-financing programmes WNF and Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre
Unemployment rate	4.3% Jan 08 ONS	3.9%	3.7%	

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Re-design of new Futures programme (previously Building Futures) to develop ILMs and apprenticeships in potential growth sectors such as the Chemicals Industry. This programme is targeted at unemployed and economically inactive residents across the Tees Valley.	Diane Martin Hartlepool Borough Council	Single Programme funding for two years of £800,000. Officer time	31 March 2009	Review of skills shortage areas with key partners including LSC and JCP. <b>November 2009</b>  Linking new Futures to sector specific employer gateways. <b>August 2009</b>
Improve inward investment, supply chain development within the sub region, and move on accommodation for new start and small businesses through the emerging Southern Business Zone (SBZ) strategy	Antony Steinberg Hartlepool Borough Council	Funding to be confirmed. Economic Development is currently exploring funding sources through public and private investment for the SBZ.	31 March 2009	Pursue funding opportunities for the UKSE site (As part of the wider SBZ strategy). <b>January 2010</b>
Establish the Town Centre Management Steering Group to effectively co-ordinate and develop the various town centre interests including: <ul style="list-style-type: none"> <li>Encouraging a well designed, attractive, clean and safe environment</li> <li>Balancing the needs of the night –time economy with those of residents</li> <li>Managing transport and car-</li> </ul>	Antony Steinberg Hartlepool Borough Council	Funding to be confirmed. Officer time	31 March 2009	First meeting to agree terms of reference and determine the priorities of the group. <b>April 2009</b>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
<p>parking needs and those of pedestrians</p> <ul style="list-style-type: none"> <li>Supporting and encouraging investment and businesses</li> <li>Tackling crime and disorder</li> </ul>				

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to maximise economic advantage to the town	Medium - likely	Maintain fully integrated business support activity and continue to fully develop appropriate business infrastructure.	Antony Steinberg - HBC	31 March 2010

## Outcome 2 Be Globally Competitive

Owner and Organisation – Antony Steinberg, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

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

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

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

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

The new method to calculate business start up statistics has changed to include vat and paye figures per 10,000 head of population. The current data released relates to 2002 to 2007 and Hartlepool has shown an increase from 24.70 to 47.90 which demonstrates an average annual increase of 3.87.

To improve the average earnings of employees in the local area will require continued investment in workforce development. There are generational issues relating to low educational attainment within Hartlepool which has led to the area having the poorest performing rate of adults without a qualification within the sub-region. Whilst up-skilling the workforce remains of paramount importance there is clearly a need to ensure that established strategies to improve the educational attainment of the local population continues.

## Target Areas and Groups

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

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

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
171 VAT Registration Rate	34.65 (Source: BERR)	41.07	47.49	<ul style="list-style-type: none"> <li>• UK Steel Enterprise Innovation Centre</li> <li>• Business Link Start up programme</li> <li>• Brougham Enterprise Centre</li> <li>• WNF Incubation System</li> <li>• Hartlepool Enterprise Development Fund</li> <li>• Hartlepool Capital Grants Programme</li> <li>• Get Serious</li> <li>• New Deal for Self Employed</li> <li>• Women's Development Fund</li> <li>• Enterprise Awareness in Schools</li> <li>• Longhill / Sandgate Improvement Scheme</li> <li>• NDC Commercial Areas Programme</li> <li>• Passport Group / Restaurant Association</li> <li>• Southern Business Zone</li> </ul>
166 Average Earnings of employees in the area	£440.60 per week ONS/NOMIS 2007	£480	£499	<ul style="list-style-type: none"> <li>• UK Steel Enterprise Innovation Centre</li> <li>• Business Link Start up programme</li> <li>• Hartlepool Enterprise Centre</li> <li>• WNF Incubation System</li> <li>• Hartlepool Enterprise Development Fund</li> <li>• Hartlepool Capital Grants Programme</li> <li>• Get Serious</li> <li>• New Deal for Self Employed</li> <li>• Women's Development Fund</li> <li>• Enterprise Awareness in Schools</li> <li>• Longhill / Sandgate Improvement Scheme</li> <li>• NDC Commercial Areas Programme</li> </ul>

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
				<ul style="list-style-type: none"> <li>• Passport Group / Restaurant Association</li> <li>• WNF Programmes to increase skills levels within the workforce.</li> <li>• Business link - Train2Gain programmes</li> <li>• Southern Business Zone</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
None				



## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Support for Businesses in the worst performing wards of Hartlepool. A new Working Neighbourhood Funded project will target and directly assist those businesses located in the neighbourhood renewal areas of Hartlepool and in particular those based in local shopping precincts, targeting the economic vitality of these businesses and subsequently improving neighbourhoods.	Mick Emerson Hartlepool Borough Council	Working Neighbourhood Funding 2009/10 - £57,000 2010/11 - £60,000  HBC Capital Funding 2009/10 - £50,000 2010/11 - £50,000	Year 1 of project to cease in 31 March 2010.  Final completion date is 31 March 2011.	Recruitment of a Business Support Officer <b>September 2009</b> .  Identify priority shopping areas within WNF and undertake extensive consultation with businesses to prioritise areas for improvement. <b>31 March 2010</b>  Undertake any physical improvement works using the Council's SCRAPT funding. <b>31 March 2010</b>
'New ways of working' pilot with Business Enterprise North East (BENE)	Antony Steinberg	HBC and BENE funding to be confirmed.  Officer time.	31 March 2010	Implementation of a joint diagnostic assessment between BENE and HBC to provide a better co-ordinated approach to sector specific companies. <b>October 2009.</b>

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to maximise economic advantage to the town	Medium - likely	Maintain fully integrated business support activity and continue to fully develop appropriate business infrastructure.	Antony Steinberg - HBC	31 March 2010

## Outcome 3 Create more employment opportunities for local people -

Owner and Organisation – Patrick Wilson, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

The number of working age adults on an out-of-work benefit in Hartlepool is 20.7% which compares unfavourably to the Tees Valley rate of 16.9% and the North East rate of 15.9%.

Also, within Hartlepool there remains core priority groups who require intensive support through mainstream activity and Working Neighbourhood Funded programmes including adults on incapacity and other sickness related benefits, people with mental health problems, young people who are not in education, employment or training (NEET), offenders, homeless and carers.

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

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

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

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

### **Target Areas and Groups**

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

Improvement Target	Baseline and Year	Target 2009/010	End of LAA Target (2010/11)	Current activity to meet target
NI 152 Working age people on out of work benefits	21.7% (2007/08) Data Source Working Age Client Group: Nomis	19.7%	18.7%	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme
NI 153 Working age population claiming out of work benefits in the worst performing neighbourhoods	33.2% Datasource 8 wards with 25% or higher from NOMIS May 2007	28%	26%	

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Youth unemployment rate (Hartlepool)	34.4% Dec 07 JSU	32.9%	32.2%	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme
Youth Unemployment rate (Neighbourhood Renewal narrowing the gap)	35.2 Dec 07 ONS	33.4%	32.5%	
NI 146 Adults with learning disabilities in employment	53 people (April 2008)	+6%	+6.5%	Jobcentre Plus mainstream (including New Deal and Pathways to Work) and ESF activity LSC ESF activity Tees Valley Works Jobsmart Consortium Working Neighbourhood Funded Programmes Building Futures Connect2Work programme Progression2Work ILM

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Develop the Flexible New Deal (FND) programme to maximise employment and training opportunities for residents within Hartlepool who are unemployed over 12 months.	Trevor Mortlock Jobcentre Plus	FND funding – Department for Works and Pensions	Five year funded programme	<p>Promotional event of the Flexible New Deal programme by prime providers to potential subcontractors <b>June 2009.</b></p> <p>Marketing event to residents on the Flexible New Deal programme. <b>August 2009.</b></p> <p>Start of the FND programme. <b>October 2009.</b></p>
Development of the Jobsmart Consortium to enhance the quality service provided to residents within the worst performing wards	Caron Auckland Hartlepool Borough Council	<p>Working Neighbourhood Funding £35,000.</p> <p>In-kind contributions by Jobsmart Consortium members.</p>	31 March 2010	<p>Continue to evolve the network meetings with providers <b>April 2009</b></p> <p>Deliver year long bi-monthly</p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				<p>training sessions to Jobsmart members in relation to the worklessness agenda. <b>April 2009</b></p> <p>Continue the Jobsmart Quality Working group <b>May 2009</b></p> <p>Jobsfairs within the central area on a 6 monthly basis to promote the Jobsmart core offer to residents. September 2009.</p>
To develop the Personal Best (Event Volunteering) programme which will enable 350 unemployed and economically inactive Tees Valley residents aged 19 plus to gain a qualification and access volunteering opportunities. These opportunities are directly linked to major sub-regional events including the Tall Ships Race in 2010 with all candidates	Maggie Heaps Hartlepool Borough Council	Learning and Skills Council (LSC)/European Social Fund (ESF) of £350,000	End of project December 2010	<p>Implementation of a Steering Group <b>July 2009</b></p> <p>Design of the Personal Best training programme <b>August 2009</b></p> <p>Start of the Personal Best Programme <b>September 2009</b></p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Establish the Employer Gateway for the Hospitality & Tourism sector. Economic Development to co-ordinate the relevant activity to meet business support needs including recruitment and training issues, business marketing advice, inward investment, up to date employment legislation guidance (in particular HR policies and procedures), business growth, funding opportunities and procurement.	Caron Auckland Hartlepool Borough Council	£10,000 of Learning & Skills Council funding.  Officer Time	31 March 2010	Establish and support existing SME cluster group from the Hospitality and Tourism to address workforce development needs. <b>April 2009</b>  Initial survey of the SME cluster group to identify skills needs of the Hospitality and Tourism sector in Hartlepool <b>May 2009</b>

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to deliver local economic objectives as a result of shifts in policies and priorities of external partners	Medium Possible	Continued engagement with key stakeholders to develop priorities in relation to the worklessness agenda	Antony Steinberg - HBC	31 March 2010



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

Owner and Organisation – Tom Argument, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

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

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

- ensure that education and training is planned in a co-ordinated manner involving all partners;
- ensure that all young people are prepared for working life;
- ensure that childcare opportunities are available for all residents of Hartlepool;

- ensure that all Key Stage 4 pupils have opportunities for vocational studies and work experience;
- ensure that all young people aged 13-19 have impartial careers advice and guidance.
- continue to support looked after children to achieve economic well-being;
- continue to support children who have learning difficulties and or disabilities to achieve economic well being
- continue to support regeneration initiatives which support the needs of children and young people;

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

- Reduce the number of young people classified as not in education, employment or training (NEET). (CYPP Ref 5.3.4)
- Improve the number of young people engaged in education, employment or training from disadvantaged groups. (CYPP Ref 5.3.3 JAR Ref Para 19)

- Increase the number of young people having the opportunity to access higher education. (CYPP Ref 5.3.6)

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

To support young people who were disaffected or in danger of being permanently excluded from school, the going forward project is working with young people aged 14-16 and is working with 16-18 who are currently not in employment or education (NEET)

Young people aged 14-19 who live in NDC wards are being supported by the Raising Aspiration project to support them in education and training

## Target Areas and Groups

Groups and target areas include:

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

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 117 16 to 18 year olds who are not in education, training or employment (NEET)	9.0% Period ending: 31/12/07	8.0%	7.4%	<ul style="list-style-type: none"> <li>• Connexions staff work closely with schools, colleges and WBL providers to target vulnerable young people at risk of becoming NEET</li> <li>• Range of initiatives in place including the HOT Project and ESF funded Going Forward Project.</li> <li>• Monthly meetings to ensure smooth operation of the referral process from Connexions to training providers.</li> </ul>
NI 116 Proportion of Children in Poverty	28.6% JSU/DWP	23.60%	19.7%	<ul style="list-style-type: none"> <li>• WNF Programmes</li> <li>• Children's Centres</li> <li>• Women's Opportunity Programmes</li> <li>• Financial Inclusion Partnership activity</li> <li>• Development of a Hartlepool Child Poverty Strategy and Action Plan</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Careers education and guidance is provided to all young people aged 13 to 19	99.5% (2007/08)	99.5%	99.5%	<ul style="list-style-type: none"> <li>• All young people receive IAG in schools and colleges from Connexions PA's, school and college mentors and tutors</li> <li>• Audit of IAG provision to measure quality of provision against new national standards</li> <li>• Development of Individual Learner Plans (ILP) and the Common Application Process (CAP) to ensure all young people receive IAG</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
The percentage of key stage 4 pupils undertaking work related and useful work experience including enterprise activities	98.7% (2007/08)	99%	99%	<ul style="list-style-type: none"> <li>• All young people in Hartlepool are entitled to 10 days work related learning and useful work experience organised by EBP</li> <li>• Aimed at KS4 pupils, all Hartlepool schools receive additional funding from central government to support the development of enterprise activities</li> <li>• Targeted initiatives such as Aimhigher, Gifted &amp; Talented Programme, Playing for Success, University of the 1<sup>st</sup> Age Enterprise Task Force and MFL Enterprise Programme</li> </ul>

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Enhance the core offer to those 14 to 19 year olds who are at risk of dis-engagement from mainstream provision or who are currently not in education, employment or training (NEET).	Mark Smith Hartlepool Borough Council	Connexions Service core funding.  Tees Valley Work (TVW) – Going Forward NEET reduction programme. Funding £637,000	March 2010	<p>TVW to organise a meeting with all the equivalent Going Forward programmes in the North East to share good practice. <b>May 2009</b></p> <p>Implement the NEET reduction strategy <b>July 2009</b></p> <p>Comprehensive review of NEET reduction programmes <b>September 2009</b></p> <p>Jobsmart Training Event- Tackling youth unemployment and NEET reduction <b>February 2010</b></p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
To reduce the Proportion of Children in Poverty in Hartlepool through the development of a CP Pledge, Strategy and Action Plan.	Patrick Wilson Hartlepool Borough Council	To be confirmed.	March 2010	<p>Endorsement of the CP Pledge, Strategy and Action Plan by the Mayor, Chief Executive and Children's Trust (CT) Chair <b>May 2009</b></p> <p>Child poverty summit - Launch of the Pledge, Strategy and Action Plan. <b>September 2009</b></p> <p>Raising Awareness of Child Poverty within LSP Themed Partnerships and NAP Forums. <b>End March 2010</b></p>

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to gain approval of Hartlepool Borough Council's Child Poverty Pledge, Strategy and Action Plan by key partners may impact on NI 116 being achieved.	Red	Launch of a Child Poverty Summit in September 2009 to raise awareness and promote the Child Poverty Pledge, Strategy and Action Plan to key partners.	Economic Development/ Children's Services	September 2009

## Outcome 5 Enjoy and Achieve

Owner and Organisation – Caroline O'Neill, Hartlepool Borough Council

### Key Partners (\*denotes overall lead) –

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

## Focus of Activity for 2009/10

The key priorities for raising achievement and standards in 2009/10 are:

- continue to implement the Primary Transformation Programme;
- implement the Building Schools for the Future and Primary Capital Programme project plans;
- continue to challenge and support schools to improve performance to national averages and above;
- continue to challenge and support schools in targeting vulnerable children and young people for additional intervention and support so that they achieve in line with or better than expected levels;
- continue to work with partners to extend and improve the quality of services for children and young people which enable them to enjoy their education, improve their well being and enrich their lives;
- ensure all children and families have access to high quality childcare and integrated services (Children's Centres/Extended Services);
- increase universal access and high quality learning and skills opportunities;
- increase universal access from disadvantaged/socially excluded groups to high quality learning and skills opportunities.
- continue to monitor underperformance amongst vulnerable and underachieving groups and target resources to meet their needs (eg) LAC;
- ensure vulnerable children and young people are helped to enjoy and achieve.
- support parents and carers in helping their children to enjoy and achieve.

## Target Areas and Groups

- WNF areas – all children, with an emphasis on children and young people who will be in Years 6 and 11 in 2009 and 2010, especially boys.
- Vulnerable children and young people, including those who are:
  - looked after
  - special educational needs, have disabilities and/or learning difficulties
  - young offenders
  - black and minority ethnic
  - mobile
  - have English as an additional language (EAL)
  - disaffected and disengaged – at risk of exclusion and becoming NEET (not in education, employment and training)
  - permanently excluded
- Priority target group is underachieving boys across all phases of education



Improvement Target	Baseline (2006/07 Academic Year)	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	38.4%	44.9%	45.8%	<ul style="list-style-type: none"> <li>• Support schools and settings in the introduction of the EYFS.</li> <li>• Implement and monitor the PNS CLLD programme.</li> <li>• Projects to support boys writing e.g. Regio visit and 10 SSP targeted Hartlepool primary schools.</li> <li>• Support for quality learning and teaching of speaking and listening across the EYFS.</li> <li>• Provide support for targeted schools and settings.</li> </ul>
NI 73 Achievement of level 4 or above in both English and Maths at Key Stage 2	75.2%	82%	84%	<ul style="list-style-type: none"> <li>• Deliver Specific Support Programme to 10 targeted schools (includes elements of PNS ISP (Intensifying Support Programme).</li> <li>• Support the development and use of PNS renewed frameworks.</li> <li>• Continue to implement and monitor PNS ECAR (Every Child a Reader) programme.</li> <li>• Provision of a range of CPD opportunities including APP, Assessment for Learning and gender issues.</li> <li>• Support schools with identification and support for under-performing groups.</li> <li>• Implement and monitor PNS ECC (Every Child Counts) programme.</li> </ul>
NI 75 Achievement of 5 or more A-C grades at GCSE or equivalent including English and Maths	39%	52%	49%	<ul style="list-style-type: none"> <li>• Support and challenge schools to improve attainment at KS4 particularly focusing on increasing the number of pupils achieving three levels improvement from KS2 to KS4 in both English and Maths</li> <li>• Conduct Individual Pupil Data Analysis and identify underperforming groups and target additional intervention, supported by the Secondary School Improvement Coordinators.</li> <li>• Support schools with the 'Near Misses' 4+ A*-C in Eng,</li> </ul>

Improvement Target	Baseline (2006/07 Academic Year)	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
				<p>maths and science where pupils are assessed around a D grade.</p> <ul style="list-style-type: none"> <li>• 'Out of hours' support for targeted Borderline C/D pupils in all schools in English and maths.</li> </ul>
NI 87 Secondary School persistent absence rate	6.00%	5.55%	5.53%	<ul style="list-style-type: none"> <li>• There are three PA schools in Hartlepool in 2008/09 (Brierton, Dyke House, St Hild's). B&amp;A Partnership has targeted resources to support schools to reduce PA.</li> <li>• PA is tracked in all secondary schools each half term. There are currently two schools in Hartlepool at risk of falling into the PA category in 2009/10.</li> <li>• The LA is on track to meet the agreed PA targets.</li> <li>• PA figures for each school and a detailed attendance breakdown was discussed at the B&amp;A Partnership in March 09. Each school was able to make direct comparisons and identify good practice and areas for improvement.</li> <li>• Sharing Good Practice: three schools and lead LA attendance officer attended regional training to disseminate best practice to support in the reduction of PA.</li> </ul>
NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	45.70%	39.30%	36.7%	<ul style="list-style-type: none"> <li>• Continue to support schools and settings in the introduction of the EYFS.</li> <li>• Continue to implement and monitor the PNS CLLD programme and extension of Phase One phonics to PVI settings.</li> <li>• Continue to develop projects to support boys' writing e.g. Regio visit.</li> <li>• Support for quality learning and teaching of speaking and listening across the EYFS.</li> <li>• Provide support for targeted schools and settings through the work of the Early Years Co-ordinators and the Area SENCO in collaboration with all relevant agencies.</li> </ul>

Improvement Target	Baseline (2006/07 Academic Year)	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	84.4%	95%	97%	<ul style="list-style-type: none"> <li>• Deliver Specific Support Programme to 10 targeted schools (includes elements of PNS ISP (Intensifying Support Programme)).</li> <li>• Support the development and use of PNS renewed literacy frameworks.</li> <li>• Provision of a range of CPD opportunities including APP, Assessment for Learning and gender issues.</li> <li>• Support schools with identification and support for under-performing groups.</li> <li>• Promotion and enhancement of quality first teaching across the curriculum in ICT through 'Hands on Support' and the use of ICT within the renewed literacy framework.</li> <li>• Promote the appropriate use of intervention/support programmes.</li> </ul>
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	80.70%	93.4%	97%	<ul style="list-style-type: none"> <li>• Deliver Specific Support Programme to 10 targeted schools (includes elements of PNS ISP (Intensifying Support Programme)).</li> <li>• Support the development and use of PNS renewed numeracy framework.</li> <li>• Provision of a range of CPD opportunities including APP, Assessment for Learning and gender issues.</li> <li>• Support schools with identification and support for under-performing groups.</li> <li>• Promotion and enhancement of quality first teaching across the curriculum in ICT through 'Hands on Support' and the use of ICT within the renewed numeracy framework.</li> <li>• Promote the appropriate use of intervention/support programmes.</li> </ul>

Improvement Target	Baseline (2006/07 Academic Year)	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 99 Children in Care reaching level 4 in English at Key Stage 2	Summer 2007 = 33%	Current Y5 cohort 43%	Current Y4 Cohort 25%	<ul style="list-style-type: none"> <li>Each cohort is identified and tracked to monitor attendance, exclusions and progress.</li> <li>Personal Education Plans are in place for all pupils with short and long term targets. These are monitored each term in school.</li> <li>LAC Summer School arranged for all KS2 pupils to encourage ongoing participation in learning activities.</li> </ul>
NI 100 Children in Care reaching level 4 in Maths at Key Stage 2	Summer 2007 = 50%	Current Y5 Cohort 43%	Current Y4 Cohort 25%	<ul style="list-style-type: none"> <li>Each cohort is identified and tracked to monitor attendance, exclusions and progress.</li> <li>Personal Education Plans are in place for all pupils with short and long term targets. These are monitored each term in school.</li> <li>ASDAN has been offered to Y5 &amp; Y6 during the Easter Holidays to enable pupils to build up credits towards qualifications.</li> <li>LAC Summer School arranged for all KS2 pupils to encourage ongoing participation in learning activities.</li> </ul>
NI 101 Children in Care achieving 5 A – C GCSE's (or equivalent) at Key Stage 4 (including English and Maths)	Summer 2007 = 9%	Current Y10 Cohort 18%	Current Y9 Cohort 25%	<ul style="list-style-type: none"> <li>Each cohort is identified and tracked to monitor attendance, exclusions and progress.</li> <li>Personal Education Plans are in place for all pupils with short and long term targets. These are monitored each term in school.</li> <li>Out of hours learning is promoted for LAC pupils to accelerate the progress they are able to make in school.</li> <li>One to One Tuition has been offered to all Y11 LAC, this has been taken up by three students.</li> <li>A residential weekend has been offered to all Y7-9 pupils to build self esteem and encourage ongoing engagement in learning, this will take place in May.</li> </ul>

Local Priority Target	Baseline (2006/07 Academic Year)	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Increase the proportion of NRA pupils achieving two level gains from KS1 – KS2 in English and mathematics at a rate which exceeds the increase for non NRA	English 5.9%  Maths 6.4%	English 4.9%  Maths 5.4%	English 4.5%  Maths 5.0%	<ul style="list-style-type: none"> <li>Targeted support has been provided to pupils through devolved finance to schools based on the number of pupils living in the NRA area and attending local schools</li> </ul>
Increase the percentage of pupils in self governing mainstream secondary schools	51.6%	73%	100%	<ul style="list-style-type: none"> <li>Two secondary schools and one 6<sup>th</sup> form college continuing to progress towards establishing a trust.</li> </ul>

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Work with the Secondary B&A Partnership to reduce the number of PA students so that no Hartlepool School is classed as a PA school by the NS.	Caroline O'Neill, HBC	Support levels to be determined and funded by the Hartlepool Secondary B&A Partnership	March 2010	
Implement all recommendations identified in the statutory guidance for the role of the Designated Teacher for LAC.	Caroline O'Neill, HBC	Support levels determined with schools and funding available through the Designated Teachers Grant 2009-10 and 2010-11	March 2011	
Continue to develop 'Transformation of Learning' as an innovative approach to raising standards in secondary schools and work closely with QCA as one of the 3 National Innovation Zones.	Caroline O'Neill, HBC	<ul style="list-style-type: none"> <li>Additional TDA funding to all secondary schools in recognition of additional AHT responsibilities around Transformation of Learning.</li> <li>Support from National Agencies e.g. TDA, QCA, PFS, BECTA, NATIONAL STRATEGIES to be provided in kind</li> </ul>	March 2011	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to consolidate upon recent improvements in achievements and standards in all Key Stages	Medium - Possible	Continue to improve overall levels of achievement and narrow the gap	Children's Services Department	March 2010

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

Owner and Organisation – Lesley Monaghan, Learning and Skills Council

### Key Partners

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

### Focus of Activity for 2009/10

The Regional Employment & Skills Partnership has identified four key priorities:-

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

Sub groups have been established to co-ordinate the regions response to the economic downturn (Skills & Employment Response Group) and partners approach to tackling worklessness and low skill levels (Regional Employability Framework Strategy Group).

Priorities for the Skills Partnership in the coming year will focus on supporting adults and employers to address their skills needs in the face of the economic downturn. Ensuring that individuals skills reflect employers needs and employers remain competitive by investing in the development of their workforce. Partners will work together to ensure that the provision available to individuals and employers in Hartlepool is high quality and flexible enough to meet identified needs.

The Community Strategy analysis identifies the following issues in the area of Lifelong Learning & Skills:-

- Hartlepool has the highest percentage of adults with no qualifications within the Tees Valley
- The number of adults attaining basic and intermediate level qualifications remains below regional and national averages
- The proportion of residents in Hartlepool with low basic skills remains particularly high in the NRA
- Achievement of Level 1 by residents in the NRA has reduced recently; achievement of Level 2 qualifications remains steady
- Further work needs to be done to improve access to formal & informal learning opportunities in the NRA
- Local employers seeking to fill vacancies indicate that applicants from the NRA do not always have the skills, behaviours and attitudes they need

The Partnership will continue to review achievement against Skills for Life, Level 2 & 3 qualifications, Apprenticeship completions and participation in Train to Gain. Engagement in learning will be monitored at Neighbourhood Renewal Area (NRA) level as well as Borough wide. Working Neighbourhoods Funds will be used to address any gaps left by mainstream funding available via the Learning & Skills Council and Jobcentre Plus.

The Skills Partnership will complement the work of the sub-regional Employment and Skills Board of Tees Valley Unlimited.

## **Target Areas and Groups 2009/10**

The following target areas and groups have been identified for the coming year:-

- Employers and employer representative organisations
- Individuals in employment and those unemployed who lack basic skills or first level 2 qualifications
- Training for individuals facing redundancy or newly unemployed
- Training places for those unemployed for 6 months or more
- Residents of the Neighbourhood Renewal Areas
- Disaffected & excluded groups in the community
- Providers of education, training & skills their partners & support agencies
- Providers of Adult Careers Information & Advice



Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 161 Learners achieving a Level 1 qualification in literacy	388 learners achieving a literacy level 1 qualification (which includes GCSE English, KS Comms, Language and Literacy) 2006	420	445	Mainstream LSC including Train to Gain, Workbased Learning, Further Education & ESF Foundation Learning Tier Job Smart consortium providers will be delivering bespoke training programmes which will look to assist unemployed residents in Hartlepool, to overcome barriers to achieving the level 1 qualifications in literacy.
NI 162 Learners achieving an Entry Level 3 qualification in numeracy	115 learners achieving a numeracy qualification (2006)	132	134	Skills For Jobs. E2E. Going Forward Project (ESF) Hartlepool Skills for Life Group
NI 163 Working age population qualified to at least Level 2 or higher	64.7% (2006)	69.6%	72.2%	Mainstream LSC including Train to Gain, Workbased Learning, Further Education & ESF
NI 164 Working age population qualified to at least Level 3 or higher	42.6% (2006)	44.5%	46.5%	Mainstream LSC including Train to Gain, Workbased Learning, Further Education & ESF

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
No. of learners achieving a level 1 qualification in literacy (Neighbourhood Renewal Area)	276 (2006)	301	319	Mainstream LSC including Train to Gain, Workbased Learning, Further Education & ESF
No. of learners achieving an entry level 3 qualification in numeracy (Neighbourhood Renewal Area)	87 (2006)	100	109	Mainstream LSC including Train to Gain, Workbased Learning, Further Education & ESF
Apprentice Framework Completions	261	294	312	Mainstream LSC Workbased Learning, Further Education, progressions from Train to Gain
Apprentice Framework Completions (Neighbourhood Renewal Area)	111	125	133	Mainstream LSC Workbased Learning, Further Education, progressions from Train to Gain Working Neighbourhood Fund projects.
Train to Gain	521	585	620	Mainstream LSC - Train to Gain.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Complete review of Skills Partnership membership & linkages with the Economic Forum	Lesley Monaghan LSC		April 2009	Evaluation forms reviewed  Findings communicated to Skills Partnership for information & decision <b>April 2009</b>
Contracts to be issued to providers to support delivery of training to individuals facing redundancy or newly unemployed	Lesley Monaghan LSC	LSC Train to Gain and ESF budget	May 2009	Providers selected as a result of Open & Competitive Tendering to be notified of outcome and briefed on delivery requirements <b>April 2009</b> Contracts to be issued <b>May 2009</b> Delivery commences May 2009
Contract to be issued to providers to support delivery of training those unemployed for 6 months or more to address barriers to employment	Lesley Monaghan LSC	LSC Adult Learner Responsive Budget Allocation	June 2009	Providers briefed <b>April 2009</b> Contracts issued <b>May 2009</b> Delivery commences <b>June 2009</b>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Develop a high quality and targeted business support package for businesses in the Southern Business Zone (SBZ).	Michael Lakinski  Business & Enterprise North East	As set out in the Memorandum of Understanding between Association of North East Councils (ANEC) and Business and Enterprise North East (BE-NE) in which commitment was given to developing a pilot project in Hartlepool.	March 2010	Undertake quarterly evaluation of progress.
Deliver Managing Community & Voluntary Organisations (MCVO) Level 2 and Level 3 courses to develop the skill levels of local volunteers.	Karen Milburn  Skillshare NE	Partnership Support Team.  Neighbourhood Element Funding.	March 2010	MCVO Level 2 commenced – MCVO Level 3 commenced -
Design workforce development programmes within the SBZ proposed package which will target key growth sectors including Engineering, Process and Energy.	Diane Martin Hartlepool Borough Council	Funding to be confirmed. Economic Development is currently exploring funding sources through public and private investment for the SBZ.	March 2010	Agree workforce development programme. <b>May 2009</b> First programme delivered. <b>September 2009</b>
Delivery of the 'On Target' project which will provide skills and learning opportunities for young people with mental health problems.	Patrick Wilson Hartlepool Borough Council	Funding from Connexions Service. In-kind support from MIND, Jobcentre Plus, Hartlepool Connexions, Economic Development, Sports Development and Hartlepool Football Club.	31 March 2010	Prepare learners for Intermediate Labour Market (ILM) interviews. <b>May 2009</b> Interviews for the ILM <b>June 2009</b> Bid for additional funding through Sports Development. <b>September 2009</b>

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
1. Impact of economic downturn leads to a reduction in employer investment in training & learner participation leading to non achievement of LAA targets	Medium	<p>Implementation of flexible measures to support employers &amp; individuals to invest in training and development</p> <p>Monthly evaluation of response to economic downturn activity completed by the Skills &amp; Employment Response Group to identify potential areas for further action</p> <p>Update the Skills Partnership on activity in this area and agree any action for improvement</p> <p>Quarterly monitoring of progress towards the LAA</p>	<p>LSC/JCP/Training Providers</p> <p>Lesley Monaghan LSC</p> <p>Lesley Monaghan LSC/ Skills Partnership</p> <p>Skills Partnership</p>	Mar 2010

## Outcome 7 Improved Health

Owner and Organisation – Louise Wallace, Hartlepool Primary Care Trust/Hartlepool Borough Council

**Key Partners** \* Acting Director of Health Improvement – PCT/HBC, HPCT Health Improvement Team, HBC, Health & Wellbeing Partnership, Public Health Strategy Group, Public Health Directorate (4 PCTs across Tees), North Tees and Hartlepool NHS Foundation Trust, North of England Cancer Network, North of England Cardiovascular Network, Improvement Foundation

### Focus of Activity for 2009/10

'A Public Health Strategy for Hartlepool 2006-2010' provides the strategic focus for the key priorities partners will focus on to improve health and well being of the population in 2009/10. The planned activity for 2009/10 is also hugely influenced by the PCT Strategy 2009/2014. This strategy will ensure the PCT is a 'World Class Commissioner' adding years to life and life to years through commissioning effective outcome focused services in partnership with a range of organisations and service providers.

During 2009/10 we will continue to focus on addressing the key priorities identified through the Joint Strategic Needs Assessment Process 2008/09. The issues we need to address are:-

- The increasing rate of sexually transmitted infections
- More than a third of pregnant women in Hartlepool smoke during pregnancy
- Smoking rates in Hartlepool are higher than the national average
- Adult obesity prevalence is higher than national average
- Mortality rate from circulatory disease in under 75 years and respiratory diseases is higher than the national average
- Cancer is the single cause of death in Hartlepool

If current local trends in mortality are maintained, there will be a 50% reduction in CVD and a 33% reduction in cancer deaths by 2010, exceeding national targets. However, even if these targets

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

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

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

### Target Areas and Groups

The most disadvantaged wards (e.g. Neighbourhood Renewal Area) need to be targeted to improve access to care and increase community based support for lifestyle change. Social Marketing approaches will be used to better target priority groups.

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 120 All-age all cause mortality	Males 859.54 Females 662.93 (2006)	Males 767 Females 558 (2009)	Males 735 Females 539 (2010)	Using a combination of activities to reduce premature deaths from the major killer diseases  Continue to promote screening programmes such as cervical and breast screening, particularly within hard to reach groups
NI 123 16+ current smoking rate prevalence	Ave. 2004/5-2006/7 1769	1769 (2009)	1769 (2010)	Continuing to maintain and monitor community based smoking cessation support.  Deliver tobacco control work through smoke free Hartlepool Alliance at a local level through regional guidance.

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

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
16+ current smoking rate prevalence (Neighbourhood Renewal Area narrowing the gap indicator)	979 4-week quitters from NRA+NDC area out of Hartlepool total quitters of 1344 (2006/07)	600 4-week quitters from NRA+NDC area out of the total target quitters of 1000	550 4-week quitters from NRA+NDC area out of the total target quitters of 900	Targeted smoking cessation support in the NRA Enhanced support to quit
Mortality Rates from heart disease, stroke and related diseases in people under 75	TBC	83.46	79.92	Continuing to implement the CHD NSF  Working with the Improvement Foundation

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
				<p>to increase local focus on identifying people at risk</p> <p>Continue to implement the CVD Primary Prevention Programme</p> <p>Continue to commission weight management services to meet locally identified need</p> <p>Continue to invest in physical activity programmes to encourage more people to take up and sustain exercise</p>
Vascular Risk Register (Vital Signs).	Currently no Practices have a register of people who have a 10 year CVD risk of greater than 20%	14/16 Practices 87.5%	16/16 Practices 100%	Continuing to promote the development of GP practice based registers of patients at high risk of CVD



## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Pilot CVD programme in selected pharmacies	Jayne Herring, PCT	PCT mainstream recurring resources	March 2010	Monitor through the Tees CVD Primary Prevention Commissioning Team
Pilot 4 pharmacy based one stop shops for smoking cessation	Carole Johnson PCT / NHS Provider	PCT Mainstream recurring resources	March 2010	Monitored on a monthly basis through Tobacco Alliance
Map out and identify effective pathways prevention, primary and secondary care for people accessing weight management and obesity services	Sue Cash, PCT	Mainstream PCT and Local Authority resources	October 2009	Monitored quarterly through the Tees Obesity Commissioning Team
Secure a single strategic provider for sexual health services to improve access to services Sexual Health	Elaine Jenkinson, PCT	PCT mainstream resources	March 2010	Monitored through PCT procurement processes

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to work in effective partnerships with Health Services	High - Possible	Development of a clear partnership agreement with the PCT for integrated services Review of existing partnership agreement and re development of a new agreement with TEWV NHS Trust for MH/LD	Nicola Bailey HBC	March 2010

## Outcome 8 Be Healthy

**Owner and Organisation –** Louise Wallace, Hartlepool Primary Care Trust/Hartlepool Borough Council

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

### **Focus of Activity for 2009/10**

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

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

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

The national priorities within the "Be Healthy" outcome are

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

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

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

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

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

During 2009/10, activity will be focussed on

- Improving uptake of childhood vaccinations, and implementing the new national HPV vaccination programme to protect against cervical cancer
- Continuing to develop the Healthy Schools programme with the aim of including all schools in the programme by July 2009
- Implementing the recommendations of the Teenage Pregnancy National Support Team
- Implement the UNICEF Baby Friendly 7 point plan in all Children's Centres
- Implement the principles of UNICEF Baby Friendly initiatives in hospital and maternity units to gain baby friendly accreditation
- Deliver the National Childhood Measurement programme

### **Target Areas and Groups**

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

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

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

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

Disadvantaged wards to be targeted to enable increased initiation of breastfeeding

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 112 Under 18 conception rates	64.08 (2005 rate)	41.3 (-45%) (2010)	34.0 (-55%) (2011)	Implementation of the Teenage Pregnancy Action Plan

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 55 Obesity among primary school age children in Reception year	9.6% (2006/07)	14%	14.5%	School Nursing Team continue to monitor growth development of Reception and Year 6 children  Continue to implement the National Childhood Measurement programme
NI 56 Obesity among primary school age children in year 6	24.2% (2006/07)	27%	27.5%	School Nursing Team continue to monitor growth development of Reception and Year 6 children
Under 18 conception rate (Neighbourhood Renewal Area)	97 per 1000 (1998) Baseline	50.8 per 1000 (2009) 48%	44 per 1000 (2010) 55%	Implementation of the Teenage Pregnancy Action Plan
NI 53 Prevalence of Breast Feeding at 6 – 8 weeks	19.9 (Q2 2008/09)	21.0%	26.2%	Health Visitors offering breast feeding support and advice  1 staff nurse employed in Hartlepool employed part time to provide additional support re breastfeeding
Smoking during pregnancy	28% (2007/08)	24%	22%	Health Visitors offer a service within Smoking Cessation  Specialist advisor employed within provider arm to co-ordinate all smoking in pregnancy work  Use of community midwifery assistants within foundation trust to provide additional support to pregnant women and their families

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Increase the number of schools achieving National Healthy Schools Status (NHSS) (performance with reward element)	64% National Healthy Schools Database	100%	100%	Providing support to maintain those schools with existing NHSS

### Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Identify GP practices with low uptake rates and support them to meet the targets for all childhood immunisation programmes	Madeleine Johnson, PCT	PCT mainstream resources	March 2010	Monitored through PCT Compliance Panel
Invest in additional capacity to lead the development of evidence based approaches to improving breastfeeding initiation and maintenance rates	Khalid Azam PCT and Danielle Swainston, HBC	PCT / Local Authority resources	March 2010	Monitored through meetings of the Children's Trust
Implement the Teenage Pregnancy action plan 09/10 <ul style="list-style-type: none"> <li>Implement the Teenage Pregnancy Communication Strategy</li> <li>Develop &amp; pilot new approach to delivering Sex &amp; Relationship Education in Secondary Schools</li> <li>Develop strategy/pathway to reduce 2<sup>nd</sup> unintended teenage pregnancies</li> </ul>	Teenage Pregnancy Partnership Board – Deborah Gibbin, PCT	Teenage Pregnancy Grant £144,000	March 2010	Quarterly performance reporting to The Teenage Pregnancy Partnership Board  Attendance at task and finish group  Attendance at task and finish group

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Develop a reward and incentive scheme based on social marketing techniques	Louise Wallace, PCT and provider organisations	Mainstream resources	March 2010	Monitor through the North of Tees Smoking in pregnancy Steering group.

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Lack of support from schools for implementation of HPV immunisation programme		Briefings for Head Teachers, School Governors, staff & parents  Targeted support where issues identified	Peter Kelly, PCT	December 2009

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

Owner and Organisation – Jill Harrison, Hartlepool Borough Council / Hartlepool PCT

**Key Partners** Hartlepool Borough Council, \* Health and Wellbeing Partnership, North Tees and Hartlepool Foundation Trust, Hartlepool PCT, Tees Esk and Wear Valley NHS Trust and Voluntary Sector Partners

### Focus of Activity for 2009/10

Adult services are underpinned by Our Health Our Care Our Say (2006) which focuses on prevention, choice, control and self directed care. More recently Putting People First and the NHS Operating Framework reinforced the need for the wider Wellbeing Agenda to be addressed by all partners and a greater focus on early interventions that support people to have more choice and control, maintain maximum independence and take an active role as a citizen within their local community.

In 2009/10 adult services will continue to progress the implementation of Putting People First through developing personalised services that support people to:

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

In order to achieve this we are implementing system wide transformation which is developed and owned by local partners including those who use services and their families.

At a local level this transformation is underpinned by a range of existing strategies and initiatives including:

- Older People Housing Care and Support Strategy
- Personal Budgets
- Joint Strategic Needs Assessment
- Voluntary Sector Strategy
- Commissioning Strategies
- Carers Strategy

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

Adult services also have a responsibility to safeguard vulnerable adults and will be working in partnership to ensure that local arrangements meet new national standards.

### **Target Areas and Groups**

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

- People with mental health needs
- Older People
- People with a learning disabilities
- People with a physical disability or sensory impairment

Targeted advice and information, guidance and signposting are also provided for lower level needs, to enable people to maintain their independence for as long as possible.

Examples of this include provision of information through Hartlepool Now and the Connected Care project in Owton.

### **Current Activity**

During 2009/10 further work will be undertaken to develop:

- A Housing Care & Support Strategy for Working Age Adults which looks at current and future needs for people with learning or physical disabilities.
- An Assistive Technology Strategy which builds on the existing success of telecare services and explores stronger links with extra care provision. This will also be informed by the Telehealth pilot for people with respiratory problems that has been commissioned.
- A personal health budgets pilot that builds on the learning from implementation of personal social care budgets and allows people with long term conditions of continuing health care needs to have greater choice and control in relation to how their health and social care needs are met.

The current Joint Strategic Needs Assessment, which looks at the health and social care needs of people living in Hartlepool and based on the information available about a range of groups and issues, identifies action that will be taken to address these areas, will be reviewed and updated to inform future commissioning intentions.

A Steering Group will take forward the action plan produced as part of the Voluntary Sector Strategy.

We will work in partnership to strengthen Teeswide Safeguarding Adults arrangements and to build capacity locally to ensure that this agenda is appropriately prioritised and resourced.



Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Ni 130 Social Care clients receiving Self Directed Support (Direct Payments and Individualised Budgets)	4.5% (2007/08)	70%	90%	<ul style="list-style-type: none"> <li>• Personalisation Work Stream Groups are in place to progress the agenda.</li> <li>• New systems are embedded within locality teams with quarterly refresher sessions to update front line staff and share issues and good practice.</li> <li>• All people who are eligible for social care are supported to complete a self assessment and are offered a Personal Budget.</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 136 People supported to live independently through social care	4148 (Q2 2008/09)	4515	4698	<ul style="list-style-type: none"> <li>• Continued focus on supporting people to live at home through development of services such as telecare, telehealth pilot and provision of information and advice through Hartlepool Now.</li> <li>• Exploration of options for increased focus on prevention including Local Area Co-ordination, expansion of Health Trainer provision and Social Marketing.</li> <li>• Consistently achieving top band rating for help to live at home PAF indicators.</li> </ul>

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Develop care and support models for Housing Hartlepool extra care developments (Orwell Walk, Bamburgh Court and Albany Court).	Phil Hornsby, HBC / HPCT	Officer Time	March 2010	
Explore best practice to deliver housing options and floating support for people with dementia.	Phil Hornsby, HBC / HPCT	Officer Time	March 2010	
Develop outcomes for and commission a user led organisation to contribute to the OP agenda, including additional user led evaluation work.	Phil Hornsby, HBC / HPCT	Officer Time	October 2009	
Commission a launch event for Dignity in Care.	Phil Hornsby, HBC / HPCT	Officer Time and HBC / HPCT Funding (already identified)	December 2009	
Review Safeguarding procedures in light of the No Secrets Review and CSCI Report and develop an action plan to implement recommendations.	John Lovatt, HBC / NT&HFT	Officer Time	March 2010	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Impact of personalisation on current social care market, including Personal Budgets and Extra Care developments.	M	<ul style="list-style-type: none"> <li>Maintain partnership working with current providers.</li> <li>Encourage market development as required.</li> </ul>	Phil Hornsby & Jill Harrison, HBC / HPCT	March 2010

## Outcome 10 Improved Mental Wellbeing

Owner and Organisation – Carl Bashford, Hartlepool Primary Care Trust

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

### Focus of Activity for 2009/10

Mental health services have been underpinned by the 10 year plan in the National Service Framework (NSF) (1999 and 2005) as well as the Social Exclusion Report (2004) and our Health, our Care, our Say (2006) focussing attention on safe effective services addressing prevention, choice, control and self directed care.

This has developed more recently, as the NSF is in its last year, to reinforce the need for the wider Wellbeing Agenda to be addressed by all partners and a focus on early interventions at an appropriate level with outcomes being achieved around access to therapies and vocational outcomes.

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

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

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

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

Improved access to interventions and new opportunities including a new workforce, social prescribing, self-help and computerised CBT are all key elements of the Improving Access to Psychological Therapies agenda which will be expanded upon and developed further through 2009/10 including engagement with Employers and Employment Services.

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

The Older Persons Mental Health Strategy has been agreed and an action plan has been developed and will be

implemented from the beginning of April over a period of 2 years.

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

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

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

#### **Target Areas and Groups**

- People experiencing mild to moderate levels of anxiety and depression
- Personality Disorder
- Older People with Dementia
- People from Black and Minority Ethnic Populations

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Number of Emergency Psychiatric Readmissions as a Percentage of Discharges	3.33 (2006)	5	4	Delivery and evaluation of a wide range of community based interventions to support people away from the need to stay in hospital, including crisis and intensive home treatment. Commencement of evaluation and review of stays over 30 days. Excellent Multi disciplinary discharge planning
Reducing Prescribing rates of Antidepressants	1826.67 (2006/07)	1720.00	TBC	Expansion of Improving Access to Psychological Therapy Project across whole of Hartlepool. Joint Working between TEWV/ MIND, continuing delivery of alternative interventions in community settings.. Provision of awareness raising and support sessions in workplace and job seeker settings, and work with people who have had their homes repossessed

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Expansion of Improving Access to Psychological Therapies Services	Carl Bashford Hartlepool PCT/ HBC	New recurrent national funding (exact amount to be confirmed)  New investment from Hartlepool PCT (exact amount to be confirmed)	March 2010	<p>Agree new funding sources required to deliver IAPT April 2009 Award Tender for New Services <b>June 2009</b></p> <p>New Service Delivery <b>September 2009</b></p> <p>Existing Service providers (Hartlepool MIND and TEWV to work with new provider to deliver a whole system approach, <b>October 2009</b>.</p> <p>Develop options for whole system deliver of IAPT to include whole systems including Health Trainers. <b>March 2010</b></p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Develop and deliver the first years objectives of the Older Person Mental Health Action Plan	Lorraine Ferrier Tees, Esk and Wear Valleys NHS Trust		March 2010	<p>Complete and agree plan by May 2009 Review progress against actions in <b>October 2009</b></p> <p>Review and explore accommodation needs for people with Dementia by March <b>2010</b></p>
Deliver improved awareness raising and support services within Employers and employment outcomes for people who access services	Patrick Wilson Hartlepool Borough Council	Funding requirements and source to be identified £50 000 may be available through DH for one year only.	March 2010	<p>Develop implementation plan for engaging Employers, <b>June 2009</b></p> <p>Agree links with IAPT related initiatives <b>July 2009</b></p> <p>Identify appropriate provider to deliver services from <b>September 2009</b></p> <p>Evaluate Services <b>March 2010</b></p> <p>Monitor Employment Support Projects on outcomes of people returning to paid employment <b>October 2009</b></p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Implement Shape Up project to improve diet, exercise and general physical health for people with long term mental health needs.	Mark Rushforth Tees Esk and Wear	Pilot funded through collaborative work across North of Tees	March 2010	Commence Pilot Project <b>April 2009</b>  Complete and Evaluate Pilot <b>August 2009</b>  Decision around roll out of Project <b>November 2009</b>

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to work in effective partnerships with Health Services	High - Possible	Development of a new agreement with TEWV NHS Trust for MH/LD	Jill Harrison HBC	March 2010



## Outcome 11 Access to Services

Owner and Organisation – Jill Harrison, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

Access to services and increased choice remain key national and local priorities the focus of delivery for 2009-10, ensuring all patients experience the very best quality services available and that these services make a real difference in improving outcomes is the focus of the operating framework and national policy document *High Quality Care for All*. This has been further translated into a vision for the North East, *Our Vision Our Future* and the PCT strategy which sets out the NHS commitment to improving services and outcomes for local people.

We have made excellent progress in tackling some of the key aspects of quality that matter most to local people, drastically reducing waiting times for hospital care and treatment and improving patient experience with the establishment of new primary care services and extended hours of availability.

From December 2008, the minimum expectation of consultant-led elective services will be that no one should wait more than 18-weeks from the time they are referred to the start of their hospital treatment, unless it is clinically appropriate to do so or they choose to wait longer. This target will need to be maintained, and ensure that the patient experience reflects delivery of this standard other than for

reasons such as choice or clinical requirement. Minimum operational standards of 90 per cent (admitted patients) and 95 per cent (non-admitted patients).

In addition we will need to ensure that recently procured GP services improve availability to GP services (Health Centre offers 12 hours per day, 365 days per year on a walk in basis) and that a range of GP practices continue to offer extended opening outside core hours that reflect local need.

Hartlepool continues to have good access to NHS dental services however, the PCT is reviewing dental commissioning strategies, to ensure there is a focus on prevention and to improve equity of services across the town.

One of the greatest local challenges is the delivery of greater equity with regard to health outcomes. To meet this challenge, the differences in the health status and outcomes within and between our different communities must be addressed.

Older and vulnerable people will continue to be supported having access to foot care, intermediate care services when required and through the expansion of telehealth and telecare services, will be supported to remain independent for longer

or accessing care urgently when they have health and care needs.

The National Carers' Strategy<sup>3</sup> sets out how we can ensure that we support carers. The Hartlepool multi- agency Carers Strategy details plans to ensure services are planned and delivered to meet local need.

Preparation will begin this year to introduce a range of additional screening campaigns in respect of cancer and CVD conditions. The new CVD screening programme has commenced offering screening for high risk individuals between the ages of 40 and 74.

Consideration will also be given this year to reviewing Out of Hours services to ensure local people experience integrated care through a range of urgent/ unplanned care services available in their community.

Practice Based commissioners will play a key role in reviewing local services and redesigning pathways, supporting *Momentum Pathways to Healthcare* that will see a greater range of services delivered in the community.

We will continue to maximise opportunities presented by further integrated of health and social care provision and local projects such as Connected Care.

### **Target Areas and Groups**

Improved access to appropriate high quality services is a universal outcome affecting the whole population.

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

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	12% (2006/07)	14%	16%	<ul style="list-style-type: none"> <li>Carers Strategy and Action Plan now in place to increase assessments and access to services</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Access to Equipment and Telecare	84% (2006/07)	90%	93%	<ul style="list-style-type: none"> <li>Target set to maintain top quartile performance, in line with direction of travel for department promoting the personalisation agenda.</li> </ul>
NI 132 Timeliness of social care assessments (all adults)	88.5% (2006/07)	92%	93%	<ul style="list-style-type: none"> <li>Target set to maintain top quartile performance, in line with direction of travel for department promoting the personalisation agenda.</li> </ul>
NI 133 Timeliness of social care packages following assessment	82% (2006/07)	86%	87%	<ul style="list-style-type: none"> <li>Target set to maintain top quartile performance, in line with direction of travel for department promoting the personalisation agenda.</li> </ul>
Percentage of GP practices offering extended hours to their patients (Vital Sign)	18.75% (as at 29 February 2008)	56%	61 %	<ul style="list-style-type: none"> <li>During 2008/9 practices were commissioned to improve access through the extension of opening hours. Whilst the 50% target has been achieved there is still a need to monitor the target to ensure this is maintained and to encourage improvement.</li> </ul>

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Include initial carers assessments as part of Self Assessment Process	Dale Owens – HBC	Officer Time	Sept 2009	
Ensure all 'carer services' are appropriately recorded on Carefirst system	Dale Owens – HBC	Officer Time	Dec 2009	
Develop and implement revised eligibility criteria for Telecare	Dale Owens – HBC	Officer Time	Sept 2009	
Develop an Assistive Technology Strategy	Dale Owens	Officer Time	Dec 2009	
Develop and deliver communication strategy to publicize new practices and walk in health centre	Paul Frank, PCT	Officer time	June 2009	
Monitor delivery of new registrations and ensure KPIs delivered	Sue Greaves, PCT	Officer time	Mar 2009	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to work in effective partnerships with Health Services	High – Possible	Finalisation of partnership agreement with the PCT for integrated commissioning and with North tees and Hartlepool Foundation Trust for provider services	Jill Harrison, HBC	March 2010
Patients do not attend for screening	medium	Clear communication strategy. Offer letter focused with clear explanation of programme	Jayne Herring, PCT	March 2010
Patients do not register with new practices	High-possible	Clear communication strategy. Strong contract management arrangements	Paul Frank, PCT Sue Greaves PCT	March 2010

## Outcome12 Reduced (total) crime

Owner and Organisation – Brian Neale, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

The Partnership conducted its second strategic assessment in 2008, covering a twelve month period from October, 2007 to September, 2008.

This strategic assessment process contributes to the Safer Hartlepool Partnership strategy, 2008 – 2011, which will tackle crime, disorder and substance misuse in Hartlepool.

The strategic objectives are;

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

The Annual Priorities for 2009 /10 are:

1. Violent crime, including domestic abuse.
2. Acquisitive crime.
3. Alcohol treatment and delivery of the 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.

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

The Partnership has multi agency themed groups, addressing identified priorities, each group working to an agreed action plan, which ensures coordinated reactive and proactive activity. The performance of each group being reported to the Partnership Business Group (formerly known as the Planning and Performance Group)

### Target Areas and Groups

*Target areas:* The whole town, Crime ‘hot spot’ areas, as identified by analysis, Vulnerable Localities, as identified by analysis, Town Centre

*Groups:* All residents, Businesses within the town, Vehicle owners, Victims, Perpetrators of domestic abuse

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 16 Serious acquisitive crime rate	1500 crimes = 16.47 per 1000 population	1440 = 15.81 per 1000 population	1410 = 15.48 per 1000 population	<ul style="list-style-type: none"> <li>• All repeat and vulnerable victims are contacted and receive crime prevention advice and security improvements, as appropriate.</li> <li>• Ringmaster / Neighbourhood Watch</li> <li>• Walk in Burglary campaign and No Cold Calling zones</li> <li>• Deploying solutions on an intelligence led basis to 'design out' crime.</li> <li>• Targeted multi agency operations.</li> <li>• Targeted campaigns.</li> <li>• Targeted publicity.</li> <li>• Intelligence led approach.</li> </ul>
NI 20 Assault with injury crime rate	(2008/09) 7.77 per 1000 population = 710 crimes	7.45 per 1000 pop. = 681 crimes	7.14 per 1000 pop. = 653 crimes	<ul style="list-style-type: none"> <li>• Police enforcement.</li> <li>• Introduction of Poly carbon glasses.</li> <li>• Targeted resources.</li> <li>• Continuation of Partnership activity and intervention, in order to achieve targets.</li> <li>• Targeted operations, e.g. Operation Outreach.</li> <li>• Targeted publicity and media campaigns, e.g. with local businesses.</li> <li>• Development of Perpetrator programme, e.g. prioritisation to males and same sex couples.</li> <li>• Development of Harbour website to reflect above activity.</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
None				

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Development / implementation of processes in delivery of domestic violence services and identification of service gaps across Hartlepool.	Cleveland Police, supported by Harbour	Funding and resources to undertake action.	March, 2010	Identify / agree processes and identify appropriate delivery agents.
Develop take up of outreach services by hard to reach groups	Harbour and Hart Gables, supported by Community Safety Team.	Identification of funding to support services. Partnership support to identified workers	November, 2009	Develop structure to support service delivery
Enhance problem solving methodology with partners to addressing Acquisitive crime issues.	Cleveland Police.	Resource support and training provision by SHP, to the Acquisitive Crime Group.	January, 2010	Develop focused action plan, which will underpin a problem oriented approach to issues.

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Insufficient capacity of Safer Hartlepool service to meet demand through lack of commitment from partners	Amber	Commission community based alcohol services and support  Ensure delivery of the actions within the Prevent local action plan  Improve access to stable accommodation	Alison Mawson HBC	March 2010

## Outcome 13: Reduced harm caused by illegal drugs and alcohol

**Owner and Organisation – Chris Hart, Hartlepool Borough Council**

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

### **Focus of Activity for 2009/10**

In response to the Governments 10 year Drug Strategy – Drugs: Protecting Families and Communities (February 2008), Safer Hartlepool Partnership are required to provide a wide range of services and initiatives that will achieve the following aims:

- prevent harm to children, young people and families affected by substance misuse
- deliver new approaches to drug treatment and social reintegration
- provide public information campaigns, communications and community engagement and
- protect communities through robust enforcement action to tackle drug supply, drug related crime and anti social behaviour (this is addressed in activity related to Outcome 15 Reducing Offending and Re-offending).

Each year there is need to undertake a comprehensive needs assessment and provide detailed annual action plans that will achieve associated key performance indicators and targets agreed with and then performance managed by the National Treatment Agency. There are

also strategic links and associated targets shared with the Young People Substance Misuse Plan now delivered by Hartlepool Children's Trust, Reducing Reoffending Plans, the PCT's Public Health Agenda and the Joint Strategic Assessment.

Over the past ten years the aim has been to develop a wide range of services and get individuals into treatment, establish the Drug Intervention Programme (DIP) which targets drug using offenders to cut crime and ensure Partnership working across agencies and departments to tackle this cross cutting issue.

Positive results since 2006/07 include nearly 50% increase in numbers into treatment, the criminal justice initiatives were successful, and there are joint projects and activities with a wide range of agencies particularly the Primary Care Trust, Probation, Police and the voluntary sector.

There have been several inspections by the Healthcare Commission and National Treatment Agency in which the services were rated good or excellent.



In 2008/09 the local drug Strategy and Plans were assessed as green and achieving the majority of targets, but not delivering the forecasted number of drug users into effective treatment and with poor performance in terms of planned discharges from treatment.

These performance issues will be addressed in 2009/10 along with the following key priorities: to maintain and where necessary improve drug treatment; with the PCT to extend primary services in Pharmacies and from GP's; to increase harm reduction initiatives that include campaigns and raising awareness and knowledge within families and to the wider community; to strengthen accommodation, employment and reintegration opportunities for substance mis-users; and most importantly to extend and build on the success of the Family Intervention Programmes by providing more services that will address the needs of parents, carers, and significantly children in of substance misusing families.

Whilst there is a clear national drug strategy and dedicated funding for drug misuse there is very limited money available locally for alcohol services and support resulting in major concern in how to maintain and expand the current alcohol model as required. Resolving this situation will be the biggest challenge and priority for the coming year.

## **Target Areas and Groups**

The recent needs assessment confirms substance misuse issues across the town however there will be a some added focus on Stranton, Dyke House and the Burn Valley area where there are concentrations of drug related dealing, crime and anti-social behaviour.

Adults using Class A drugs and drug using offenders remain a key target group however as drug treatment continues to improve there will be a stronger focus on delivering alcohol treatment for the high levels of dependant drinkers generally 25 -35 year old males.

The other priority groups are young people encouraging them to develop sensible drinking habits and children (and families) affected by an individual's substance misuse i.e. the Hidden Harm agenda.

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
None				

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 40 Drug Users in Effective Treatment	Baseline updated to 717 In August 2008 (from 690)	5.4% increase on 2007/08 baseline	6.7% increase on baseline	<p>Both drug and alcohol treatment will be commissioned and can be accessed from the Whitby Street Centre. Services include specialist prescribing for opiate and alcohol misuse, general health care for users and their families, stimulant support, structured counselling, assertive outreach, activities and aftercare support around accommodation and training.</p> <p>There is an annual programme of campaigns and events, training sessions that include first aid, overdose prevention and safety as well as harm minimisation support that includes vaccinations, needle exchange, supervised consumption and drug litter collection.</p> <p>Work will continue to increase competencies across all agencies to identify, screen and provide brief interventions for alcohol. With Housing providers there will be continued activity to secure appropriate accommodation and in line with the governments agenda there are requirements to strengthen work with Jobcentre Plus and employment initiatives.</p>

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Develop primary care services with GP's and Pharmacists	Chris Hart Hartlepool Borough Council	PCT Strategic Commissioning Officer Local enhanced contract Contract and performance management PCT funded	Sept 2009	
Secure and extend alcohol services and support	Richard Harrety PCT /Adult Services Integrated Commissioning  Hartlepool Primary Care Trust	PCT/ACS Integrated Commissioning Team  PCT funding	June 2009	
Develop services to address Hidden Harm and parental substance misuse	Chris Hart Hartlepool Borough Council	SHP/DAT Commissioning Team  Adult Pooled Treatment Budget	June 09  Oct 09  Dec 09	Audit collection of data Ensure compliance with national data bases Renegotiate SLA's and remodel services As appropriate
Increase stimulant services and support	Chris Hart Hartlepool Borough Council	SHP/DAT Commissioning Team  Adult Pooled Treatment Budget	Sept 09	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Insufficient capacity of Safer Hartlepool service to meet demand through lack of commitment from partners	Amber	Commission community based alcohol services and support  Ensure delivery of the actions within the Prevent local action plan  Improve access to stable accommodation	Alison Mawson HBC	March 2010
Limited uptake of primary care by GP's	High	(i) Provide local enhanced contract (ii) Promotional Forums and events to GP's	(i) PCT (ii) PCT and SHP (iii) Specialist provider to extend care service	(i) June 09 (ii) June 09 (iii) Sept 09
Non-recurrent funding for Alcohol services	Medium	(i) Establish robust data collection and evaluation information (ii) Engage all Partners in Commissioning Strategy and future decisions (iii) Ensure inclusion in PCT - LDP for 2010/09 (iv) Secure additional alcohol funding as appropriate	(i) Providers and Commissioning Team (ii) Chris Hart/JCG  (iii) PCT substance lead –MJ  (iv) JCG & PCT	(i) Sept, Dec 09 (ii) October 09  (iii) Nov/Dec 09 (iv) Dec 09

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

Owner and Organisation – Sally Forth, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

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

- to enhance activity to tackle underage drinking and alcohol abuse.
- to focus on parental responsibility
- to improve community engagement
- to create intergenerational projects

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

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

The successful integration of Neighbourhood Policing and Neighbourhood Management has been recognised by the

National Police Improvement Agency identifying 173 York Road as an exemplar site for *“its excellent community empowerment, resident accountability and the remarkable example of co-location in York Road”*.

The partnership's approach to problem solving ensuring a holistic approach is taken to address neighbourhood concerns demonstrates our commitment to Community Engagement and Reassurance, however we recognise more work is required to improve and develop community cohesion.

### Target Areas and Groups

The target groups are

Young people who drink

Parents of young people found drinking

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

Landlords of privately rented properties

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 17 Perceptions of anti-social behaviour	20.9% (Place Survey 2008)	No Place Survey during 2009/10	17.7%	Assertive Outreach work on a Friday night by the FAST team accompanied by a range of other workers such as Anti-social Behaviour officers and Estates Officers. Young people are referred on to Diversionary activities The intergenerational Tolerance group has a communications strategy to release good news stories. Housing Hartlepool report activities of their tenancy relations and enforcement team through the regular tenant's newsletter. All agencies co-ordinate to target resources on hotspot areas.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Criminal damage	2412 (2007/08)	2252	2171	Crime prevention advice; target hardening activity. Robust investigation of all reports Hotspots identified and plans made to address issues.
Deliberate Fires	812 (2007/08)	741	711	The ASBU makes referrals to the Firesetter Intervention project for all young people reported as setting fires. Arson education is covered at the Anti-social Behaviour Awareness Day for all year 8 pupils. Comprehensive planning in the run up to 5 <sup>th</sup> November includes removal of accumulations which could be set alight within 24 hours.
Deliberate Fires in <i>the Whatever it takes area – within Owton ward</i>	(2008/09) 67	7% reduction on baseline = 62	7% reduction on 2009/10 total	This is a new indicator to replace the NRA deliberate fires target

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Carry out evaluation of the Good tenant Scheme	Sally Forth - HBC	Existing resources	December 2009	
Assertive outreach work to take place in hotspot areas, joining up resources from the Straightline, ASBU and FAST teams	Leigh Kane, FAST team	YCAP funding £92,000	March 2010	
New Support programme developed to replace the Life Programme.	Cleveland Fire and Rescue Service – Dave Turton	TBC	TBC	
10 Stay Safe Operations to be carried out through 2009/10.	Jacqui Gofton - YOS	Youth Crime Action Plan funding - £26,000	March 2010	
Open Young person's drop in at St Patricks Shops, an area that has been a regular hotspot for ASB	Angela Wilcox, Manor Residents	NAP funding SHP capital funding	Facility to open by September 2009. Young people to be involved in setting target outcomes - October 2009	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Insufficient capacity of Safer Hartlepool service to meet demand through lack of commitment from partners	Amber	Commission community based alcohol services and support  Ensure delivery of the actions within the Prevent local action plan  Improve access to stable accommodation	Alison Mawson HBC	March 2010

## Outcome 15: Reduced offending and re-offending

Owner and Organisation – Chris Catchpole, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

Reducing offending and re-offending continues to be a strategic objective within the Safer Hartlepool Partnership crime, disorder and substance misuse strategy 2008-2011. It also forms part of the Government's drug strategy: protecting families and communities 2008-2011.

Through Partnership working and the introduction of co-location of teams, a more effective, case co-ordinated approach, to the management of offenders will be realised.

Adult repeat offenders will be targeted by the resources of the Police and Probation, supported, when required, by the staff of the Reduction of Reoffending Team.

Schemes such as the Prolific and other Priority Offender Scheme and Drug Interventions Programme, will continue to track, monitor and refer offenders into appropriate wrap around services, including Drug and Alcohol Treatment, whilst also challenging criminal behaviour through a series of legislative "Tough Choice" elements.

The "Team Around the Secondary School" (TASS) will be implemented in all secondary schools so that all young people at risk will be brought to the attention of a multi-agency panel and assessment will ensure interventions are based on identified risk factors .

The Youth Crime Action Plan will be implemented with a Youth Offending Service (YOS) worker linking with the police custody suite and the TASS when a young person comes to the attention of the police. Reparation will be extended and undertaken on evenings and weekends.

The overall focus will be to reduce offending, through better information sharing, targeting and risk assessment, providing timely interventions and a more effective 'grip' of those causing the most harm in the community.

### Target Areas and Groups

Adult Offenders selected as Prolific and other Priority Offenders, High Crime Causers, those on the caseload of the Drug Interventions Programme and those receiving community orders, in particular Drug and Alcohol misusing offenders.

Young people subject to community orders/ custody, and identified as the Deter Group of the PPO scheme, at risk of serious harm or subject to Intensive Supervision and Surveillance Programme, and young people who are deemed to be 'at risk' of first time offending.



Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 38 Drugs related (Class A) offending rate	Out-turn for Jan-Mar 2008 cohort. Final data available July 2009. Emerging baseline: 1.38	Average 21.1% below baseline across 09/10 and 10/11 cohorts  Rate at end of 2010/11 = 1.00		<ul style="list-style-type: none"> <li>• Drug Testing on Arrest</li> <li>• Required Assessment</li> <li>• Assertive Outreach Services</li> <li>• Police Enforcement</li> <li>• Court Restrictions on Bail</li> <li>• Conditional Cautioning</li> <li>• Probation Offender Management</li> <li>• Drug Treatment and Wraparound Services</li> <li>• Diversionary Activities</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 18 Adult re-offending rates for those under probation supervision	Baseline 2007/08  Predicted numbers of offenders who re-offend 371 v Actual number who re-offended 393	Quarter by quarter improvement to aim toward LAA end target	Change in baseline of at least -9.9% by end 2010/11  (334 or less Offenders who re-offend)	<ul style="list-style-type: none"> <li>• Probation focus on high crime causing offenders</li> <li>• Probation restructured to be co-terminus with area JAG teams and neighbourhood policing</li> <li>• Robust sentencing, enforcement and compliance to be deployed at those at most risk of re-offending.</li> </ul>
NI 19 Rate of proven re-offending by young offenders.	(Jan-March 2005) Conviction rate 1.62	Conviction rate 1.50	Conviction rate 1.45	<ul style="list-style-type: none"> <li>• Education, training and employment</li> <li>• Accommodation</li> <li>• Police Enforcement</li> <li>• Intensive Supervision and Surveillance Programme (ISSP)</li> <li>• Resettlement and Aftercare Programme (RAP)</li> <li>• Youth Offending case management</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 30 Re-offending rate of prolific and priority offenders.	(2007/08) 214 convictions	Reduction of 19% against the baseline to 174 convictions	Reduction of 20% against the baseline to 172 convictions	<ul style="list-style-type: none"> <li>• Targeted monitoring</li> <li>• Drug Testing on Arrest</li> <li>• Required Assessment</li> <li>• Assertive Outreach Services</li> <li>• Police Enforcement</li> <li>• Court Restrictions on Bail</li> <li>• Conditional Cautioning</li> <li>• Probation Offender Management</li> <li>• Drug Treatment and Wraparound Services</li> <li>• Diversionary Activities</li> <li>• Links with YOS</li> </ul>
NI 111 First time entrants to the Youth Justice system aged 10–17 Per 100,000 population of that age group (10,213)	(2005/06) 2290 per 100,000 population = 234 actual number of young people	2180 per 100,000 population = 223 actual number of young people	2070 per 100,000 population = 211 actual number of young people	<ul style="list-style-type: none"> <li>• Team Around Secondary School (TASS)</li> <li>• Youth Inclusion Programme (YIP)</li> <li>• Prevention Awareness Course</li> <li>• Straightline Project (Alcohol awareness/education)</li> <li>• ASBAD annual event</li> <li>• ASB interventions such as Acceptable Behaviour Contracts</li> <li>• Parenting programmes</li> <li>• Family Intervention Project</li> </ul>

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Explore actions to reduce instances of breaches of Bail.	Russell Portues/Probation	Neighbourhood Policing Reduction of Reoffending Team Teesside Probation Service	Oct 09	
Improved communication and information sharing between Young offender and Adult services to reduce risk of young offenders falling through the net and escalating offending once they leave youth offending services.	Danny Dunnleavy/HBC	Teesside Probation Service Youth Offending Service Prolific and other Priority Offender Scheme Drug Interventions Programme Reduction of Reoffending Team	Oct 09	
Explore potential to introduce Alcohol Treatment Requirements in Hartlepool	Russell Portues/Probation	Funding to be sourced (£80k) Albert Centre Alcohol Arrest Referral Teesside Probation Service	Dec 09	
Review accommodation referral route in accordance with Hartlepool Supported Housing Panel to help prevent homelessness for those vulnerable groups such as offenders and those with substance misuse issues.	Chris Catchpole/HBC Russell Portues/Probation	Supported Housing Panel HBC Housing Advice Team Good Tenant Scheme Service Providers Assertive Outreach Services Dip Bond Scheme Teesside Probation Service Drug Interventions Programme Main Grant	Dec 09	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Inability to deal with increasing numbers of young offenders and those 'at risk' referred to Hartlepool Intervention Panel	Amber	Establish new service at the Police custody suite which aims to prevent those young people arrested for first time from committing further crime	Danny Dunleavy HBC	March 2010

## Outcome 16 Stay Safe

Owner and Organisation – Sally Robinson, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

Providing safe and secure long term placements for children looked after is essential to improving their life chance benefits. This is a key priority for local authorities and partner organisations as corporate parents and enshrined in recent legislation in the Children and Young Person's Act 2008. The placement market place has changed significantly over the last five years and there is a need to pursue a mixed economy of placements to meet the varying needs of local children. The staffing arrangements of the fostering and adoption service has been strengthened to meet the challenges of the changing external environment and operate effectively in this marketplace. The council has also entered into a preferred provider contract arrangement with an independent fostering agency.

Safeguarding children requires timely and effective interventions for those at risk. There has been high level scrutiny of multi agency arrangements to safeguard children in recent months culminating in the publication of a report prepared by The Lord Laming '*The Protection of Children in England: A Progress Report*'. Hartlepool Local Safeguarding Children Board and the Children's Trust have lead responsibility for ensuring that arrangements for child protection and safeguarding are effective and timely and have key role in challenging standards of practice and leadership.

Arrangements for the inspection of safeguarding services will also change with effect from 1 April 09 with unannounced safeguarding inspections being undertaken by Ofsted.

There is a need to strengthen the referral and assessment process creating a robust structure which delivers consistency, a point of contact for those seeking advice and an infrastructure to effectively signpost to other services. A service restructure is in progress which will develop an enquiry and assessment team releasing capacity within other teams providing longer term interventions for children and their families with acute and complex needs. The restructure will also include a consolidation of family resource teams bringing them together under one manager to deliver coordinated packages of family support.

Children needs should be met at the lowest level of intervention. Planning collaboratively with the Planning and Integration Division to increase the integration of services enables the service to strengthen services to children in need, deliver seamless services and support children into targeted and universal services as level of need reduces.

### Target Areas and Groups

Children across the town who are looked after

Children across the town who are subject to protection plans

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
None				

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Children who became the subject of a CP Plan, or were registered per 10,000 population under 18	40%  2027SC - KIGS CH03 APA – September 2007	35%	30%	<ul style="list-style-type: none"> <li>Strengthen early intervention and support to prevent escalation of problems and harm</li> <li>Only children who meet threshold criteria for CP are managed within that system with robust and timely reviews in place</li> </ul>
NI 62 Percentage of Children Looked After at 31 March with three or more placements during the year	14.9% (2006/07)	12.5%	12%	<ul style="list-style-type: none"> <li>Improve commissioning arrangements with independent providers</li> <li>Cases where 2 or placement moves have taken place are monitored by Head of Business Unit and support packages developed</li> <li>All requests for placements must be considered by the Placement Panel</li> <li>Continued robust implementation of Special Guardianship policy</li> </ul>

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Establishment of a multi agency safeguarding management group which will monitor safeguarding processes and identify and take action on development	Maureen McEnaney and multi agency safeguarding lead officers health, police, probation, education	No resource implications	March 10	<ul style="list-style-type: none"> <li>Group to be established with terms of reference (June 09)</li> <li>Agree and implement service development actions (March 10)</li> </ul>
Family Resource Teams to be consolidated into one team with a manager to deliver a range of comprehensive family support packages	Sally Robinson	No resource implications	March 10	<ul style="list-style-type: none"> <li>Service restructure and team manager appointed (July 09)</li> <li>PID developed (September 09)</li> <li>Benchmarking best practice activity (Dec 09)</li> <li>Team in place and providing services (March 10)</li> </ul>
Matching Needs and Services Exercise and foster care gap analysis completed to inform foster care recruitment strategy and service development plan	Jacky Yeaman Vaas/Keith Munroe	No resource implications	December 09	<ul style="list-style-type: none"> <li>Matching needs and services exercise completed re children</li> </ul>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
				<p>becoming looked after 2007-2009 July 09)</p> <ul style="list-style-type: none"> <li>• Foster care gap analysis completed (July 09)</li> <li>• Recruitment strategy and service development plan produced (Dec 09)</li> </ul>
Review and revise the Child Looked After Strategy reflecting the new statutory requirements and priorities as outlined in the Children and Young Person's Act 2008 and Care Matters.	Sally Robinson	Care Matters grant and existing resources	November 09	<ul style="list-style-type: none"> <li>• Convene strategic development group (June 09)</li> <li>• Strategy produced (November 09)</li> </ul>

## Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to plan future needs and provide services to meet needs of children who require safeguarding	Extreme - Possible	Activities to develop services across underway -	Sally Robinson	March 2010

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

Owner and Organisation – Ian Bond, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

Opportunities for volunteering in nature conservation activities are provided by a wide variety of partners. The work of volunteers is crucial to the successful management of a number of nature reserves in the Borough and also provides information on the state of the local environment. Volunteering in these activities brings associated benefits in physical and mental health and employability for those participating.

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

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

### Target Areas and Groups

Designated sites throughout Hartlepool

Mental Health Groups who benefit from involvement in volunteering activities.

Unemployed people who gain work experience.

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

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



Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Number of volunteer days spent working on nature conservation	694 (2007/08)	708	715	Provision of volunteer opportunities is ongoing.
NI 197 Proportion of Local Wildlife & Geology Sites where active conservation management is being achieved*	8 (2007/08)	11 (24.5%)	12	Various partners manage certain of the Local Sites

### Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Identify and contact partners who are providing nature conservation volunteer opportunities	Ian Bond HBC	Officer time	June 2009	
Coordinate the preparation of the new Local Development framework embodying the core principle of sustainable development and climate change	Richard Waldmeyer	Evidence base funding provided by HBC (£50,000)	March 2010	Produce Preferred Options for Core Strategy (March 2010). Enhance evidence base through preparation of retail survey (March 2010)

### Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to provide a 'sound' Planning Policy Framework	Amber (High – Possible)		Derek Gouldburn HBC	March 2010

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

Owner and Organisation – Albert Cope, Hartlepool Borough Council

### Key Partners (\*denotes overall lead) –

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

### Focus of Activity for 2009/10

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

Greater emphasis on high residential areas and back streets is required to improve these areas to the standard of the town as a whole, adopting the safer, cleaner & greener Initiative which has proved successful in other areas. We are also committed to more effective service delivery, greater beautification of the town, increased customer satisfaction with the service, increased customer base and greater involvement with partners and community groups.

Beautification continues to be a priority for the Neighbourhood Consultative forums prioritising the strategic routes throughout the town in preparation for the Tall Ships event in 2010 together with improving the local environment within local communities.

The adoption of a De-clutter policy and supporting guidance regarding the selection and positioning of street furniture will deliver attractive streetscape.

Enforcement against environmental crime continues to be a priority, resources' are targeted to areas of need e.g. Dykehouse/Brus/Owton & New Deal for Communities. The recent MORI survey commissioned by the LSP identified litter and dog foul continues to be a concern Hartlepool residents prioritising deprived areas of the town as problematic.

The illegal fires initiative involving the Fire Brigade, Environment Agency, Neighbourhood Police and the Local authority introduced in Longhill Industrial estate will be extended to the Usworth Industrial Estate.

Substantial progress has been carried out to reduce the number of derelict buildings and unused land throughout the town; this will continue to be a focus for Neighbourhood Managers in light of current economic climate.

Public satisfaction regarding street cleansing has reduced, emphasis will be placed on , raising awareness of the services provided and working with the neighbourhood management teams to engage the community ensuring resources are targeted towards greatest need.

Hartlepool Borough Council have a programme of works to replace the older mercury lanterns to improve illumination levels. The Council has the quickest response time in the country for street lighting repairs (1.04 days) according to the 2008/2009 APSE benchmarking results. We were nominated for an APSE award for our overall performance.

The School Environmental Action Initiative has been operating as a pilot project for the past 2 years. Due to its success, additional funding has been gained to expand this initiative throughout all schools in the Borough (both Secondary and Primary) and continue to work to increase awareness and engagement of the whole school community in protecting and enhancing the environment. A key priority for this project will be to reduce the carbon footprint and improve the efficiency of resource use in each school, by targeting the reduction of energy, waste and water.

The Local Strategic Partnership Environmental Education sub group brings together all the providers of environmental education in the area to try to produce a co-ordinated approach to environmental education provision within the borough. Partner organisations include Hartlepool Water, Tees Valley Wildlife Trust, Groundwork, The Dogs Trust and the Teesmouth field centre. The group successfully co-ordinate and deliver the annual 'Environment Roundabout' Event for Primary School children, which this year celebrated its 10 year anniversary

Pride in Hartlepool is a town wide campaign which aims to engage the community in improving and valuing Hartlepool's built and natural environment. The campaign has 5 strands: "Adopt a Plot" where residents "adopt" pieces of derelict land and bring them back into use. "The Tidy Town Campaign", which brings initiatives such as anti litter and dog fouling under one heading. "Hartlepool in Bloom", which covers all the beautification and hanging basket schemes across the town. Initiatives which promote the positive aspects of Hartlepool come under the "I Love Hartlepool" heading, for example, the annual Pride in Hartlepool awards. Finally, the Small Grant Scheme offers grants of up to £5,000 for community environmental improvement projects.

### **Target Areas and Groups**

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

Neighbourhood Renewal Area

New Deal for Communities

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 195 Improved street and environmental cleanliness	NI 195 (Litter) 19% (ENCAMS 2006/7)	14%	13%	Through existing street cleansing resources and methods. Investment in new street cleansing equipment to assist in achieving targets Operation Clean Sweep.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Improved street and environmental cleanliness – Litter (Neighbourhood Renewal narrowing the gap targets)	23% - Extrapolated from ENCAMS baseline (2006/07)	16%	14%	Through existing street cleansing resources and methods. Investment in new street cleansing equipment to assist in achieving targets Operation Clean Sweep.
% of people who think litter and rubbish in the streets is a problem in there area	Hartlepool 46% (2006)	42%	42%	
% of people who think litter and rubbish in the streets is a problem in there area (Neighbourhood Renewal Area narrowing the	Neighbourhood Renewal Area 57% (2006)	46%	44%	
Number of schools involved in Environmental Initiatives	18 at end of December 2007	22	25	The School Environmental Action Initiative Pride in Hartlepool Scheme. “Friends” groups e.g. North Cemetery & Greatham School.
Number of Community Groups Involved in Improving the Local Environment	11 at end of December 2007	16	18	The Pride in Hartlepool Scheme.
Bathing Water Quality	2007 all bathing waters were compliant with guideline standards	100%	100%	Bathing water is tested and monitored on a regular basis. Beach Cleansing activities.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Increase public satisfaction with street cleansing by creating a greater public awareness of the service provided.	Albert Cope HBC	Officer time & mainstream funding.	March 2010	Advertising services in Heartbeat magazine, Carry out review of street cleansing frequencies
To develop an Environmental Website for Hartlepool Schools	Rocco Graziano, HBC	£200 for web site development – purchase of domain name etc  Initially from Environmental standards budget	Dec 2009	Purchase domain name by end may 2009  Develop home page by Sept 2009
Develop the Tall Ships Event 'Green Team'	Helen Beaman, HBC	Funding available through Pride in Hartlepool	March 2010	Green team to be piloted at Dock Fest by end July 2009

## Risks

Risk	Rating	Actions	Who	Date to be completed
Failure to improve and maintain the design and appearance of the natural and built environment	Green (Medium-Unlikely)	Replacement programme to improve illumination levels of remaining older stock.  Quick response to street lighting repairs	Paul Mitchinson	March 2010

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

Owner and Organisation – Mike Blair, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

This year the focus of the LTP will be:

- Delivery of the Transport Interchange and the continued associated improvements to Hartlepool Station and Seaton Carew Station. The first phase of improvement works to both Hartlepool and Seaton Stations have been completed and the legal agreements required for the major civil works for the Interchange to commence are now agreed and ready to be signed by all parties. Works have been tendered and can start on site in the near future. Completion of the works will improved existing public transport infrastructure to provide stronger links between rail and bus passenger movements to, from and within the town with integral facilities for users of all abilities.

- Develop and improve the “super core” bus routes to enhance the current infrastructure to make travel by buses more reliable and provide easier access through the introduction of

facilities to accommodate passengers of all abilities. Bid with DfT for grant funding (coordinated through Joint Strategy Unit) still not determined from last year but decision hoped in April

- Work with Stagecoach to develop major changes to existing commercial routes to encourage patronage by providing core ten minute services for the town with associated improvements to road and bus stop infrastructure

### •Target Areas and Groups

- Public Transport users (all groups)

- All bus users

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 175 Access to services and facilities by public transport, walking and cycling	50% (Year: 2006/07) (Source: Tees Valley JSU)	50%	55%	Completion of public transport interchange and improvements to strategic bus routes and services. Continued development of cycle network through LTP funding.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
People killed or seriously injured in road traffic accidents	41 (2006, Source: Cleveland Police)	2009: 31.27	2010: 27.72	Identification of accident locations and the introduction of Local Safety Schemes if appropriate.
Children killed or seriously injured in road traffic accidents	11 (2006, (Source: Cleveland Police)	2009: 6.38	2010: 5.90	Introduction of 20mph zones at schools and Local Safety Schemes where appropriate
Local bus passenger journeys originating in the authority area	5,831.39 (Year: 2006/07) (Source: Local Tees Valley JSU)	5,750.37	5,578.82	Completion of public transport interchange and improvements to strategic bus routes and services.
Bus passenger satisfaction	65% (Year: 2003/04) (Source: Viewpoint1000)	65%	65%	Improvements to Commercial routes to provide core ten minute services across the town together with improved road and bus stop infrastructure
The percentage of state schools that are covered by 'approved' travel plans	78% (2006/07 Source: HBC records)	100%	100%	

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Establish a sustainable transport planning strategy	Mike Blair, HBC	Officer time	March 2010	
Provide a Park and Ride Scheme for the Tall Ships Event	Mike Blair, HBC	Officer time, Traffic Management Contractors, Bus operators, Tall Ships Event funding	August 2010	Bus Contract award July 2009
Liaise with RPD in respect of possible locations for the funding and installation of CCTV cameras to improve safety at bus stops	Mike Blair, HBC	Officer time	June 2010	
Review and assess existing supported bus contracts for renewal in August 2009	Mike Blair, HBC	Officer time	August 2009	
Liaise with Hartlepool Connect regarding implementation of equality monitoring of concessionary pass applicants	Mike Blair, HBC	Officer time	December 2009	
Liaise with Adult & Community Services to explore the opportunity for the use of travel tokens	Mike Blair, HBC	Officer time	December 2009	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Major Bus Scheme bid with DfT unsuccessful	Amber	Access possibility of delivering reduced programme of schemes through LTP funding	Mike Blair, HBC	March 2010



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

Owner and Organisation – Colin Ogden, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

We have a responsibility to reduce, recycle, reuse and compost household waste generated, to minimise the amount sent to landfill and help to save natural resources. Hartlepool is fortunate in its waste disposal contract as the majority of waste is incinerated and energy recovered from this process is sold on to the national grid. The plant has regular shutdowns when waste is then diverted to landfill and action will be taken to reduce these tonnages.

The Waste Strategy 2007 set out an ambitious path for local authorities to take in order to meet challenging carbon and waste targets. We consulted on a Tees Valley Waste Management Strategy and Implementation Plan for Hartlepool, which was adopted and implemented in August 2008.

The Strategy has six agreed key principles:

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

Education and promotion of recycling through the alternate weekly collection scheme will continue in all areas with greater emphasis in areas of low performance.

Raising awareness of the recycling services the authority provides will involve distribution of information leaflets, attending resident meetings, involvement with schools and displays in the local area.

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

The priorities for this coming year will not be addressed in isolation, partnership involvement and resident participation is essential.

We will deliver on the authorities waste management strategy:-

Increasing resident involvement in those areas of low participation and where the amount of household waste recycled is low.

More recyclable materials will be added to the kerbside collection service.

Developing the household waste recycling centre in order to reduce the amount of waste sent to landfill and / or energy recovery

Introduce reuse and recycling of bulky household waste

Works with the private sector housing team to raise awareness regarding the waste services provided to residents to reduce fly tipping.

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

### **Target Areas and Groups**

Local schools, community groups, resident associations and voluntary groups.

Areas of low performance identified in kerbside collection participation survey.

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 192 Percentage of household waste sent for reuse, recycling and composting	27.62% (2006/07)	39%	42%	Promotion and education of recycling. Extension to Household Waste Recycling Centre. Introduction of further materials for recycling

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 191 Residual household waste per household	N/A	718	714	Promotion and education of recycling. Extension to Household Waste Recycling Centre. Introduction of further materials for recycling
Number of Businesses signed up to the 'Green Tourism Business Scheme'	N/A – new scheme commenced 2008/9	4	4	The Pride in Hartlepool Steering Group have endorsed the scheme and agreed that businesses signing up to apply for the award will receive a small monetary contribution to the sign-up costs.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Introduce additional materials that can be recycled at kerbside.	Fiona Srogi, HBC	End Market identification and contracts. Officer time and main stream funding from disposal budget	Aug 2009	
Develop the reuse of materials delivered to the household waste recycling centre and bulky waste collection service.	Steve Rayner, HBC	Officer time and voluntary organisation involvement	Sept 2009	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to achieve government recycling targets	Green (Low-Unlikely)	• Extension of the Household Waste recycling Centre to included additional recycling opportunities	Colin Ogden	September 2010
		• Introduction of a Reuse facility at the Household Waste Recycling Centre	Colin Ogden	September 2010
		• Carry out educational events throughout the year	Fiona Srogi	March 2010
		• Review of Joint Municipal Waste Management Strategy 2008	Colin Ogden	March 2010

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

Owner and Organisation – Sylvia Tempest, Hartlepool Borough Council

### **Key Partners** (\*denotes overall lead) –

\*HBC, Energy Saving Trust, Hartlepool Water, Housing Hartlepool, Tees Valley Green Business Network, Tees Valley Joint Strategy Unit, Tees Valley Wildlife Trust

### **Focus of Activity for 2009/10**

The 2008/09 Climate Change Action Plan is currently under review, to highlight priorities for 2009/10.

The Climate Change Officer has a key role in co-ordinating and monitoring the actions for adaptation and mitigation of the impacts of Climate Change. A Climate Change Adaptation Strategy will be produced during 2009, and will acknowledge the anticipated effects of climate change, identify how they will impact on service provision, and look at ways of creating a sustainable future for HBC's services.

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

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

that adaptation is considered in all relevant council strategies, plans, partnerships and operations. This will be delivered as a central element of the Climate Change Adaptation Strategy, which will consult with relevant service areas.

The School Environmental Action Initiative will be extended, as a result of funding that has been secured for a second officer post.

### **Target Areas and Groups**

Local residents, businesses, community & voluntary groups and schools will all be targeted.

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

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 186 Per Capita CO <sub>2</sub> emissions in the LA area	8.62 Tonnes Per Capita CO <sub>2</sub> (2005)	11.25% reduction on baseline (7.5% National measures and 3.75% Local intervention) by 2011		Co-ordination and delivery of actions within the 2009/10 Climate Change Action Plan
NI 188 Adapting to climate change	Baseline level 0 2007/08	Level 2	Level 3	Co-ordination and delivery of actions within the 2009/10 Climate Change Action Plan, with particular reference to the Climate Change Adaptation Strategy.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Reduce energy and water use in schools	950132 kWh (electricity) 2363234 kWh (gas) 10872 kWh (water) All in 2008/9	-5%	-7%	Education of students and staff. Monitoring of meters and usage. Identification of areas of concern. Implementation of required changes.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Promote energy efficiency measures to the broader community, including businesses, residents, schools and community centres, and make direct link to associated cost savings.	Paul Hurwood, HBC	Support from Energy Saving Trust	March 2010	Deliver a minimum of 6 events over 2009/10, under the title of Climate Action Campaign.
				Liaise with energy based organisations to gain support.
Formulate a Climate Change Adaptation Strategy for HBC	Paul Hurwood, HBC	Input from relevant service areas.	December 2009	Identify potential risks to specific services
Take measures to reduce energy use from council managed buildings	Paul Hurwood, HBC	Dave Hammond/Rocco Graziano	March 2010	Implement the 'Invest to Save' policy, with regard to energy efficient buildings.
				Investigate the potential for reducing emissions from heating of buildings by turning down thermostats by 0.5 degrees Celsius in all council managed buildings.
				Deliver an internal education campaign to raise awareness of climate change issues.

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Increase presence in all schools in the Borough. Devote more time and resources to all schools	Rocco Graziano, HBC	Work with other departments in the council and utility suppliers to ensure there is a clear and unified direction for resource reduction in all schools	31 March 2010	<p>Arrange meetings with each school head and site managers by Oct 2009.</p> <p>Identify possible waste or saving possibilities by Dec 2009.</p> <p>Implement savings programmes by March 2010.</p>

## Risks

Risk	Rating	Actions	Who	Date to be completed
Pressure on services due to the impact of Climate Change	Red (High-Likely)	Climate Change Adaptation Strategy to be produced	Paul Hurwood, HBC	March 2010



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

Owner and Organisation – Sylvia Tempest, Hartlepool Borough Council

### **Key Partners** (\*denotes overall lead) –

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

### **Focus of Activity for 2009/10**

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

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

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

protection programs which will contribute to the range of solutions needed to address climate change and ultimately benefit all of us.

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

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

### **Target Areas and Groups**

We will target all retailers and caterers in Hartlepool.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Number of retail establishments offering Fairtrade products as an alternative	21 at end of December 2007	22	23	Regular meetings of the Fairtrade Town Steering Group Annual submission to Fairtrade Foundation for Fairtrade Town Status Annual Fairtrade Fortnight event
Number of catering establishments offering Fairtrade products as an alternative	13 at end of December 2007	14	15	Regular meetings of the Fairtrade Town Steering Group Annual submission to Fairtrade Foundation for Fairtrade Town Status Annual Fairtrade Fortnight event

### Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Raise issue of Tall Ships at Steering Group and ascertain how Fairtrade can be widely promoted during the event	Sylvia Tempest, HBC	None	September 2009	Make a presentation to the Fairtrade Town Steering group - Sept 2009

### Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Caterers and retails do not stock fair trade products	Medium - Likely	Promotion of fair-trade to new caterers and retail establishment not already selling fair-trade products and continued checks on establishments already using fair-trade products	Martin Green – Fairtrade Town Steering Group.	March 2010

## Outcome 23 Balancing Housing Supply and Demand

Owner and Organisation – Nigel Johnson, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

RSL partners are being supported in developing bids to the Homes and Communities Agency for funding to deliver a diverse range of affordable housing units. HBC will be developing a priority matrix for sites it will support HCA funding to be delivered on in the Town, in 2009.

Consideration is been given, to sites owned by the Council being used to subsidise the delivery of further affordable units and to improve the competitiveness of bids to the Housing Corporation.

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

### Target Areas and Groups

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

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

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 155 Number of affordable homes constructed	2006/7 10 (2007 Housing Strategy Statistical Appendix)	60	80 (Total of 160 over 3 years)	Delivery of the current target is expected to be achieved, the current house building market and schemes to support it may result in additional units being delivered. This will be reported quarterly as it happens.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Number of homes brought back into use.	2007/08 Target 10	15	20 (Total of 50 over 3 years)	A member of staff time is being dedicated to this task. Selective Licensing is being introduced in a number of areas. HBC are discussing with an RSL a pilot scheme to manage empties on behalf of landlords and owners.
Number of sustainable homes constructed	Building control records NHBC Records on monthly completions Site visits 2007/08 = 20	75	100 (Total of 160 over 3 years)	All RSL's are now completing properties which meet the code level 3 for sustainable homes. Some private developer properties are meeting this are meeting this target too. Reports will be made quarterly in 2009/10 about this
Houses to be demolished for regeneration by Housing Hartlepool	Based on current regeneration proposals by Housing Hartlepool	50	50 (Total of 130 over 3 years)	Housing Hartlepool will be undertaking demolition in Belle Vue in 2009/10

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Pilot scheme run by Housing Hartlepool to manage empty homes on behalf of landlords and private owners	Mark Dutton, Housing Hartlepool	The scheme should be self supporting, set up costs to be provided by HH	December 2009	
Undertake and complete a Empty Homes Strategy	John Smalley, HBC	Work load implication as this is a major area of work to be completed	December 2009	The outcome could have cost implications

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
1. Reduction in funding for Housing Investment	Amber (High-Possible)	Include any financial pressures which would arise from further studies/consultants' activities are included in the next Budget Pressures round	Penny Garner-Carpenter, HBC	March 2010
2. Effective delivery of housing market renewal affected by external decisions and funding	Amber (High-Possible)		Peter Scott, HBC	March 2010

## Outcome 24 Improving the quality of existing housing

Owner and Organisation – John Smalley, Hartlepool Borough Council

**Key Partners** (\*denotes overall lead) –

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

### Focus of Activity for 2009/10

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

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

Hartlepool has been working towards meeting the government's private sector decent homes target (Public Service Agreement 7) to ensure that at least 70% of the vulnerable households in Hartlepool live in houses meeting the standard by 2010. This target has not been maintained as a national indicator, but 'the percentage of vulnerable households in decent houses in the private sector' is included as a measure of the quality of housing

in CLG Departmental Strategic Objective 2. Action is substantially dependent on the availability of funding to support housing improvement. A substantial reduction in the funding available in the region over the next two years as a result of concentrating support on the provision of affordable housing, decent homes in the social sector, and maintaining housing market renewal targets, will have an impact on the ability to meet the target. The impact of the allocation has been partially offset by the Tees Valley authorities earmarking part of the housing market renewal budget for improvements to houses, and additional NDC funding. Consideration however needs to be given to the identification and confirmation of funding sources for 2010/11 and subsequent years.

The development of a regional loans scheme to provide funding for housing improvements will need to be monitored during 2009/10.

The results of the 2008/9 private sector stock condition survey will provide the basis for the review of private sector housing policies.

Reducing domestic energy consumption is an important factor in reducing CO2 emissions which is a national priority. Energy efficiency programmes are important in doing this. The biggest factor is the availability of funding. The focus of our activity will continue to be around attracting as much national, regional and

other funding as possible into Hartlepool, providing advice to residents, making them aware of the range of assistance available and to maximise that assistance. The new National Indicator 187 (Tackling fuel poverty) requires authorities to carry out an annual calculation of fuel poverty based on the proportion of households in receipt of income-based benefits living in houses with a low energy rating. Activity will be around verifying the initial baseline, coordinating energy efficiency programmes and involving relevant partners.

**Target Areas and Groups**

All social housing tenants living in non-decent houses  
Owner-occupiers in the regeneration areas (NDC and North Central Hartlepool) not affected by demolition proposals.  
Vulnerable households living in non-decent private houses  
All residents requiring energy efficiency improvements

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Achieving decent homes standard in social sector housing	83% Housing Hartlepool (March 2008) Other RSL Monitoring Information TBC	90%	100%	RSL improvement programmes to achieve the target
Achieving decent homes standard in private sector housing including those occupied by private tenants	64.85% 2005/6	71.77%	71.94%	Targeted HBC SHIP funding for renewal assistance grant/loans / Homeplus Grants



## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Identify and confirm funding sources for private sector housing improvement for 2010/11 and subsequent years	John Smalley HBC	Existing mainstream	February 2010	
Prepare a report on the condition of the private sector housing stock following receipt of the stock condition survey	John Smalley HBC	Existing mainstream	September 2009	
Investigate the options for maximising energy efficiency assistance	John Smalley HBC Tees and Durham Energy Advice Centre	Existing mainstream	September 2009	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to achieve national decent homes standard	Green(Low-Possible)		Penny Garner-Carpenter	March 2010
Insufficient funding to achieve Decent Homes Standard in private sector housing	Amber (Low – possible)	Identify and confirm likely funding sources for 2010/11 and subsequent years	John Smalley	March 2010

## Outcome 25 Changing housing needs and meeting the Housing Needs of Vulnerable People

Owner and Organisation – Penny Garner-Carpenter

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

### Focus of Activity for 2009/10

Our key partners in meeting the targets for N141 and N142 are supported housing providers, Registered Social Landlords, health and care agencies and Probation and agencies providing key services.

There is a range of activities contributing to the achievement of meeting the targets specified. The Vulnerable Persons Panel is instrumental to the efficient co-ordination and allocation of vacancies into supported accommodation schemes. This Panel also liaises closely with Registered Social Landlords to facilitate move on into 'general needs', or independent, tenancies.

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

We no longer have a Home Improvement Agency in Hartlepool however DFGs and a Handyperson scheme are operated inhouse by the housing team. We now have a Common Allocations Policy across the Tees Valley and Choice Based Lettings will be implemented here in June 2009 and we are very keen to ensure vulnerable people can actively participate within the scheme, an SP funded post has been established for one year to facilitate this.

From April 2009 the Council will be monitoring the needs of homeless people on an ongoing basis, working in partnership with a range of agencies across Hartlepool who provide advice and information to people who may present as homeless. Partners involved include supported housing providers, MIND, CAB, Connexions, probation, and RSL's. Information will be gathered at the point that someone presents as homeless and the data will be analysed by Centrepoin; the homeless charity. This should help inform future needs of homeless and will help in reviewing future strategies.

SP are funding a training programme, Keys To Success, which will be delivered by Housing Hartlepool and aimed at people who are accessing tenancies for the first time or need support to maintain their tenancy. Practical training is provided to enable clients to develop domestic skills, such as cooking and cleaning, as well as enabling them to understand their responsibilities as a good tenant. The training programme will run for a 12 month period from February 2009 and should enable vulnerable people to have a better chance of sustaining their tenancy and reduce homelessness.

We are developing a strategy for Housing Care and Support for people with a Learning Disability (see 'accessing housing'), and this should be in place by 2010.

## Target Areas and Groups

Town wide and all tenures.

Residents with disabilities requiring adaptations or a move to more a more suitable property

Vulnerable people with housing related low level support needs. SP services are targeted at vulnerable people across the town, regardless of tenure with services varying levels of support to meet individual support needs.

The completion of Hartfields Extra Care Village will contribute in meeting the gap in services identified for older people in Hartlepool. The successful bid for Orwell Walk and the reconfiguration of other sheltered housing schemes will ensure choice and supported living for older people.

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

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 141 Number of vulnerable people achieving independent living	66.67% (2007/08)	73%	75%	Vulnerable Persons Panel will facilitate move on from RSL's into independent accommodation (with floating support if required). This will ensure the maximum number of residents to be helped through supported housing into independent living
NI 142 Number of vulnerable people who are supported to maintain independent living	99.07% (2007/08)	99.15%	99.15%	There is a second round of short term funded projects which will target strategic priorities stated within the 5 year SP strategy.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
The number of houses adapted or repaired to enable vulnerable people to remain living independently in their own homes	1883	3200	3400	HBC now deals with all DFGs; and minor works via a Handyperson service.
The number of households considering themselves homeless who approached the housing advice service and where intervention resolved their situation	4.54 (per 1000 households)	5.50	6.25	Housing Options Centre to open June 2009, offering range of services including homeless prevention.
The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months	100% 06/07 outturn	90%	95%	Ongoing assessment and review of clients support needs to ensure effective outcomes.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
To monitor homeless needs to identify changes in need on an ongoing basis. Key action will be to ensure that relevant agencies are capturing data.	Peter Morgan HBC	Funding for the project comes from Supporting People and Housing & Regeneration. Data collection will be coordinated by Housing Aid team and sent to Centrepont, who will carry out the analysis and produce reports.	March 2010	<p>Monitor returns from agencies to ensure that forms are being completed.</p> <p>Circulate reports to relevant agencies and partners to highlight emerging needs.</p> <p>Use data to inform update of Homelessness and Supporting People Strategies.</p>
To develop remodelled Service Provision for Older people from April 2009, working in partnership with Housing Hartlepool. New contract will be in place so that support provided is tenure neutral and not linked to specific dwellings. This should lead to a more flexible, responsive service that is better able to meet the needs of older people across the town.	Peter Morgan HBC	Supporting People funding has been agreed to fund staff to deliver floating support, extra care provision, telecare and community alarms.	Should be fully operating as new service from July 2009.	
Investigate the potential future demand for adaptations and funding sources	John Smalley	HBC and HH plus all RSLs to support investigations.	Jan 2010	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure to provide correct housing advice to the public (RPD R014)	M	Regular review of risk register, annual service planning process, supervision arrangements including QMR	Lynda Igoe HBC	31.3.10
Lack of capacity to continue to fund short term services, which will end in 2010. These services provide support to key priority groups, such as alcohol, substance misuse and complex needs. This could have an impact on our ability to meet needs in the longer term.	H	To review outcomes achieved from short term services, especially impact in relation to other key partners in order to secure alternative forms of funding for services. Will need to work with providers to arrange planned withdrawal of service and, in the longer term, review our overall provision of floating support to ensure it meets the most appropriate needs.	Peter Morgan HBC	31.3.10

## Outcome 26 Access to housing

Owner and Organisation – Penny Garner Carpenter, Hartlepool Borough Council

**Key Partners** (\*denotes overall lead) – HBC, Registered Social Landlords (RSL)

### Focus of Activity for 2009/10

This is a new outcome for 2009/10. With housing an essential requirement and many residents finding it difficult to access this outcome is a key area for the housing partnership. Our recent housing needs assessment showed a high level of housing need for affordable housing within the town. We are addressing this in a variety of ways. This outcome looks at how people access accommodation across tenure within the town.

Particular areas are access via Choice Based Lettings (a sub regional change of housing allocation to be implemented in June 2009) for RSL stock. We expect to expand this to the private rented sector eventually. We are changing the way our housing advice service is delivered by opening a Housing Options Centre. This will be the 'shop front' for CBL and housing advice. As CBL will be implemented during 2009/10 we will use this year to assess its impact and establish targets for 2010 onwards

The focus is mainly on affordable housing for rent, but also includes shared and outright ownership. It is important to expand the options for certain vulnerable groups – focus recently has been on housing options for the elderly with the opening of the Retirement Village and expansion of extra care and the successful bid for a new build scheme at Orwell Walk. This year we are aiming at producing a housing strategy for people with a learning disability and expect to expand the options for residents.

We were successful in bidding to the Department of Health for funding for 6 shared ownership flats, these properties are nearing completion. The site was large enough for additional building and a successful bid to the Homes & Communities Agency (previously Housing Corporation) means that relatives and carers may live adjacent.

There are concerns over the costs of adaptations given an increasingly elderly population and the removal of means tested contributions for adaptations for children. There is clearly a need for a review of how adaptations are carried out. Many RSL homes have had adaptations carried out and we should ensure that when available they are let to residents requiring adaptations – to ensure those who need adaptations have them and to ensure resources are focussed where needed. Part of our review will be to establish baseline information and agree targets for 2010 onwards.

### Target Areas and Groups

Town wide (CBL is a sub regional partnership) and all requiring help in accessing affordable homes.

Specific groups for 2009/10 are the elderly, people with a physical or learning disability and those who need assistance with CBL.

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
None				

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
None				

### Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Open the Housing Options Centre	Lynda Igoe, HBC	In partnership with Housing Hartlepool and other partners.	June 2009	
Produce Housing Strategy for People with Learning Disability	Neil Harrison, HBC	In partnership with Housing Team, residents & carers	March 2010	Identify housing needs and options
Review the provision of adaptations across social housing sector	Penny Garner-Carpenter, HBC	All RSLs, Adult & Community Services, Housing Partnership	March 2010	
Review the disability register of applicants and properties	John Smalley, HBC	All RSLs, Adult & Community Services	March 2010	
Encourage the use of Choice Based Lettings across tenure	Lynda Igoe, HBC	Sub regional partners, particularly RSLs.	March 2010	
Work with accredited private landlords to get their agreement to use CBL for their stock	Lynda Igoe & John Smalley, HBC	Sub regional partners and private landlords	March 2010	
Agree baseline and targets for 2010 onwards	Penny Garner-Carpenter	Sub regional partners, RSLs and private landlords.	February 2010	



## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Vulnerable People will find it difficult to access homes through the CBL scheme	Amber/possible	We have appointed (with SP funding) an officer to ensure accessibility	HBC & RSLs using CBL	March 2010
Adapted properties are not relet to people with disability when available	Red/likely	RSLs & HBC to work together to match applicants and properties	HBC & RSLs	March 2010

## Outcome 27 Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport, and community learning

Owner and Organisation – John Mennear, Hartlepool Borough Council

**Key Partners** Hartlepool CAN, Tees Valley CSP, Sport England, Environment Agency, Friends Groups and Allotment Associations

### Focus of Activity for 2009/10

#### Sport and Recreation

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

Headland Sport Hall and the Sports Development team have recently achieved Quest accreditation. An application for Grayfields will take place during 2009/2010.

The external Quest accreditation assessment takes place every two years. However there are interim assessment visits and Mill House will receive a maintenance visit during 2009/2010 to identify progress made on any issues identified during the Quest process.

Key to the delivery of improvements is the continuous building on our successful partnership working. The Community Sports Network (Hartlepool CAN) is made up of a variety of partners associated with the delivery of sport & physical activity programmes. This multi-agency approach ensures a more coordinated and effective approach to the development and delivery of programmes and initiatives. CAN is also responsible for the

distribution of funding made available by the PCT particularly associated with the delivery of the physical activity interventions included in Hartlepool's Public Health Strategy.

A focus for this year will be to develop a facility improvement plan associated with the Mill House Leisure Centre site. In the short-term, work will continue on securing funding to enhance and improve the Mill House facilities more in keeping with customer needs and expectations.

We continue to look to improve and enhance community facilities, for example, a bid to create new youth provision in the Rossmere area has been made to the Cross-Government Co-location fund for capital projects.

We will also continue to work towards the development of enhanced sports facility provision on secondary school sites as part of the delivery of Hartlepool's Building Schools for the future programme. This will rely on our ability to be able to successfully obtain external funding to deliver improvements which will also enhance community provision.

Working in partnership with the Parks & Countryside service, we will continue to develop the Grayfields site in relation to its management, maintenance and delivery of activity programmes. In

particular we will focus on football and the development of four mini soccer pitches.

We will continue to work with Jesmond Primary School on the site integration and planning of allotments.

### Arts

The delivery of the Dockfest in July 2009 will continue to ensure ongoing momentum for the Tall Ships Race 2010. Through a number of public arts projects, we will maximise community artistic engagement with Tall Ships.

The section will continue to work to enhance social cohesion through beneficial and developmental art projects. The projects are developed in association with a wide range of arts organisations reflecting our aim to seek greater partnerships, challenging arts performance standards and improving awareness.

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

Following the awarding of funding from the Community Pool, we will work with the Studio to establish a sound financial footing for the project.

### Parks and Countryside

The key focus of our work this year will be the delivery of year One of the Playbuilder project. We will consult, plan and deliver 11 playgrounds.

We will work to ensure the achievement of Green Flag Awards for Summerhill and Ward Jackson Park for the second year running. The Green Flag Award is the national standard for parks and green spaces in England and Wales. The award scheme began in 1996

as a means of recognising and rewarding the best green spaces in the country. It was also seen as a way of encouraging others to achieve the same high environmental standards, creating a benchmark of excellence in recreational green areas.

Service improvements will continue to be in the forefront of our minds this year and we will continue to work with the Friends of Rossmere Park to deliver the River Corridor Enhancement Programme in Burn Valley Gardens.

The Countryside Wardens will, through their activities to conserve and enhance the nature conservation and recreational value of Hartlepool's wild spaces, work to strengthen community ownership. This will be achieved in partnership through the engagement and participation of volunteers and the use of schools and community outreach opportunities.

We will continue to work to support the development of Allotment Associations. The Allotment Strategy has been drafted and will be distributed for consultation.

Work will commence on consultations with residents on the development of a community garden at Waverly with Rift House Residents East.

Finally the safety and well being of the beach users will once again feature heavily with the recruitment of a beach lifeguard team that will patrol the town's beaches over the summer as well as providing guidance and education to our beach users.

### Museums and Heritage

We will continue to support the Heugh Gun Battery Trust in particular in the development of its intergenerational activity. In addition, further develop an exciting and engaging temporary exhibition programme and outreach activity programme.

### Community Learning

The focus for 09/10 will continue to be around ensuring that there are a range of opportunities available for adults to participate in learning for its own sake.

The emphasis will be on intergenerational learning as well as ensuring access to learning in Arts, Crafts and Foreign Languages.

A key focus will be on the delivery of skills such as Life Skills, which will improve confidence and self esteem in adults.

### **Target Areas and Groups**

#### Sport and Recreation

As ever, a focus will be made on specific target groups and areas of disadvantage in the town. New developments from Sport England via their Market Segmentation database (based on the Active People survey) have highlighted priority groups in Hartlepool with whom we can target specific activity programmes. This breaks the information down into priority areas as well as target groups. However, we aim to provide an inclusive service that suits the needs and aspirations of all the community.

#### Parks and Countryside

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

#### Arts

Stranton, Parks, Burbank, Owton, St. Hilda's (Headland)

**Groups:** Socially excluded young people, vulnerable adults, elderly people (in relation to community cohesion), BME Communities

### Museums and Heritage

Increasing access to museums by the disabled is a priority area for Museums and Heritage. In addition, the section focuses on visitors to Hartlepool and target activity at Social Groups C2, Ds and Es. Areas of disadvantage within Hartlepool.

### Community Learning

There will be a clear focus to target those groups who traditionally have not been engaged in learning for some time. This includes adults with a disability or those from disadvantaged areas. Other priority groups include older learners and those from BME communities.

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 8 Adult participation in sport	22.1% (2007/08) Active People 2	22.1%	23.1%	<p>Delivery of Free Swimming Initiative for all over 60's (and under 16's)</p> <p>Continue to improve and enhance facilities more in keeping with customer needs and expectations to encourage uptake and participation</p> <p>Continue to work in partnership with a range of organisations, agencies and clubs for the development of participation opportunities</p> <p>Deliver specific initiatives and activity programmes across all services in order to increase participation particularly aimed at key target groups– linked to individual service plans</p> <p>Revise publicity and promotion to ensure specific targeting of diverse/hard to reach groups</p>
NI 11 Engagement in the arts	34.4% (2008)	35.4%	37.4%	<p>Run and sustain Festival, Halls, and Arts Development activity to provide opportunities for NI11 engagement whilst running a campaign associated with all activities to identify them as being an arts (NI11) engagement.</p>

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 10 Visits to museums or galleries	51.7% (2008)	52.7%	54.7%	<p>Promote exhibitions at Hartlepool Art Gallery and Museum of Hartlepool.</p> <p>Revise Exhibitions Programme, target Socio-economic Groups - C2s, D and E's.</p> <p>Promotion of Renaissance Programme</p> <p>Deliver and promote Hartlepool's Tourist Information Service</p> <p>Investigate publicity/promotional avenues specifically for targeting diverse/hard to reach audiences including the production of promotional DVD to promote Hartlepool as a cultural destination.</p> <p>Deliver Redisplay of Museum of Hartlepool by July 08.</p>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Engagement in museum outreach activity by under-represented groups	392	375	390	<p><b>Ref 19.17</b> Deliver on outreach programmes linked to museums across the Tees Valley, which focus on Key MLA audiences (C2DE, BME and people with Disabilities)</p> <ul style="list-style-type: none"> <li>• Photographic festival</li> <li>• Catcote excavation</li> <li>• Culture shock</li> <li>• Drama project</li> </ul> <p>Projects identified by Tees Valley partners</p> <p><b>Ref 19.18</b> Implement plan to attract under-represented audiences to HAG and MOH</p> <p><b>Ref 19.32</b> Accessible print guidelines adopted by service as part of the MOH re-display</p>
Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool	39% (2006/07)	42%	43%	<b>Ref 19.18</b> Implement plan to attract under-represented audiences to HAG and MOH
Number of people from vulnerable groups engaged in culture, leisure activities and sport	n/a	1030	1110	All elements of the Sport & Recreation service will work as a collective via its facility provision, Sports Development service and funding support of the voluntary sector in order to engage with these

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
				<p>important groups. The service will also work with a host of other partners both internal and external to:-</p> <ul style="list-style-type: none"> <li>• Expand upon opportunities available via sport &amp; physical activity programmes &amp; initiatives</li> <li>• Offer effective, integrated programmes particularly in partnership with Health agencies and Adult Social Care</li> <li>• Deliver the actions of Hartlepool CAN that has a focus on vulnerable groups</li> <li>• Programme of activities at Summerhill and across Nature Reserves and Parks that are actively engaging vulnerable groups.</li> </ul> <p>Arts Development (Dance Project) for people with learning disabilities, 'Flex Hartlepool' being run with Tin Arts at Catcote School.</p>
Number of learners participating in Adult Learning Programmes	2830 (2008/2009)	3200	3500	There are a number of opportunities at present which encourage participation in Adult Learning through a comprehensive programme of provision. This is promoted via partners and Community venues throughout Hartlepool.



## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Enhance partnership working through the local ASL partnership	Maggie Heaps, HBC	Officer time	March 2010	<ul style="list-style-type: none"> <li>• Convene Adults Providers Group meeting.</li> <li>• Agree ways of working</li> </ul>
Explore different forms of promoting the exhibition programme at the Museum of Hartlepool and Hartlepool Art Gallery to hard to reach groups and individuals.	David Worthington, HBC	Officer time	March 2010	
Create new sport and recreation initiatives for the over 50s.	Pat Usher, HBC, CAN	Officer time	March 2010	
Make sure that our public information is clear and easy to understand	Pat Usher, David Worthington, Stephen Cashman & Chris Wenlock (HBC)	Officer time	March 2010	
Work with Adult Social Care to provide information for the Hartlepool Now website	Pat Usher, David Worthington, Stephen Cashman & Chris Wenlock (HBC)	Officer time	March 2010	
Deliver Dockfest 2009 to maintain momentum for Tall Ships 2010	Stephen Cashman (HBC)	Officer time	July 2010	
Continue to support and develop the Waverly Allotment Project	Chris Wenlock (HBC)	Officer time	March 2010	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Renaissance in the Regions funding ending 2011.	Medium	Lobby to continue with funding.	Mark Simmons/David Worthington HBC	March 2011
Lack of funding from LSC to maintain provision	Medium	Agreement with LSC over future funding levels	Maggie Heaps	

## Outcome 28 Cultural and leisure services, better meet the needs of the community, especially disadvantaged areas

Owner and Organisation – John Mennear, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

#### Sport and Recreation

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

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

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

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

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

Another key area of work is our partnership working with the voluntary sector. We continue to support 30 organisations through the provision of grant funding from the Civic Lottery scheme. We will continue to develop initiatives in order to raise standards, training and increase upon the number of volunteers working in Hartlepool.

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

### Parks and Countryside

The development of activities across our services that engage vulnerable people will be a focus of our activity during this year. Volunteers have been a key target of our service for a number of years. The reciprocal benefits of working closely with volunteers are clearly recognised. The benefits to the service include improvement of sites through improvements to fencing, access and security but these benefits are equally matched by the benefits to the individual who often are given opportunities to learn new skills, meet new colleagues or even gain the confidence and skills to return to employment.

The work to engage vulnerable groups will also involve the continued support of the Allotment Project at Waverley Allotments. Now in its third year the site hosts a number of vulnerable groups including people with mental health problems and people with learning disabilities, who hope to realise the benefits of green exercise such as allotment gardening.

We will work to develop the community garden at Waverley with Rift House Residents.

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

### Libraries

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

There will be a programme of literature and reading related cultural events. A local heritage community project will build on the Lynn Street Project that ran in 2008. This will be used to develop reminiscence work in partnership with care providers.

The new RFID/self issue system will be embedded during 2009 and further buildings improvements will be carried out to the Central Library in order to enhance its capacity as a high quality town centre cultural venue.

Community and Stakeholder engagement and consultation in the development and planning of services will take place through the Transformational Programme Action Plan and Library Friends Group.

### Strategic Arts and Events

The Strategic Arts and Events service continues to develop and action projects that see arts interventions being used to deliver aspects of Hartlepool Borough Council's policy and agenda, whilst assisting the achievement of NI11 targets. In the last year these have included: setting up and encouraging performances by 'Hartlepool Flex' (a contemporary dance group for learning disabled people), the Burbank Community Pantomime (which engaged with members of this underprivileged community), and support for Handprint Studio, The Community Studio, the Artrium and the Tramsheds Projects.

## **Target Areas and Groups**

### Libraries

Children aged 0-5, their parents and carers,  
Services within Brougham Annexe, Wharton Terrace  
Boys reading, to address lower levels of literacy among boys

People who are helped to live at home,  
People with visual impairment  
People suffering from mental health difficulties

All libraries provide services to areas of relative deprivation including Neighbourhood Renewal and NDC areas.

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

### Sport and Recreation

As ever, a focus will be made on specific target groups and areas of disadvantage in the town. New developments from Sport England via their Market Segmentation database (based on the Active People survey) have highlighted priority groups in Hartlepool with whom we can target specific activity programmes. This breaks the information down into priority areas as well as target groups. However, we aim to provide an inclusive service that suits the needs and aspirations of all the community.

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

The section actively supports Shopmobility and 30 other voluntary and community organisations via the Community Pool.

### Parks and Countryside

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

### Museums and Heritage

Visitors to Hartlepool, disabled people and targeted activity at Social Groups C2, Ds and Es. Areas of disadvantage within Hartlepool.

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 9 Use of public libraries	48.1% (2008)	49.1%	51.1%	<ul style="list-style-type: none"> <li>• Early Years Outreach &amp; 'in house' provision</li> <li>• BookStart, BookTime, Play in the Park, Family Learning.</li> <li>• School linkages &amp; pupil literacy support</li> <li>• Summer Reading Challenge, Homework</li> <li>• Support Full programme of Holiday Activities. Youth Service partnership provision.</li> <li>• Provision of the lending and request service.</li> <li>• Literature, Author and cultural Events</li> <li>• Reference and Information Services</li> <li>• Learning support</li> <li>• Local and family History. Local collections of historic records and documents.</li> <li>• Vehicle delivered services, home library, Mobile Library.</li> <li>• Outreach services to special needs clients.</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Residents Satisfaction with Sport and Leisure	61% (2006)	65%	65% (2009 Survey)	<ul style="list-style-type: none"> <li>Continued improvement and development of facilities and programme initiatives, responding to community needs and aspirations</li> <li>Implementation of the Indoor Sports Strategy</li> <li>Extended community provision on school sites through the BSF programme</li> <li>Quest service accreditation</li> </ul>
Increase annual Leisure Centre attendances (Including Neighbourhood Renewal narrowing the gap)	430,144 (07/08)  NRA 47% (06/07) 51% (07/08)	370,000  NR 58%	385,000  NRA 58%	<ul style="list-style-type: none"> <li>Develop new programmes and initiatives to meet the sporting &amp; active recreation needs of specific target groups</li> <li>Specific targeted promotion, particularly making use of the Active People Market Segmentation database</li> <li>Consultation both user and non-user</li> </ul>
Increase proportion of residents satisfied with museums/arts (Including Neighbourhood Renewal narrowing the gap)	86%  NRA 3% (2006)	87%  NR 2%	87%  NRA 2%	<ul style="list-style-type: none"> <li>Market Temporary Exhibition Programme to local residents in NRF Wards</li> <li>Work with community groups in the Outreach Team</li> </ul>
Increase residents satisfaction with public parks and open spaces (Including Neighbourhood Renewal narrowing the gap)	73% (2006 Ipsos Mori Household Survey)  NRA 8% (2006 Ipsos Mori Household Survey)	Not set as Mori survey is bi-annual	76%  NRA 5%	<ul style="list-style-type: none"> <li>Green Flag</li> <li>Increase in Playground Inspection Programme</li> <li>Work with volunteers</li> </ul>

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Increase residents satisfaction with libraries (Including Neighbourhood Renewal narrowing the gap)	<p>91% IPSOS Mori Household Survey 2006</p> <p>Gap of 1% (IPSOS MORI Household Survey 2006)</p>	<p>92%</p> <p>NR 1%</p>	<p>92%</p> <p>NRA 0%</p>	<ul style="list-style-type: none"> <li>• Early Years Outreach &amp; 'in house' provision</li> <li>• BookStart, BookTime, Play in the Park, Family Learning.</li> <li>• School linkages &amp; pupil literacy support</li> <li>• Summer Reading Challenge, Homework Support Full programme of Holiday Activities. Youth Service partnership provision.</li> <li>• Provision of the lending and request service.</li> <li>• Literature, Author and cultural Events</li> <li>• Reference and Information Services</li> <li>• Learning support</li> <li>• Local and family History. Local collections of historic records and documents.</li> <li>• Vehicle delivered services, home library, Mobile Library.</li> <li>• Outreach services to special needs clients.</li> </ul>



## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Introduce expanded programme of family and cultural events in Central Library	Graham Jarritt, HBC	Library budget	March 2010	<ul style="list-style-type: none"> <li>Plan events programme</li> <li>Contact participants</li> <li>Promote and publicise</li> <li>Hold events</li> <li>Review</li> </ul>
Carry out buildings improvements at central library	Kay Tranter, HBC	SCRAPT, library budget	March 2010	<ul style="list-style-type: none"> <li>Plan building works</li> <li>Create financial and project plan</li> <li>Appoint contractors</li> <li>Supervise works</li> <li>Sign off on completion</li> </ul>
Continue working on plans for redevelopment of Mill House Site	Pat Usher, HBC	Officer and Partner time	March 2010	
Target outreach work in areas where engagement is low, i.e. Owton Manor	David Worthington, HBC	Officer Time	March 2010	
Put in bid for Monsters, Myths and Legends for Hartlepool Cultural Olympiad @ Summerhill	David Worthington, HBC	Officer Time	March 2010	

## Risks

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

## Outcome 29 Empower local people to have a greater voice and influence over local decision making and the delivery of services

**Owner and Organisation – Karen Oliver, Hartlepool Borough Council**

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

### **Focus of Activity for 2009/10**

Whilst Hartlepool has a range of mechanisms and frameworks that endeavour to encourage residents to 'Have their say', nevertheless the results from the latest Mori survey (2009) indicated only one in four (23%) residents in Hartlepool Borough felt they could influence decisions that affect their area, and this percentage is considerably less in a number of wards within the Borough (17%). There is very little change in this result since the Mori Survey of 2004 when 25% of residents felt they could influence services in their area. The Government launched their White Paper on 'Communities in control: real people, real power' in 2008. More recently the Government have issued a 'Duty to Involve' which aims to give greater opportunities to local people to have their say. Therefore, in order to both address the Mori results and to meaningfully implement the White Paper and to take seriously our 'Duty to Involve' we must look at our current frameworks for consultation and participation.

The recent review of the Neighbourhood Consultative Forums which is in its final stage, with outcome implementation due in June 2009 will provide a better insight into how we can improve on the way in which we consult. Neighbourhood Action Plan forums will be reviewed this year (2009) the outcome of which will help advise on how the authority and other stakeholders can improve not only in relation to consultation, but more importantly how we can improve local resident's ability and confidence to take part in the Forums process of improving service delivery.

Other significant reviews will also take place within the next year; which includes the Community Network Forum, who will be looking at their current governance arrangements in relation to 'Terms and Reference' of the forum. In conjunction with this, they will be reviewing and developing their skills and learning plan to ensure a robust approach to enabling residents and communities groups, where required to gain confidence in the engagement and consultation process.

In line with the Authority's Diversity Strategy, work continues to be developed around inclusivity through a series of consultation events with Multi Faith Forums and the Lesbian, Gay, Bi-sexual and Transgender Community. In addition to this the Authority's Stakeholder Challenge (Challenge Council Services) plays a key role in how residents can influence service provision via this consultation process. The challenge however is to ensure that Service Departments listen and respond effectively to residents comments.

Empowering young people through the Participatory Budget method continues to be developed throughout the town, and remains one of the key focus areas for this LAA outcome.

### **Target Areas and Groups:**

- Neighbourhood Action Plan areas, NDC Succession Strategy, Young people, Hard to reach groups, Resident Representatives – linked to Neighbourhood Consultative Forum, Parents Forum

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 4 Percentage of adults who feel they can affect decisions that affect their own area (Place Survey)	31.8% (2008)	Not set as Place survey is taken bi annually	35.5%	9 NAPs Forums meeting once per month. 3 Neighbourhood Consultative Forums meeting every 6wks. 3 Neighbourhood Police and Community Liaison Forums meeting 4 times per yr. Neighbourhood Consultative Forums
Percentage of adults who feel they can affect decisions that affect their own area (Mori Survey)	Hartlepool = 28% (2006 Ipsos Mori Household Survey)	Not set as Mori survey is taken bi annually	30%	
Percentage of adults who feel they can affect decisions that affect their own area (Mori Survey - Neighbourhood Renewal Area narrowing the gap)	Neighbourhood Renewal Area = 23% (2006 Ipsos Mori Household Survey)	Not set as Mori survey is taken bi annually	27%	The Community Network are working on designing an appropriate Impact Assessment tool that will assess participants feelings of being able to affect decisions. This tool will be administered to all CN representatives. Responses will be recorded and depending on findings, appropriate actions will be taken.
Number of individuals participating in local decision making structures who are supported in their roles by the Community Network a)% of CN Theme Partnership Representatives & LSP Representatives attending N/A Partnership Meetings	N/A	70%	75%	Theme Partnership Representatives review and induction sessions. Skills audit which has informed the CN Skills and Learning Plan. LSP representatives Hartlepool Partnership briefing meetings.
Number of individuals participating in local decision making structures who are supported in their roles by the Community Network b) % Resident Representatives attending pre Agenda Meetings	68% (2007)	75%	80%	A resident representative review session and induction has taken place with a focus placed on the importance and value of supporting Vice Chairs sitting on the Hartlepool Partnership. The CN would like to see this requirement adding to the roles and responsibilities of Resident Representatives. Newly elected resident representatives will also be fully supported at Pre Agenda meetings and the next meeting will look at

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
				the aims of the Pre Agenda meeting. The CN Skills and Learning Plan for 2008/09 is now complete and specific training / development opportunities for resident representatives are highlighted (e.g. decision making structures; diversity and equality, Theme Partnership awareness raising etc)
Number of individuals participating in local decision making structures who are supported in their roles by the Community Network c) % Active CEN members attending Community Network Business Meetings	45.35% (2007)	55%	60%	CEN Business meetings now alternate the times of they meet – allowing BME and other members to attend etc. The CEN are gathering information from their members to assess the value and relevance, to them, of Business meetings as they run at the moment. Strengthening Communities is now a standing agenda item – for awareness raising and information. Training / development opportunities are made available to all members.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Develop Parent Participation as a key element of the Parent Support Strategy	Parenting Commissioner (currently John Robinson)	Resources in place. Support agreed with Community Network	March 2010	
Empower young people through the use of participatory budgets.	John Robinson and Elizabeth Hawkrige (Barnardos)	Resources will be required from stakeholders to develop this process.	March 2010	
Support and improve young people participation in NAP's, NCF's in positive activities	David Frame (HBC)	Existing Neighbourhood Management /NDC resources	March 2010	<p>Further develop young peoples involvement in the consultative process of Neighbourhood Forums</p> <p>Develop youth forums in the North, Centre &amp; South of the town to enable consultation with and participation of young people in issues effecting residents of Hartlepool</p> <p>In addition to youth forums, further develop mechanisms to engage with young people through the NAP forum process.</p>

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Development of a town wide Parents Forum in 2009. Community Network to ensure VCS engagement within this process.	Tracey Herrington (CN)	Integrated Support Manager Parenting Commissioner VCS involvement	March 2010	Planning meeting arranged with Integrated Support Manager Information Event /workshop scheduled for June 2009  Bi monthly meetings to be arranged and facilitated by Network and Integrated Support Manager Actions from workshop to be drawn up to form an Annual Action Plan.
Establish Baseline information and feed back from those residents involved in the All Ability Forum and Hart Gables in relation to know they feel they currently influence service delivery.	Tracey Herrington (CN)	Integrated Support Manager Parenting Commissioner VCS involvement	March 2010	Meetings to be set up with All Ability Forum and Hart Gables within the next quarter to establish the process of gathering data
Review BME Community engagement/participation mechanisms	Clare Clark (HBC)	Existing Neighbourhood Management /NDC resources	March 2010	
Further develop and finalise neighbourhood management elements of NDC succession strategy as required by Government guidance	Clare Clark (HBC)	Existing Neighbourhood Management / NDC resources	March 2010	

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Community Network to further develop the Skills and Learning Plan.	Tracey Herrington (CN)	Integrated Support Manager Parenting Commissioner VCS involvement	March 2010	Skills and Learning Plan to be completed by May 09. Delivery of this will commence June 09
Undertake a Neighbourhood Communities Forum review in April 2009 and evaluate the findings from the event.	Karen Oliver	Existing Neighbourhood Management resources	June 2009	
Ensure NAP concerns are considered by the SHP Reassurance Task Group and are acted upon accordingly with the involvement of Neighbourhood Managers	Denise Ogden	Existing resources	Mar 2010	

## Risks

Risk	Rating	Actions/Control Measures	Who and Organisation	Date to be completed
Failure to adequately consult residents and other stakeholders on relevant issues	Amber	Review of Statement of Community Involvement to be undertaken 2009/10	Derek Gouldburn	March 2010

## Outcome 30 Make a positive contribution –

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

**Key Partners** (\*denotes overall lead) –

Hartlepool Voluntary Development Agency\*, Hartlepool Borough Council, Hartlepool PCT, NDC, All Voluntary and Community Organisations operating in Hartlepool

### Focus of Activity for 2009/10

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

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

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

Volunteering and the involvement of volunteers in local VCS groups play an important role in service delivery, but also in building community cohesion. Volunteering builds self-confidence, improves the skill and experience of those involved and for many it can have the added value of being the pathway to further training, education

and employment. A range of factors impact upon the number of people who volunteer. It is directly linked to the level of activity and services being undertaken by the VCS. This in turn is influenced by the level of funding being allocated to the VCS. Much funding is in place for the VCS for 2009/10. Future investments in relation to continuation funding from WNF and the PCT for 2010/11 have yet to be agreed.

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

HVDA has secured funding to work with young people who wish to volunteer through the National Youth Volunteering programme, but this service is at a reduced level to that which was available last year, when there were two full time members of staff doing this work. Support is given to adult volunteers both within the Youth Service and in the Third Sector through the provision of training, both in terms of nationally recognised part time qualification – NVQ and training identified as necessary through the Youth Sector. The Youth Service also provides placements and advice to potential volunteers in this sector.



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

The Youth Opportunity / Youth Capital Fund is making both visible and sustainable impacts in Hartlepool. Refurbishments, extensions and new equipment is attracting new young people to existing organisations/buildings and there has been a marked increase in the amounts that has been applied for and therefore agreed. This has had an impact upon the amount of applications that are successful in gaining the funding, as once the fund is spent, applications then have to be put on hold until the next financial year. Large scale publicity events, involvement in the wider participation strategy and contact with school council's forums, have resulted in smaller more diverse groups being reached.

Positive Activities for Young People is central to our work around several major challenges including, substance misuse, teenage pregnancy, crime and antisocial behaviour reduction. We continue to develop our integrated working processes in partnership with the Safer Hartlepool Partnership and the Children's Trust partners. This work will be further developed through the new Team around the School programme.

In terms of specific volunteering activities for young people the Youth Service operates a licence for the Duke of Edinburgh's Award and accredits young people involved in volunteering through the service section. Young people are also active in volunteering through projects as diverse as UKYP, which seeks to influence issues for young people both locally and nationally, to volunteering through ongoing positive activities within clubs.

Examples of the diversity of projects that include young people 'making a positive contribution' would be from young people accessing Mobile and Detached provision producing bags to give out within the local community to combat racism, engaging young people on the streets to participate in developments within their

community, to fundraising in clubs for charities such as the Butterwick hospice and Children In Need to young people who volunteer within clubs to support the programme or other young people.

The prevention agenda continues to be a main focus of services working with Children and Young people and we intend to consolidate our work currently commissioned through the voluntary sector to work with those young people who are vulnerable to social isolation. The Family Intervention Project has recently commissioned resource workers from the third sector and the Children's Fund continues its commitment to the voluntary sector.

The focus on the positive contribution of young people and in particular ensuring that their views are heard and acted upon already has a sound foundation in the town and partners will be supported to continue this work across their services. In particular the work of Hartlepool Young Voices and the Youth Service with school forums will be developed and linked through a democratic process to the Scrutiny process of the council and the Children's Trust.

## **Target Areas and Groups**

### **Area**

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

### **Groups**

VCS Groups

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

Looked after Children

Hartlepool Youth Service

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 6 Participation in regular volunteering	18.7% (2008)	Not set as Place Survey is taken bi annually	21.8%	WNF and PCT Community Chest and volunteering into employment scheme, 'v' youth volunteering programme all in place
NI 110 Young people's participation in positive activities	70.2% (2008)	73.1% (TellUs 4 survey in Autumn 09)	75.9 (TellUs 5 survey in 2011)	It is expected that the Development of Integrated Youth Process will enhance reach and outcomes for young people In 2009/10 Positive activities will be extended to 7 days a week providing a range of diversionary activities across the town.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Percentage of people who have been helped by others (unpaid and not relatives) i) over the past years and ii) once a month over the past year	i) 49% ii) 27% (2006 Ipsos Mori Household Survey)	No targets set as Mori survey is bi-annual	i) 49% ii) 27%	WNF and PCT Community Chests and volunteering into employment scheme 'v' youth volunteering programme all in place.
Percentage of people who have been helped by others (unpaid and not relatives) i) over the past years and ii) once a month over the past year (Neighbourhood Renewal Area narrowing the gap)	i) 42% ii) 26% (2006 Ipsos Mori Household Survey)	Not set as Mori survey is taken bi annually	i) 42% ii) 26%	WNF and PCT Community Chests and volunteering into employment scheme 'v' youth volunteering programme all in place.
Access to the Youth Opportunity/Capital Funds	2007/08 1. Number of applications 134, of which 73 were approved. Number of YP involved in application process was 190	200 applications received 150 approved  300 young people involved in the application process	250 application received 150 approved  300 young people involved in the application process	Grant Givers continue to recruit new young people and develop and evaluate their practice and procedures. New Grant sum in place and advertised throughout Hartlepool. Help and advice available for all groups pre application. Recruitment on going using youth service and other provider links. Participation network are partners in the recruitment process.

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Improve the participation of young people with learning disabilities in their Section 140 assessments	80.5% (2006/07) 100%(2007/08)	100%	100%	100% of current year 11's have participated in their Section 140 Assessments in preparation for their transition to post 16 learning.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Wider involvement of children and young people with a disability in participation	Elisabeth Hawkridge Barnardos North East	Funding in place through Children's Fund, links with psychology team and SEN team.	March 2010	
Ensure that positive activities are available to young people across the town for seven days a week	Peter Davies Mark Smith	Positive Activities Funding	March 2010	
Implementation of VCS Strategy	Keith Bailey HVDA	Implementation Steering Group	March 2010	Development of a work plan.

## Risks

Risk	Rating	Actions/Control Measures	Who and Organisation	Date to be completed
Failure to secure adequate funding from external to support voluntary and community sector organisations	Red	Regular meetings and liaison with funding providers Ensure VCS organisations are fully aware of existing and new funding opportunities	Keith Bayley HVDA	March 2010

## Outcome 31 Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas

Owner and Organisation – Catherine Frank, Hartlepool Borough Council

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

### Focus of Activity for 2009/10

During 2009/10 there will be a continuing focus on the development and implementation of Neighbourhood Action Plans (NAPs). A review of the delivery of NAPs will be undertaken which will consider the best way to use the resources available to work with NAP Forums, Theme Partnerships and individual partner organisations to implement NAPs.

The main focus for the development of NAPs will be the adoption of the Throston NAP and the preparation of a new NAP for the NDC neighbourhood and one other neighbourhood in the Borough (actual neighbourhood to be confirmed).

NAP Forums will continue in their commissioning role through the allocation of Resident's Priorities Budgets and Neighbourhood Element resources. This approach will enable residents to take forward their NAP priorities for the year and allow them to monitor and review what is being achieved through their resources.

During 2009/10 work will be undertaken to evaluate the activity that has been undertaken over the 4 years of the

Neighbourhood Element (NE) programme. As the programme concludes there will be promotion of the activities funded and what has been achieved with the aim of continuing successful activities through mainstream or other funding sources.

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

### Target Areas and Groups

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

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

- Burbank, Dyke House/Stranton/Grange, Owton, NDC, North Hartlepool (Central, Headland & West View/King Oswy), Rift House/Burn Valley, Rossmere, Throston

Improvement Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
NI 5 Overall/general satisfaction with local area	76.3% (2008)	Not set as Place Survey is taken bi annually	79.4%	Neighbourhood Action Plans (NAPs), NAP Forums, Neighbourhood Consultative Forums, Neighbourhood Management, Neighbourhood Policing, Connected Care, Housing Market Renewal & NDC initiatives

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Proportion of people satisfied with their local area as a place to live	83% (2006 Ipsos Mori Household Survey)	Not set as Mori survey is taken bi annually	85%	Neighbourhood Action Plans (NAPs), NAP Forums, Neighbourhood Consultative Forums, Neighbourhood Management, Neighbourhood Policing, Connected Care, Housing Market Renewal & NDC initiatives
Proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal Area)	78% (2006 Ipsos Mori Household Survey)	Not set as Mori survey is taken bi annually	82%	Neighbourhood Action Plans (NAPs), NAP Forums, Resident's Priorities Budgets & Neighbourhood Element, Neighbourhood Consultative Forums, Neighbourhood Management, Neighbourhood Policing, Connected Care, Housing Market Renewal & NDC initiatives.

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Ensure the delivery of the Neighbourhood Renewal in the Borough.	Catherine Frank, HBC	HBC Community Strategy Team, HBC Regeneration Team, HBC Neighbourhood Management, Community Network Team & Housing Hartlepool Resident Participation Team. Also, LSP partner organisations.  Working Neighbourhoods Fund and Neighbourhood Element (NE) Fund through the Area Based Grant.	March 2010	Review & promote the activity of the NE programme as it concludes – March 10  Coordinate a review of LSP resources to deliver the Community Strategy/ Neighbourhood Renewal Strategy – March 10
Continue the programme of Neighbourhood Action Plans (NAP) preparation, implementation and review.	Sylvia Burn, HBC	HBC Community Strategy Team, HBC Regeneration Team, HBC Neighbourhood Management, Community Network Team & Housing Hartlepool Resident Participation Team.  Working Neighbourhoods Fund and Neighbourhood Element Fund through the Area Based Grant.	March 2010	Complete one new NAP (Throston) – August 09  Review the delivery of NAPs – March 10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Support the development and implementation of regeneration programmes within disadvantaged areas.	Sylvia Burn, HBC	HBC Regeneration Team, NDC Team  Working Neighbourhoods Fund, Neighbourhood Element & NDC.	March 2010	Agree a programme of future NDC delivery – May 09
Provide opportunities to build the capacity of residents who are involved in decision making processes, so that they are more able to actively have their 'needs' heard	Tracey Herrington	Training providers  Resident participation in training events  Neighbourhood Manager –to ensure training is put on NAP agendas.	March 2010	Agree CN Skills and Learning Plan Diary bi-monthly training events – May 09

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Failure of service providers to focus resources on neighbourhood renewal areas	Amber (Impact-High, Likelihood-Possible)		Derek Gouldburn HBC	March 2010

## Outcome 32 Improving financial inclusion

Owner and Organisation – Carol Jones, Hartlepool New Deal for Communities

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

### Focus of Activity for 2009/10

Hartlepool Financial Inclusion Partnership (HFIP) Terms of Reference provide the framework of activities to be undertaken by the group to shape services to meet resident needs. The HFIP Action Plan 2009-10 will provide the focus for partner collaboration to ensure sustainability of the partnership, increase awareness of barriers to financial inclusion and provide a vehicle to continue to influence local, regional and national policy.

The successful introduction of the Credit Union Current Account in January 2009 has transformed the capability of the Credit Union to provide a modernised service to members. The electronic mainframe current account provides access to a number of new services including ATM LINK cards, direct debit, standing order arrangements etc. The nature of the account is such that it provides the added value of increasing social inclusion by reducing the need to pay for goods and services by traditional methods ie cash, and will be of particular benefit to vulnerable citizens who currently are reliant upon prepayment methods for their fuel and other utility bills which attract higher tariffs. HFIP will actively promote the availability of the account and encourage their service users to access it.

HFIP will continue to promote and increase awareness of financial inclusion issues within neighbourhoods and highlight concerns to decision making bodies, lobbying for support as necessary.

The research findings from the 'Mapping Exercise of Financial Inclusion in Hartlepool' report will provide the framework for focussed HFIP activities for the year ahead.

### Target Areas and Groups

- Vulnerable adults & families, the elderly and young people
- People with Disabilities and minority groups
- Target community representative groups Alzheimer's, Age Concern, Hartlepool Carers, Multiple Sclerosis, Mental Health Matters, Special Needs Support Group, Autism Group, Epilepsy Outlook etc.
- Increase engagement with Hartlepool Financial Inclusion Partnership and the Health Sector including Hospices / Psychiatric services, Community Outreach services, Community Centres / Libraries etc.
- Un-banked adults



Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Number of Credit Union Current Accounts and Savings Accounts opened by adults	3801 Savings accounts, zero current accounts (March 2009)	Increase by 250 accounts by 31/03/2010	Increase by 500 accounts by 31/03/2011	<ul style="list-style-type: none"> <li>Establish robust referral routes from PCT / community groups / other public sector engagement officers for debt / money management advice;</li> <li>Coordination &amp; delivering of 8 Financial Inclusion events promoting awareness of Credit Union accounts;</li> <li>Coordination &amp; delivering of 24 Financial Inclusion events in the Education Sector promoting awareness of Credit Union accounts to primary, secondary and college students;</li> <li>Coordination &amp; delivering of 3 Financial Inclusion events in partnership with community groups targeting young adults, promoting awareness of the Credit Union accounts and 3<sup>rd</sup> sector lenders in general as an alternative to door step lenders / high interest rate agreements;</li> <li>Continue to promote the availability of council tax discounts for the 'vulnerable' groups by attending community events.</li> </ul>
Number of bank and savings accounts opened by school age and college age individuals	1637 young savers accounts (March 2009)	Increase by 150 accounts by 31/03/2010	Increase by 300 accounts by 31/03/2011	
Take up of Council Tax reductions	Zero (the target relates to new recipients)	100 new households by 31/03/2010	200 new households by 31/03/2011	

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Review & Update HFIP Action Plan	Carol Jones - NDC	Officer Time NDC Funding & Resources	June 2009	Coordinate & deliver 8 HFIP meetings over 2 year period.
Implement HFIP Action Plan	Carol Jones - NDC	Officer Time NDC Funding & Resources HFI Partners	March 2010	Coordinate & deliver 8 HFIP meetings over 2 year period.
Gain Funds for a HFIP Development Manager	Carol Jones – NDC HFIP Executive Group	Officer Time NDC Funding & Resources HFI Partners	March 2010	
Increase Credit Union Membership	Anne McGrath – Hartlepool Credit Union Limited	Staff Time DWP/Trust Funds	March 2010	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
1. HFIP Development Manager – funding applications may be unsuccessful, thus preventing further development of the HFIP.	High	Funding applications – WNF?	Carol Jones - NDC/HFIP	March 2010
2. Credit Union Membership may not increase due to economic 'credit crunch' and rising cost of living - impacts on ability to 'save' for most financially vulnerable citizens.	Medium	Increase membership of Credit union	Carol Jones - HFIP	March 2010



## Outcome 33 Freedom from discrimination and harassment

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

**Key Partners** (\*denotes overall lead) – Hartlepool NDC\*, Hartlepool Community Network, All Theme Partnerships, The Salaam Community Centre CIC, BME Reference Group, Learning Disabilities Partnership, Critical Challenge Group, Hartlepool Police

#### Focus of Activity for 2009/10

The population of Hartlepool is predominantly white British. Nevertheless there has been a small BME population settled in the town for the past 40 years and this population is growing. In 2006 a report to the Finance and Performance Management Portfolio holder of Hartlepool Council indicated that, of the population of 88,611 in Hartlepool, there were around 1,420 (1.6%) from a black and minority ethnic backgrounds (BME). These figures are based on the last census (2001) and since then this population has grown both in its size and in the degree of diversity. It is concentrated within the town centre.

The most recent household survey data for the NDC area (town centre) provides evidence that BME population is growing. 5% of the people living in this area now identify themselves as mixed race, black, Asian, Chinese or from another ethnic group and 3% as white, but not British or Irish. The latter provides evidence of the significant Polish immigration to the town over the last two or three years. In the NDC area (town centre) 8% are identifying themselves as non white British or white “other”. This has increased from 5% in 2006 and 4% in 2004. Further evidence of this growing diversity is the proportion of people who say that English is not their first language. This was 2% in 2004, 4% in 2006 and 6% in 2008. Apart from the recent influx of Polish people, the BME population in the town area is largely Asian and is split in broadly equal proportions between those from Pakistani and Bangladeshi backgrounds. Other minority groups including Indians, Philipinos and Chinese, Iraqis and Kurds are also represented in much

smaller numbers. To what extent this population suffer from discrimination or harassment is not known, but anecdotal evidence indicates that this is an issue for some. It is important to establish how reliable data on this issue can be collected. Of course other sections of the community suffer from discrimination and or harassment as a result of their age, sexual orientations, disability or religious belief.

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

All public authorities and their partners have legal, specific and general duties to comply with Equality legislation. The Local Authority, through its Equality and Diversity scheme, is inclusive and promotes equality across all sectors and through its policies and procedures eliminates unlawful discrimination to all diverse groups by promoting equal opportunities in the provision of goods, services and employment.

Half yearly and annual Equality and Diversity progress reports are published. Specific achievements include:

- The Council has set up Talking with Communities to consult with Ethnic minorities quarterly on Council services and extends this forum to all partners.

- It consults with its LGBT communities through Hartgables every quarter.
- Consultation with disabled people by all partners is progressed through Hartlepool Life Chances Partnership Board.
- Hartlepool Participation network meets on a monthly basis to support all those involved in, or planning to be involved in, consulting with children and young people.
- A multi-agency forum of professionals who are involved in working with or providing services to diverse communities has also been established. The aim of this group is to ensure that the delivery of services to Hartlepool's diverse communities is carried out in an appropriate and accessible way.
- The Stakeholder Challenge initiative was launched in September 2007. It is a representative group encompassing ethnicity, disability (sensory and physical), youth, 50+, LGBT, religion/belief and from all classes of the society. This seeks to make Council Services accountable for ensuring that they are more aware of the diverse needs of the communities they serve. This process challenges the Council's Service plans through their Equality impact assessments and has led to changes in the provision of services
- Corporate harassment and bullying procedures have been reviewed and implemented.
- Hartlepool Borough Council has achieved the Equality Mark certificate.
- The Salaam Resource and Information Centre has operated for the last six years providing training, advice, information and activities aimed at meeting the needs of some of the BME communities in the town.
- The 50+ Forum is established and have written Hartlepool's Older people's strategy and follow it through with the Council officers.
- HVDA provides capacity building support to the following groups: the Salaam Centre, Hartlepool Pinoy (Filipino group), Hartlepool Asian Association, Muslim Welfare Association, Bangladeshi Cultural Association, The Multi Cultural Centre

Steering Group, HYPE (young people), Hart Gables (gay/lesbian group), the All Ability Forum (disability forum), Hartlepool MIND, Hartlepool Access Group and Hartlepool Carers.

- Hartlepool NDC funds the Salaam Centre and is now contributing towards the cost of converting a former church hall into a new Cross Cultural Community Centre.

### **Target Areas and Groups**

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

Local Priority Target	Baseline and Year	Target 2009/10	End of LAA Target (2010/11)	Current activity to meet target
Percentage of people who feel that their local area is a place where people from different backgrounds get on well together	Hartlepool: 61% (2006 Ipsos Mori Household Survey)	Ipsos Mori Household survey results (2008) show this has now fallen to 55%	62%	HVDA capacity building, supporting and support to BME groups  Salam Resource and Information Centre  Interagency group meetings
Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Neighbourhood Renewal Area narrowing the gap)	Neighbourhood Renewal Area: 60% (2006 Ipsos Mori Household Survey)	Ipsos Mori Household survey results (2008) show this has now fallen to 55%	62%	Critical Challenge Initiative  Talking with Communities consultation forum  Planned Multi Faith Forum  LGBT consultation forums  Improving Life Chances Board – partners involvement with Disables people  Safer Hartlepool Partnership Activity

## Key Actions for Improvement 2009/10

Action for improvement	Action Owner and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Sub Actions
Better analysis of data regarding hate incidents	Andy Summerbell	Officer time	December 2009	
Set up Multi faith forum and organise consultations	Vijaya Kotur	Need funding	September 2009	
Open New Cross Cultural Community Centre managed by Salaam Community Centre CIC	Martin Booth	NDC funding in place	February 2010	
Extend Stakeholder Challenge process on a trial basis to Partners	Vijaya Kotur	Need funding	March 2010	
Set up local Public Sector Equality Officers Forum	Vijaya Kotur	Existing HBC diversity resources	March 2010	

## Risks

Risk	Rating	Actions	Who and Organisation	Date to be completed
Difficulty in identifying data sources for hate incidents	low	Identify data sources	Andy Summerbell	December 2009
Difficulty in persuading all faiths to be involved and see the value of this initiative	medium	Work to persuade all parties to take part	Vijaya Kotur	September 2009
Internal tensions within the board of directors prevents progress	medium	Support from NDC to help them take on new role	Martin Booth	February 2010
Insufficient Council funding to continue with consultations and Stakeholder Challenge process	medium	Seek funding with Partners Bid as pressure in the Council's budget process	Vijaya Kotur	March 2010

# Local Area Agreement Delivery and Improvement Plan 2009/10

## Partnership Working

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## Hartlepool Partnership Self-Assessment 2008/09

This section reviews the progress the Hartlepool Partnership made in 2008/09 against six criteria:

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

### Scoring

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

## Reviewing Partnership Working

## Strategic Criteria

1.1 Vision	The Community Strategy sets out a long-term vision for the economic, social and environmental well-being of the local area. This vision is clear, ambitious and achievable. It is owned and agreed by partner agencies and the Community Network.		Score  5
	What evidence do we have to demonstrate this standard? <ul style="list-style-type: none"><li>Community Strategy Review 2006-08</li><li>Household questionnaires</li><li>Viewpoint 1000 results</li><li>Hartlepool in 2020</li></ul>	What key progress have we made? <p>The Partnership's vision is set out in the newly agreed 2008 Community Strategy, <i>Hartlepool's Ambition</i>. The Community Strategy Review was launched in May 2006 and, following extensive consultation, the final Strategy was agreed in July 08. The preparation of Hartlepool's new Local Area Agreement (LAA) has translated this vision into outcomes and provided a renewed focus for delivering the vision.</p>	
1.2 Strategy	The Community Strategy provides overall strategic direction and is the overarching plan for promoting and improving the well-being of the area. The Neighbourhood Renewal Strategy identifies priority neighbourhoods. The Local Area Agreement provides a three year delivery agreement for the long term objectives outlined in the Community Strategy. Sound methodologies have been used to establish priorities.		Score  5
	What evidence do we have to demonstrate this standard? <ul style="list-style-type: none"><li>Hartlepool's Ambition, 2008</li><li>LAA Delivery &amp; Improvement Plan</li><li>Hartlepool's Community Strategy – the first 5 years review of progress</li><li>Neighbourhood Action Plans have been prepared and updated for all priority areas</li><li>HBC Corporate Assessment March 2007</li><li>Close working with LDF colleagues</li></ul>	What key progress have we made? <p>The updated Community Strategy and Neighbourhood Renewal Strategy have been agreed by the Hartlepool Partnership and the Council. The agreement of the new LAA in May 2008 led to the preparation of a LAA Delivery &amp; Improvement plan for 2008/09 effectively establishing the LAA as the delivery plan for the Community Strategy and the Neighbourhood Renewal Strategy.</p> <p>Neighbourhood Action Plans have been prepared for all priority neighbourhoods with strong resident and service provider input. A review of their preparation has taken place and the resulting action plan implemented.</p>	

## Reviewing Partnership Working

## Strategic Criteria

<b>1.3</b>  <b>Leadership</b>	The Partnership operates as a strong team with a clear identity and shared sense of purpose. Strategic leadership is provided to make sure that its own strategies are reflected in partners' business strategies and are cascaded down to team and individual work objectives.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"><li>• July 05 &amp; March 08 Alignment report</li><li>• LAA Delivery &amp; Improvement Plan</li><li>• Hartlepool Borough Council Corporate Plan</li><li>• Minutes of Hartlepool Partnership's Performance Management Group</li></ul>	<b>What key progress have we made?</b> <p>The Partnership is chaired by the town's elected mayor and this provides clear democratic leadership and a commitment to address the issues that are of paramount importance to local residents. The Partnership Support Team operates as a strong team providing support to the Board, Performance Management Groups and Theme Partnerships.</p> <p>The need to embed the Community Strategy firmly into partners' plans and strategies has been acknowledged, and the March 2008 Alignment review showed significant progress for Hartlepool Borough Council and strong performance from a number of other partners with co-terminus boundaries to Hartlepool. Areas for improvement were identified in the report.</p>	
<b>1.4</b>  <b>Structure &amp; accountability</b>	The Partnership organises itself in a systematic, clear and accountable way. The LSP board is effective with members having the authority to speak for their organisation and there is genuine community involvement through the Community Network. The partnership's communications allow community and stakeholders to give feedback on and challenge LSP activity.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"><li>• Hartlepool Partnership Terms of Reference</li><li>• Revised Protocol with CEN</li><li>• Minutes of meetings and papers all available online</li><li>• Roundup newsletter produced after Board Meetings</li><li>• Attendance lists for meetings kept and published</li><li>• Partnership pages in Hartbeat Magazine</li></ul>	<b>What key progress have we made?</b> <p>Terms of Reference for the operation of the Hartlepool Partnership are regularly updated. Membership of the Board is at a senior level with the ability to take and make decisions on behalf of their organisation</p> <p>Community involvement in the Hartlepool Partnership board takes the form of representatives elected from the Community Network and the vice-chairs of the Neighbourhood Consultative Forums.</p> <p>A Partnership Governance Standard was brought in in 2006/07 and reviewed in Autumn 08. Theme Partnerships and NAP Forums have reviewed their Terms of Reference in line with this.</p>	

## Reviewing Partnership Working

## Strategic Criteria

<b>1.5</b>  <b>Sustainable Development</b>	The Partnership provides an integrated approach to decision-making that brings together social, environmental and economic considerations, safeguarding the interests of future generations and creating a fairer world.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"> <li>• SEA compliant Sustainability Appraisal of 2<sup>nd</sup> draft Community Strategy</li> <li>• Sustainability is established as a key principle of the Community Strategy.</li> <li>• A Sustainable Development checklist was included as part of detailed WNF project proposals.</li> <li>• Local Area Agreement contains a suite of Sustainability Indicators</li> <li>• Signing of Nottingham Declaration - Hartlepool Partnership Meeting (October 2004)</li> <li>• Fairtrade tea &amp; coffee served at Partnership meetings and events</li> <li>• Hartlepool gained Fair Trade Town status in July 2005</li> <li>• Throston NAP (March 09)</li> </ul>	<b>What key progress have we made?</b> <p>During 2007 a SEA compliant Sustainability Appraisal was carried out on the draft Community Strategy. The aim is to strengthen the contribution of the Community Strategy to the sustainable development of Hartlepool.</p> <p>The Environment Partnership has led work on Climate Change leading to the preparation of a Climate Change Strategy, agreed in October 2007.</p> <p>The LAA has a framework to report progress towards sustainable development and two Improvement Targets relate to Climate Change.</p> <p>New section on Sustainable Development and low footprint future is now included in NAPs, illustrating sustainable development at a neighbourhood level.</p>	
<b>Total Score</b>			<b>22</b>

### Barriers to Progress and Priorities for Action

**Total Score for  
this section**

22/25

### Criteria: Strategic

Date of Review March 2009

#### Barriers

- The introduction of the Local Government Bill, the new Duty to Cooperate, new inspection arrangements and new performance frameworks across public sector bodies e.g. PCT, Strategic Health Authorities, Local Authority, Police, makes it particularly challenging to align business planning.
- A number of additions have been made to the Partnership's Terms of Reference in recent years and for ease of reference these should now be re-written in line with the Governance Framework.

#### Possible Solutions

- Build on 05 and 08 alignment work to strengthen Partner's contribution to delivery of the Community Strategy

#### Action for Improvement

1. **Review alignment of partners' business plans to the 2009/10 Local Area Agreement Delivery & Improvement Plan**
2. **Review and update the Partnership's Terms of Reference**

## Reviewing Partnership Working

## Inclusive Criteria

2.1 Processes	The processes through which the LSP operate are sound, efficient and transparent. The Partnership has stated standards of behaviour to which everyone is genuinely committed to.		Score  4
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"><li>• Terms of reference</li><li>• Community Network Protocol</li><li>• Published minutes of meetings/decisions</li><li>• Declarations of Interest</li><li>• Partnership Board Governance Report (Dec 06)</li><li>• Partnership meetings are open to the public and the press regularly attend</li><li>• Hartlepool Mail &amp; Hartbeat articles</li></ul>	<b>What key progress have we made?</b> <p>The Partnership annually updates its Terms of Reference. New arrangements for complaints and Declaration of Interests were introduced during 2008/09. The Partnership has also reviewed the Hartlepool Partnership/Community Network Protocol.</p> <p>The Partnership has agreed a governance standard and Theme Partnerships and NAP forums have revised their terms of reference in response to this. New arrangements for a Children's Trust and a Skills Partnership have been put in place.</p> <p>Induction arrangements for new members have been strengthened and the Board Members Handbook revised and reissued. Declaration of interest forms have been completed by Board Members and the Partnership Support Team.</p>	
2.2 Community Impact	Local strategies are monitored and evaluated as appropriate, to make sure they reflect the views of all sections of the community and findings fed back to LSP members. Partners actively promote the principles of equality and diversity.		Score  4
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"><li>• Hartlepool Partnership minutes and agendas</li><li>• Resident representatives have support from CEN and have established a track record of commenting on strategies.</li><li>• NAP implementation progress monitored through Theme Partnerships</li></ul>	<b>What key progress have we made?</b> <p>The Hartlepool Partnership Board is seen by its members as an essential body to involve in strategy development and consultation.</p> <p>A range of key strategies have been presented for debate at the Hartlepool Partnership including Building Schools for the Future, Pathways to Healthcare, Regional Spatial Strategy, Housing needs Assessment, Climate Change, the COMPACT and the Crime, Disorder and Substance misuse Strategy. Neighbourhood Action Plans are endorsed by the Board following local agreement.</p>	

## Reviewing Partnership Working

## Inclusive Criteria

2.3 Engagement	The LSP engages all key sectors in its work (community & voluntary, private and public) and the diversity of its communities is reflected within the Partnership and by those acting/speaking on its behalf. LSP decision making processes include Voluntary and Community Sector representatives in a way that allows them to contribute and have real influence		Score  4
	What evidence do we have to demonstrate this standard?	What key progress have we made?	
	<ul style="list-style-type: none"> <li>Hartlepool Partnership Board Membership</li> <li>Strong Community Network</li> <li>Strong representation from senior public sector partners</li> <li>Private business representation through the Economic Forum</li> <li>Hartlepool Partnership Board Meetings</li> </ul>	<p>There is a strong community and voluntary sector input into preparation of Neighbourhood Action Plans. The constituencies of the two Young Peoples reps on the Board have been revised to provide a place for Hartlepool's representative on the UK Youth Parliament.</p> <p>The Hartlepool Partnership has agreed a Communications Strategy and is implementing a two year action plan. The Board regularly receives updates from the Community and Voluntary sector including a report from HBC and the PCT on the development of a Voluntary Sector Strategy..</p>	
2.4 Community Cohesion	The LSP is working to ensure Hartlepool is a cohesive community where there is a sense of belonging for all. The diversity of people's different background and circumstances are appreciated & positively valued and those from different backgrounds have similar life opportunities. Strong positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods		Score  3
	What evidence do we have to demonstrate this standard?	What key progress have we made?	
	<ul style="list-style-type: none"> <li>HBC work on "Talking with Communities"</li> <li>Neighbourhood Action Plans</li> <li>The Multi-Agency Group</li> </ul>	Neighbourhood Action Plan development focuses on community needs and aspirations and seeks to engage a range of people from different backgrounds in their preparation and implementation.	
Total Score			15

## Reviewing Partnership Working

## Inclusive Criteria

### Barriers to Progress and Priorities for Action

Total Score for  
this section

15/20

### Criteria: Inclusive

Date of Review March 2009

#### Barriers

- There are tensions between retaining inclusively and a Board of 42 people and ensuring the Hartlepool Partnership can operate as strategically.
- The new Equality Framework provides additional challenges for LSPs to deliver this agenda
- The recession has resulted in HVDA and the Community Network having reduced funding to support the sector

#### Possible Solutions

- Provide training and development opportunities for those working with Partnerships on equality issues
- Ensure limited resource for Community Network is focused on essential activity

#### Action for Improvement

3. **Ensure the implementation of the Community Network's Delivery and Improvement Plan for 2009/10**
4. **Implement Communications Strategy Action Plan**
5. **Attend Hartlepool's Multi-Agency Group to discuss the impact of the new Equalities Framework on the Partnership**
6. **Produce a Partnership Newsletter following each Board Meeting**



## Reviewing Partnership Working

## Action Focused Criteria

3.1  Affecting Mainstream Services	Robust plans for achieving progress towards targets in the LAA are based on plausible actions. Neighbourhood Renewal objectives and NAP priorities are incorporated into mainstream services. This is demonstrated by changes in use of mainstream funds, re-shaping of service delivery and joining-up with other services to deliver agreed outcomes.		Score  4
	What evidence do we have to demonstrate this standard? <ul style="list-style-type: none"><li>LAA Delivery &amp; Improvement Plans</li><li>Mainstreaming Review</li><li>Neighbourhood Action Plans &amp; implementation of annual NAP priorities</li><li>Local funding for schools takes into account of the number of pupils living in the NR area</li><li>Neighbourhood Policing</li><li>Neighbourhood Element Programme</li></ul>	What key progress have we made? <p>The preparation of LAA Delivery &amp; Improvement Plan has been embedded across the Partnership. This clearly identifies current activity to meet targets and planned improvements. Actions are plausible and resourced.</p> <p>The WNF programme for 2009-2011 has been reshaped taking into account a number of projects that have been mainstreamed and to provide an increased focus on worklessness and enterprise.</p> <p>Neighbourhood Action Plans are being used to shape service delivery in localities. Improved monitoring now takes place of plans to highlight areas of underperformance.</p>	
3.2  Joint working & Partners changing in response to the LSP	Partners willingly commit time and resources into achieving the priorities of the Partnership. Local service providers are committed to changing local service delivery as a result of their participation in the LSP.		Score  3
	What evidence do we have to demonstrate these standards? <ul style="list-style-type: none"><li>LAA Delivery &amp; Improvement Plan</li><li>Mainstreaming review</li><li>Housing Market Renewal Programme</li><li>Connected Care</li><li>Neighbourhood Policing / Co-location with Neighbourhood Management</li><li>Integrated Health &amp; Social Care Teams</li><li>NDC NAP preparation</li><li>Membership of Board and Theme Partnerships</li></ul>	What key progress have we made? <p>The development of the new role of Integrated Support Managers within Children's Centres has been closely aligned with the work of Neighbourhood Managers. There is also close working with Economic Development to reduce Child Poverty.</p> <p>The Community Network, Skills Share, Neighbourhood Development Officers and Housing Hartlepool staff have worked to establish joint arrangements for supporting resident's participation in local decision making. Shared training needs have been identified and courses to meet these needs jointly delivered.</p>	

## Reviewing Partnership Working

## Action Focused Criteria

<b>3.3</b> <b>Clear decision making</b>	Decision making processes are clear and understood by all those involved. Meetings resolve issues and make good decisions that are in line with strategy. Community groups across the partnership have been actively involved in shaping priorities.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"> <li>Hartlepool Partnership Terms of Reference</li> <li>Negotiation and adoption of protocol</li> <li>Reports and minutes of meetings clearly identify decisions.</li> <li>Quarterly meetings of Hartlepool Partnership Performance Management Group to discuss key issues and performance data.</li> <li>Community Network self-assessment scores the LSP as 4/5 for inclusion in decision making process</li> </ul>	<b>What key progress have we made?</b> <p>Decision making at the Hartlepool Partnership Board is participative and clear with strong chairing of meetings that allows discussion to flow and a range of members to engage in debate. Where conflict occurs, steps are taken to provide additional opportunities for discussion.</p> <p>A Risk management approach has been developed and key risk assessments carried out, however this will need to be reviewed following the signing of the new LAA.</p>	
<b>3.4</b> <b>Capacity Building in Neighbourhoods</b>	The LSP has taken steps to strengthen the capacity of the community to participate in the delivery of neighbourhood renewal.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"> <li>Publication of draft Throston Neighbourhood Action Plan</li> <li>Partnership work with HBC Neighbourhood Consultative Forums</li> <li>WNF programme includes allocation of funds for Community Network</li> <li>Household survey 2006, 2008</li> <li>Connected Care &amp; Health Trainers</li> <li>Neighbourhood Policing</li> <li>NAP review / Way Forward Action Plan</li> </ul>	<b>What key progress have we made?</b> <p>A wide range of programmes and partnerships support extensive community participation in the delivery of neighbourhood renewal. The process of drawing up Neighbourhood Action Plans secures community participation and close working with the Community Network strengthens capacity.</p> <p>Commissioning training events have taken place with NAP Forums.</p> <p>The NAP Way Forward Review took place in 2008 and the resulting Action Plan is being implemented.</p>	
<b>Total Score</b>			<b>15</b>

### Barriers to Progress and Priorities for Action

Total Score for  
this section

15/20

### Criteria: Action Focused

Date of Review March 2009

#### Barriers

- Many Neighbourhood Action Plans are out of date and there isn't sufficient capacity to quickly review all priority neighbourhoods
- Preparation of NAPs can raise residents' expectations and there is a lack of capacity in key service providers to meet all priorities in the short term
- The introduction of the new LAA for 2008/11 will take time to develop and for new arrangements to take shape.

#### Possible Solutions

- Learn from experience of Throston NAP and accelerate review of existing NAPs
- Continue to provide clear guidance notes for the preparation of the LAA Delivery and Improvement Plan
- Further disseminate the findings of the 2008 Household Survey focusing on neighbourhoods

#### Action for Improvement

7. **Implement the outstanding actions from the 2008 NAP Way Forward Action Plan**
8. **Oversee the delivery of the NAP SLA with the Regeneration Division**
9. **Prepare LAA Delivery & Improvement Plan for 2009/10**
10. **Prepare and disseminate Neighbourhood Reports that summarise the 2008 Household Survey**

## Reviewing Partnership Working

## Performance Managed Criteria

<b>4.1</b>  <b>Monitoring, Review &amp; Evaluation</b>	Local strategies are monitored and evaluated as appropriate, operational planning takes account of feedback & findings and a performance management culture is embedded across the partnership. The LSP tracks progress and acts as necessary to address delays and barriers.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"><li>• Reports and Minutes of Hartlepool Partnership &amp; Performance Management Group</li><li>• Independent evaluation of WNF programme</li><li>• Enhanced monitoring of NAP implementation</li><li>• LAA workshops</li><li>• Household survey 2006, 2008</li><li>• HBC Corporate Assessment 2007</li><li>• 2008 Performance Management Review</li></ul>	<b>What key progress have we made?</b> <p>Quarterly LAA performance reports are reviewed through the Partnership's Performance Management Group and summary reports taken to the Board.</p> <p>The recent WNF programme evaluation found strong monitoring arrangements to be in place.</p> <p>Theme Partnerships and NAP Forums work to the Partnership's agreed Governance Standard.</p> <p>Annual reports that set out how NAP priorities have progressed are prepared and presented to Theme Partnerships.</p>	
<b>4.2</b>  <b>Links to Partners performance management systems</b>	Where possible partners of the LSP have aligned their performance management arrangements to meet the LSP Business Planning cycle		<b>Score</b>  <b>3.5</b>
	<b>What evidence do we have to demonstrate these standards?</b> <ul style="list-style-type: none"><li>• Local Area Agreement DIP</li><li>• LAA DIP Quarterly performance reports</li><li>• Alignment review 2008</li><li>• Quarterly meetings between Partnership Support Team and key partners</li><li>• Introduction of Covalent (web-based performance management tool)</li></ul>	<b>What key progress have we made?</b> <p>The Local Area Agreement has provided further opportunities for alignment in performance management arrangements.</p> <p>Clearer links have been established between the Partnership's delivery and the Council's Corporate Plan.</p> <p>The Partnership now uses HBC's Performance management system that is web based. This ensures that partners can access shared information and can provide up to date commentary on performance.</p>	

## Reviewing Partnership Working

## Performance Managed Criteria

<b>4.3</b>  <b>Risk Management</b>	The Partnership has developed an approach to risk management that identifies the key threats that can adversely affect the ability of the LSP to achieve its objectives & to successfully execute its strategies and has identified mitigating actions		<b>Score</b>
	<b>What evidence do we have to demonstrate these standards?</b> <ul style="list-style-type: none"> <li>• Inclusion of risk assessment in preparation of 2009-2011 WNF programme</li> <li>• Introduction of risk rating to inform verification visit schedule</li> <li>• Declaration of interest forms for Board Members and officers</li> </ul>	<b>What key progress have we made?</b> <p>Key strategic risks for the partnership have been identified and risk assessments carried out. Progress on managing these risks is reported quarterly to the Partnership's Performance Management Group</p> <p>A Risk section is incorporated in WNF applications and is reviewed during verification visits</p> <p>Following the adoption of the new LAA in June 08, risk arrangements for the LAA are being strengthened.</p>	<b>3</b>
<b>Total Score</b>			<b>10.5</b>

## Reviewing Partnership Working

## Performance Managed Criteria

### Barriers to Progress and Priorities for Action

Total Score for  
this section

10.5/15

### Criteria: Performance Managed

Date of Review March 2009

#### Barriers

- Reorganisations and high turn over within public sector bodies e.g. HBC, PCT, Learning & Skills Council, Police, Jobcentre Plus, makes it difficult to maintain relationships and build a shared understanding
- The lack of clarity from the Audit Commission on CAA and the role of the LSP, the Council and the area, makes strengthening performance arrangements particularly challenging
- The 2008 Hartlepool Partnership Performance Management Review established that there are weaknesses in secretariat arrangements for some Theme Partnerships

#### Possible Solutions

- Use the opportunity provided by CAA to further strengthen buy in to shared performance framework
- Implement the findings of the 2008 Performance Management Review

#### Action for Improvement

11. Ensure the effective operation of the Partnership's Performance Management Group
12. Prepare for LAA Review/Refresh
13. Operate a strategic Working Neighbourhood Fund programme
14. Work with Theme Partnerships to review secretariat arrangements
15. Deliver a workshop on Risk Management for LAA Outcome Owners

## Reviewing Partnership Working

## Efficient Criteria

<b>5.1</b>  <b>Straight forward partnership working &amp; adding value</b>	The LSP is working to streamline partnerships and to clarify links between the LSP and other partnerships. The LSP adds value and seeks value for money across its activity.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"> <li>• New arrangements for the Children's Trust</li> <li>• WNF independent programme evaluation</li> <li>• Hartlepool Partnership Governance Standard</li> <li>• Performance Management Review 08</li> <li>• Governance Workshop Autumn 08</li> <li>• Notes from NAP Officer Group Meetings</li> </ul>	<b>What key progress have we made?</b> <p>Joint work on household survey with NDC enables a wider town comparison and greater value for money.</p> <p>Joint work and collaborative commissioning between the PCT and Adult Services has reengineering intermediate care provision and created additional outputs. Joint appointments have been made to take forward work on Mental Health.</p> <p>The co-location of community safety and neighbourhood management activity in York Road is working well and welcomed by residents.</p>	
<b>5.2</b>  <b>Context &amp; Evidence Base</b>	LSP strategies are based on a) accurate information about the nature of specific problems and b) evidence of what works in determining responses.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"> <li>• Hartlepool's Community Strategy – the first 5 years report</li> <li>• Neighbourhood Action Plans (NAPs)</li> <li>• Household surveys</li> <li>• NRF evaluations</li> <li>• Information from the Tees Valley JSU – Community Vitality Index</li> </ul>	<b>What key progress have we made?</b> <p>The new Community Strategy reaffirms the Partnership's priorities. The Neighbourhood Renewal Strategy provides a clear assessment of the needs of priority areas. This is drawn from quantitative statistical information and qualitative data from household surveys.</p> <p>The Partnership has worked with other LSPs in the sub-region and the Tees Valley JSU to develop local data.</p> <p>The WNF programme is subject to external evaluation to ensure programmes continue to meet need and provide value for money</p>	

## Reviewing Partnership Working

## Efficient Criteria

<b>5.3</b> <b>Funding</b>	The LSP has developed sound financial management systems.		<b>Score</b>  <b>3</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"> <li>• HBC Internal Audit review</li> <li>• Six month statement of Grant Usage and Feb 08 CLG financial submission</li> </ul>	<b>What key progress have we made?</b> <p>The introduction of the Area Based Grant has resulted in decision making now being taken solely by HBC Cabinet rather in conjunction with the LSP as was previously the case. The Partnership Support Team retained responsibility for delivery of the Working Neighbourhoods Fund and continues to build on excellent performance that has seen carry forwards within target for the last four years..</p> <p>WNF Spend is monitored on a monthly basis through the Council's financial system by the Partnership Support team.</p> <p>In March 2008, the Council's internal audit team carried out a review of the Partnership's work on financial management of the NRF programme.</p>	
<b>5.4</b> <b>Information management and technology</b>	The LSP is making the best use of the latest technologies as appropriate to enhance their information, accessibility and communications.		<b>Score</b>  <b>4</b>
	<b>What evidence do we have to demonstrate this standard?</b> <ul style="list-style-type: none"> <li>• <a href="http://www.hartlepoolpartnership.co.uk">www.hartlepoolpartnership.co.uk</a></li> <li>• JSU website: <a href="http://www.teesvalley-jsu.gov.uk">www.teesvalley-jsu.gov.uk</a></li> <li>• Hartlepool Partnership Communications Strategy</li> </ul>	<b>What key progress have we made?</b> <p>The Partnership's website has been re-branded and updated.</p> <p>The Partnership works closely with the Tees Valley Joint Strategy Unit to review their service and appropriateness of data supplied.</p>	
<b>Total Score</b>			<b>15</b>



## Reviewing Partnership Working

## Efficient Criteria

### Barriers to Progress and Priorities for Action

Total Score for  
this section

15/20

#### Criteria: Efficient

Date of Review March 2009

##### Barriers

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

##### Possible Solutions

- Carry out further resource mapping to support the delivery of the Community Strategy, Neighbourhood Renewal Strategy and LAA.

##### Action for Improvement

**16. Review and update the Hartlepool Partnership website**

**17. Carry out resource mapping to support the delivery of the Community Strategy, Neighbourhood Renewal Strategy and LAA**

## Reviewing Partnership Working Learning Criteria

<div>6.1</div> <div>Developing local learning, skills and knowledge</div>	<div>The LSP is aware of t skills and knowledge needs to prepare and deliver plausible and achievable Community Strategy and LAA. Partners value and respect the skills, experience and contribution of their partner colleagues.</div> <div><div><div>What evidence do we have to demonstrate this standard?</div><div><ul style="list-style-type: none"><li>Household Survey Dissemination Event 2009</li><li>Hartlepool Partnership Board Induction Arrangements</li><li>NRF Programme evaluation best practice workshops 2007</li><li>2008 Community Strategy Launch</li><li>Statistics Training Event</li></ul></div></div><div><div>What key progress have we made?</div><div><div>To disseminate the findings of the NRF evaluation a series of best practice workshops took place for Board Members, Elected Members, Theme Partnerships, service users and providers.</div><div>Induction arrangements for new Board Members now include the skills and knowledge competencies framework. This information for Board Members is also available on the Partnership's website</div></div></div></div>	<div>Score</div> <div>3</div>
<div>6.2</div> <div>Improving the knowledge base</div>	<div>Partners are enthusiastic and open about sharing their own learning and learning from their partner colleagues. Good practice is identified &amp; disseminated and examples of Hartlepool's good practice is contributed to regional and national bodies</div> <div><div><div>What evidence do we have to demonstrate this standard?</div><div><ul style="list-style-type: none"><li>NRF narrative</li><li>Case studies written up</li><li>Regional GONE good practice events</li><li>Presentations at Hartlepool Partnership Board Meetings</li><li>Hartbeat articles</li><li>Household Survey Dissemination Event 2009</li></ul></div></div><div><div>What key progress have we made?</div><div><div>The Partnership organised an event to disseminate the findings of the 2008 Household Survey. This included presentations from the Safer Hartlepool Partnership on their work on social marketing and from the NDC Partnership on their recent research.</div><div>The Governance Workshop that was held in Autumn provided Theme Partnership Lead officers opportunities to learn about governance models and share good practice.</div></div></div></div>	<div>Score</div> <div>3</div>

<div>6.3</div> <div>Developing new approaches to learning</div>	The Local Strategic Partnership encourages a learning culture, providing opportunities for partner organisations and their staff to obtain the skills and knowledge they need to contribute effectively to neighbourhood renewal. Training and development opportunities are identified and a range of learning methods are used to cater for different needs.		<div>Score</div> <div>3</div>
	<div>What evidence do we have to demonstrate this standard?</div> <div><ul style="list-style-type: none"><li>Support for capacity building and training opportunities within Community Network</li><li>Commissioning Training for NAP Forums</li><li>Statistics training</li><li>Governance Workshop</li></ul></div>	<div>What key progress have we made?</div> <div><p>A range of opportunities for learning for the community and voluntary sector have been funded through Working Neighbourhoods Fund.</p><p>Many of the partner organisations hold Investors in People awards</p><p>The Governance Workshop was interactive and provided time for participants to develop their governance arrangements together.</p><p>The Statistics Training the Partnership Support Team delivered was interactive and provided opportunities to refresh key skills.</p></div>	
<div>Total Score</div>			<div>9</div>

## Reviewing Partnership Working

## Learning Criteria

### Barriers to Progress and Priorities for Action

Total Score for  
this section

9/15

### Criteria: Learning

Date of Review March 2009

#### Barriers

- Withdrawal of Community Network learning fund
- Lack of capacity in Partnership Support Team

#### Possible Solutions

- Use Neighbourhood Element and WNF to resource this activity

#### Action for Improvement

18. Make available a programme of learning for Partnership Members
19. Share examples of Hartlepool's good practice across the partnership and to regional and national bodies as appropriate
20. Provide a programme of inductions for new Board Members
21. Utilise the Hartlepool Partnership page in Hartbeat and establish a forward plan of articles to be included

Carried out in: March 2009 by:



Joanne Smithson  
**Head of Community Strategy**

Agreed by Hartlepool Partnership: March 2009

Next scheduled review date: March 2010



Mayor Stuart Drummond  
**Chair, Hartlepool Partnership**

## Improvement Plan for Hartlepool Partnership 2009/10

This Plan sets out actions to address areas for improvement identified in the 2008/09 Hartlepool Partnership self assessment.

The six criteria used in the self-assessment are:

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

Strategic					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
1	Review alignment of partners' business plans to the 2009/10 Local Area Agreement Delivery & Improvement Plan	Joanne Smithson (PST)	Partners to provide business plans for 2009/10; Partnership Support Team to co-ordinate review	December 09	Partners to submit business plans to Partnership Support Team by September 09
2	Review and update Partnership's Terms of Reference	Joanne Smithson (PST)	Engagement of Board Members and Elected Members to comment on proposals	December 09	Discuss draft proposals with key partners by September 09

# Inclusive

Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
3	Ensure the implementation of the Community Network's Delivery and Improvement Plan for 2009/10	Joanne Smithson (PST)	CEN core funding £136,624 NRF Community Chest £90,000	March 10	Receive quarterly reports from the Community Network (July 09, October 09, January 10, April 10)
4	Implement Communications Strategy Action Plan	Dawn Clennett (PST)	Engagement in activity by partners; Partnership Support Team to coordinate activity	March 10	Agree Communications Action Plan for 2009/10 by June 09
5	Attend Hartlepool's Multi-Agency Group to discuss the impact of the new Equalities Framework on the Partnership	John Potts (PST)	Engagement in activity by partners; Partnership Support Team to coordinate activity	December 10	Ensure item is included on the agenda of the group's November meeting – Oct 09
6	Produce a Partnership Newsletter following each Board Meeting	Dawn Clennett (PST)	Engagement in activity by partners; Partnership Support Team to coordinate activity	March 10	

Action Focused					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
7	Implement the 3 outstanding actions from the 2008 NAP Way Forward Action Plan	Catherine Frank (PST)	Coordination of implementation by PST	December 09	<p>Review the role of NAP Champions and extend to partner organisations – Catherine Frank (PST) by December 09</p> <p>Prepare NAP Information Packs for all NAP Forums – Regeneration Division by June 09</p> <p>Complete and Distribute NAP summary leaflets for all recently completed NAPs – Regeneration Division by June 09</p>
8	Oversee the delivery of the NAP SLA with the Regeneration Division	Catherine Frank (PST)	<p>Support from Regeneration, Neighbourhood Management, Community Network &amp; Housing Hartlepool Teams</p> <p>NAP Development budget £40,000</p>	March 10	Hold quarterly meetings to review progress. July 09, October 09, January 10
9	Prepare LAA Delivery & Improvement Plan for 2009/10	John Potts (PST)	Outcome owners to supply required information; PST to coordinate activity	June 09	Prepare draft by April 09
10	Prepare and disseminate Neighbourhood Reports that summarise the 2008 Household Survey	Richard Starrs (PST)	Coordination of implementation by PST	Dec 09	Agree format for reports by May 09

Performance Managed					
Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
11	Ensure the effective operation of the Partnership's Performance Management Group	John Potts (PST)	Outcome Owners to prepare information, Theme Lead Officers to Coordinate responses. PST to collate and disseminate.	March 10	Prepare LAA Partnership Monitoring for: Q2 by Oct 09 Q3 by Jan 10
12	Prepare for LAA review and refresh	John Potts (PST)	Timely supply of requirement information by GONE; participation in review by Board Members and Duty to Cooperate Partners	March 10	Agree timetable and scope of review/refresh with GONE by December 09
13	Operate a strategic WNF programme	Catherine Frank (PST)	Project monitoring by Theme Lead Officers  Regeneration Team to allocate resources to undertake verification visits for NAP funded schemes.	March 10	Carry out a programme of WNF verification visits Catherine Frank, (PST) Dec 09  Regeneration Team to undertake verification visits for NAP funded schemes Dec 09  Quarterly monitoring of projects – April, 09, July 09, October 09, January 10.
14	Work with Theme Partnerships to review secretariat arrangements	Joanne Smithson (PST)	Support and Time from Theme Partnership lead officers / Directors	October 09	Meet with Three Theme Partnerships by September 09
15	Deliver a workshop on Risk Management for LAA Outcome Owners	John Potts (PST)	Attendance at event by Outcome Owners	October 09	Set date and issue invitations by July 09

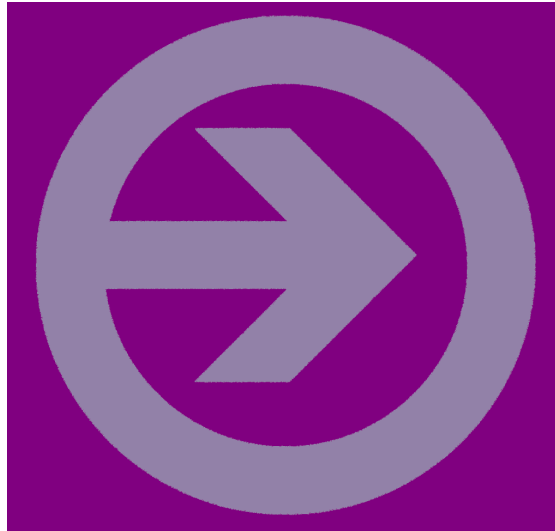


## Efficient

Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
16	Review and update the Hartlepool Partnership website	Dawn Clennett (PST)	PST provide training update sessions as required	March 10	PST to review progress quarterly
17	Carry out resource mapping to support the delivery of the Community Strategy, Neighbourhood Renewal Strategy and LAA	Catherine Frank Richard Starrs (PST)	Resource information provided by key partners/ Finance Officers/ service delivery agents.  Resources needed to carry out work	March 10	Parameters of exercise finalised by Partnership – October 09

# Learning

Ref.	Action for improvement	Action Owner & Organisation	Support and resource requirements (What and by who and the main funding source)	Date to be completed	Sub Actions
18	Make available a programme of learning for Partnership Members	John Potts (PST)	Support from key partners to identify joint training opportunities	March 10	Review progress – September 09
19	Share examples of Hartlepool's good practice across the partnership and to regional and national bodies as appropriate	John Potts (PST)  Tracy Herrington Community Network	Support in identifying examples of good practice from Board Members, Community Network Representatives, Theme Partnerships and Lead Officers	March 10	Review progress – September 09
20	Provide a programme of inductions for new Board Members	Dawn Clennett (PST)	None additional	March 10	Review progress – September 09
21	Utilise the Hartlepool Partnership page in Hartbeat and establish a forward plan of articles to be included	Dawn Clennett (PST)	Partners and Theme Lead Officers to provide information. PST to coordinate	March 10	Prepare Hartbeat page for June  Prepare Hartbeat page for September  Prepare Hartbeat page for December



Hartlepool Community Network  
Performance Management Framework  
**A Framework for Assessing  
Progress and Development  
April 2008 - March 2009**

## 1. Communication and information – scoring sheet

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

Question	Comments on progress / issues	Score (circle your score)
<b>1. Does the CEN have up-to-date information about the VCS, especially local activity in deprived neighbourhoods?</b>	<ul style="list-style-type: none"> <li>• The CN Database is updated and is reviewed regularly.</li> <li>• The CN have access to HVDA database which is updated and reviewed on a regular basis.</li> <li>• Good links with principal groups in NR areas</li> <li>• Involved in all NAP Forums – working in partnership with Neighbourhood Development Officers</li> <li>• Evaluation of WNF Community Chests is achieved through ongoing monitoring.</li> </ul>	0 1 2 3 4 <b>5</b>
<b>2. Are CN members adequately informed about what is happening: locally; within the LSP and within the Community Network (its role and opportunities for involvement)?</b>	<ul style="list-style-type: none"> <li>• Web-site is updated regularly</li> <li>• Significant coverage in local media, via news releases and articles</li> <li>• CN Bulletin (bi monthly) and other mailings provide items of information.</li> <li>• The role of the CN Support Officer has been developed to fulfil a communications role.</li> <li>• CN information leaflet is being updated</li> <li>• CN Support Officer provided updates for the Communications Strategy</li> <li>• Quarterly Business meetings are more focussed and structured with clear guidelines for feedback from all representatives.</li> <li>• Profile of the CN has been raised at all NAP Forums via a presentation, at the Hartlepool Partnership, the Environment Partnership and HVDA Board meeting.</li> <li>• Strengthening Communities Theme is now a standing agenda item at all CN Business meetings</li> <li>• CN Quarterly reports inform the LAA updates and are presented to HVDA Board and the CN Steering Group</li> <li>• Annual CN report produced for HVDA</li> </ul>	0 1 2 3 <b>4</b> 5

# 1. Communication and information – recording sheet

Total score for this section: 9 out of 10

Date of review 31/03/09

Strengths/achievements – weaknesses/issues – possible ways forward

<p><b><u>Key strengths/achievements</u></b></p> <ul style="list-style-type: none"> <li>• Up to date Database</li> <li>• Web site training sought to enhance profile of CN</li> <li>• CN Bulletins go to all Representatives and CN members</li> <li>• Business meetings and Steering Group meetings discuss all relevant issues</li> <li>• Networking takes place between groups</li> <li>• Developed role of CN Support Officer to fulfil a communications role – contributions to Communications Strategy</li> <li>• Good Needs assessment of VCS through various surveys</li> <li>• Presentations given at various Forums to raise the profile of the CN</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Newspaper cuttings</li> <li>• Bi Monthly Bulletins / Newsletters (NAP &amp; Protocol)</li> <li>• Minutes of meetings and record of attendances</li> <li>• Level of understanding by LSP Representatives and Steering Group</li> <li>• Web-site updated regularly</li> </ul>
<p><b><u>Key weaknesses/issues</u></b></p> <ul style="list-style-type: none"> <li>• Many of the CN active members are now individuals and Resident Representatives as opposed to the wider VCS</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Attendance sheets at meetings / training and awareness raising sessions</li> </ul>
<p><b><u>Possible ways forward</u></b></p> <ul style="list-style-type: none"> <li>• A programme of awareness raising sessions within the VCS to be agreed</li> <li>• Other methods of publicity of the Network to be adopted to recruit new members (e.g Radio Hartlepool, Stalls in key venues – Town Centre, Community Venues – hold a 'meet the Network Day)</li> </ul>	

## 2. Organisational capacity and learning – scoring sheet

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

Question	Comments on progress/issues	Score (circle your score)
<b>1. How far has the CN developed its organisational structures and processes?</b>	<ul style="list-style-type: none"> <li>• CN Staff member attended Governance Workshop.</li> <li>• CN Terms of Reference are being revisited to ensure that they are fit for purpose</li> <li>• The Protocol was revisited and endorsed by the Hartlepool Partnership in Dec 08.</li> <li>• CN Business meetings are more structured ensuring Strengthening Communities Theme is discussed at each meeting.</li> <li>• Improvement Plan will incorporate recommendations from PMF.</li> <li>• Elections held at the end of terms of office or when a position becomes available</li> </ul>	0 1 2 3 <b>4</b> 5
<b>2. What opportunities are provided for CN members to develop the skills and knowledge to operate and engage with the network and potentially the LSP?</b>	<ul style="list-style-type: none"> <li>• Training programme for 2007/08 was carried out.</li> <li>• Work has begun on Skills and Learning Plan for 2009/10.</li> <li>• Joint training opportunities are now on the agenda.</li> <li>• Attendance at conferences / awareness raising sessions and events (e.g PB and Empowerment Events)</li> <li>• One-to-one support to Representatives</li> </ul>	0 1 2 3 <b>4</b> 5

### 3. Organisational capacity and learning – recording sheet

Total score for this section: 8 out of 10

Date of review 31/03/09

#### Strengths/achievements – weaknesses/issues – possible ways forward

<p><b><u>Key strengths/achievements</u></b></p> <ul style="list-style-type: none"> <li>• Comprehensive CN Improvement Plan</li> <li>• Structured Business meetings / feedback from representatives</li> <li>• Skills and Learning Plan completed and implemented</li> <li>• Induction packs available for all newly elected Steering Group members</li> <li>• Information and induction sessions carried out for new Representatives</li> <li>• Skillshare course and formal training programme promoted</li> <li>• Capacity Building with specific groups and individuals</li> <li>• Elections of Thematic Representatives and substitutes took place in November 2007, followed by several induction sessions.</li> </ul>	<p><b>Evidence</b></p> <p>Documents, Reports, Minutes, Attendance Skills and Learning Plan Review of Training delivered plus a collation of feedback from attendees.</p>
<p><b><u>Key weaknesses/issues</u></b></p> <ul style="list-style-type: none"> <li>• Non attendance at training events by some representatives</li> <li>• Limited evidence to demonstrate acquisition / implementation of skills</li> <li>• Issue – review Terms of Reference / look at Business meetings and membership</li> </ul>	<p><b>Evidence</b></p> <p>Records of attendance</p>
<p><b><u>Possible ways forward</u></b></p> <ul style="list-style-type: none"> <li>• Speak to Neighbourhood Managers to ensure training for NAP members is delivered at NAP meetings</li> <li>• Personal Development Plans for Representatives ( core group e.g LSP reps)</li> <li>• Pilot Impact Assessments on core group who attend training events (3 month / 6 month intervals) – <i>started at NAP lunch</i></li> <li>• Training Plan for CEN staff (led by Partnership Support Team)</li> <li>• Skills and Training Plan for 2009 and beyond.</li> </ul>	

### 3. Inclusivity – scoring sheet

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

Question	Comments on progress / issues	Score (circle your score)
<b>1. Does the CN seek to involve marginalised groups?</b>	<ul style="list-style-type: none"> <li>A number of difficult to reach groups are identified in the Improvement Plan, either to work with or to maintain contact. Young people are involved and supported by the CN in the following NAP areas: North and Central.</li> <li>Concentrated support is given to Hart Gables (GLBT) community; young people's involvement in NAP's, BME representatives, the All Ability Forum and the 50 + Forum.</li> <li>Faith Directory completed</li> <li>Women's International Day Event facilitated by CN</li> </ul>	0 1 2 3 <b>4</b> 5
<b>2. How far is the diversity of communities reflected within the CEN and by those acting/speaking on its behalf?</b>	<ul style="list-style-type: none"> <li>There is a BME Representative attending The Hartlepool Partnership and the Culture, Leisure and Learning Partnership and places available on: The Housing Partnership, The C&amp;YP Strategic Partnership and Culture and Leisure Partnership.</li> <li>The CN are in discussions with V Involved to seek a representative to the Hartlepool Partnership and the Housing Partnership</li> <li>Young people are involved and supported in the following NAP areas: North (Central estate and the Headland) and Central (Burbank and Rift House)</li> <li>Researching the needs of GBLT community is ongoing – support from the CN is given at GLBT awareness raising events. Representation from the GLBT Community is now regular at Neighbourhood Watch Executive Committee Meeting, raising specific issues relating to the GLBT community and ensuring lines of</li> </ul>	0 1 2 3 <b>4</b> 5



## Performance Management Framework for Community Networks

	<p>communication are open.</p> <ul style="list-style-type: none"> <li>• The 50+ Forum work may soon be supported by the CN</li> <li>• Joint training delivered to HBC employers on GBLT issues.</li> <li>• The CN is now supporting the All Ability Forum – it now operates as reference group for the Disability, Health and Wellbeing representative.</li> <li>• Equality and Diversity Forms have been sent to all CN reps to map out the diversity of the CN</li> </ul>	
<p><b>3. What resources are available to help neighbourhood-based and other community groups (e.g. those based around identity or special interest) take part in the CN?</b></p>	<ul style="list-style-type: none"> <li>• Support given to Resident Representatives and NAP Forum members</li> <li>• Support to GBLT Project</li> <li>• WNF Community Chest established</li> <li>• NDC Community Chest, community Cohesion Grant and PCT Public Health Grant Schemes are now in place</li> <li>• The CN are now supporting the Independent Advisory Group (IAG)</li> </ul>	<p>0 1 2 3 4 <b>5</b></p>

### 3. Inclusivity – recording sheet

Total score for this section: 13 out of 15

Date of review 31/03/09

#### Strengths/achievements – weaknesses/issues – possible ways forward

<p><b><u>Key strengths/achievements</u></b></p> <p>Work with LSP, Thematic Partnerships and NCF and NAP Fora Representatives.          Work or links with the following difficult to reach groups:          Young people (NAP Foras); people with disabilities; older people; gay; lesbian; bisexual and transgender communities; BME community.          PCT Core funding has been maintained to support some difficult to reach communities for 2008/09.          Links with the 50+ Forum and the All Ability Forum.          Ensuring difficult to reach groups are represented and accessing Neighbourhood Element Funding and WNF Resident Priorities Budgets.</p>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Minutes, groups involvement</li> <li>• Reports</li> <li>• NRF funding in place for some groups</li> <li>• Progress reflected on CN Improvement Plan</li> </ul>
<p><b><u>Key weaknesses/issues</u></b></p> <ul style="list-style-type: none"> <li>• Training of and increased opportunities for involvement for difficult to engage groups (specifically BME)</li> <li>• Collapse of BME reference group</li> <li>• There is an issue with regards the lack of overall responsibility and accountability of involving young people in NAP's.</li> <li>• Provide suitable support for Young person's LSP Representative</li> </ul>	<p><b>Evidence</b></p> <p>BME meeting ceased to meet</p>
<p><b>Possible ways forward</b></p> <ul style="list-style-type: none"> <li>• Delivery of Capacity Building Plan which needs to encourage attendance from difficult to engage groups.</li> <li>• Further strengthen links with key groups including faith community (database and directory), young people and BME Community.</li> <li>• Work with other partners (eg NDC, Participation Team / Children's Trust)) to ensure training opportunities are widely publicised and good practise is shared</li> <li>• Liaise with V to establish support for young person's LSP representative.</li> </ul>	

## 4. Representation and accountability – scoring sheet

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

Question	Comments on progress/issues	Score (circle your score)
<b>1. How are representatives selected from across the range of groups in the VCS?</b>	<ul style="list-style-type: none"> <li>Vacancies and 'end of term' positions of Representatives are advertised throughout the full CN database. Nominations are sought and elections are held at CN meetings.</li> <li>A comprehensive Protocol outlining procedures, roles and responsibilities was agreed by CN members and has been endorsed by the Hartlepool Partnership 2008.</li> </ul>	0 1 2 3 4 <b>5</b>
<b>2. How are people being trained and empowered to play an active role in CN leadership and to act on its behalf?</b>	See 2.2	0 1 2 3 4 <b>5</b>
<b>3. How are representatives briefed and supported to feed information to the LSP and back to the CN and wider community?</b>	<ul style="list-style-type: none"> <li>Inductions of newly elected representatives</li> <li>Pre-meetings before LSP meetings of LSP Representatives and NCF Representatives</li> <li>Reporting back session at quarterly CEN meetings</li> <li>Resident Representatives attend NCF meetings</li> <li>Report back in CN Bulletin</li> <li>Reporting back proforma now in use</li> <li>6 monthly review sessions are held with representatives</li> </ul>	0 1 2 3 <b>4</b> 5

## 4. Representation and accountability – recording sheet

Total score for this section: 14 out of 15

Date of review 31/03/09

Strengths/achievements – weaknesses / issues – possible ways forward

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

## 5. Neighbourhood-level development – scoring sheet

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

Question	Comments on progress/issues	Score (circle your score)
<b>1. Is the CN promoting a range of grants to stimulate and support voluntary activity in neighbourhoods</b>	<ul style="list-style-type: none"> <li>• WNF Community Chest, NDC, Community Cohesion and PCT Grants are available and widely publicised.</li> <li>• Grants panel in place and meeting regularly</li> <li>• Monitoring of grant applications are ongoing</li> </ul>	0 1 2 3 4 <b>5</b>
<b>2. Is the CN supporting participation and engagement at a neighbourhood level – ensuring local communities / residents can influence change and developments in their neighbourhoods?</b>	<ul style="list-style-type: none"> <li>• The CN has contact with all NR areas (residents meetings, NAP Fora's, etc)</li> <li>• The CN supports resident representatives at Pre Hartlepool Partnership Agenda meetings</li> <li>• The CN works closely with Neighbourhood Development Officers</li> <li>• CN representatives positions are advertised at all NAP Forums</li> <li>• The CN supports the Executive Neighbourhood Watch and the IAG</li> </ul>	0 1 2 3 4 <b>5</b>
<b>3. Is the CN supporting the VCS so that it can contribute to the delivery of local services?</b>	<ul style="list-style-type: none"> <li>• The CN support local VCS groups at NAP Forums, ensuring they are involved in the discussions surrounding the commissioning of services</li> <li>• The CN ensure VCS groups are aware of vacancies on specific Theme Partnerships</li> </ul>	0 1 2 <b>3</b> 4 5

## 5. Neighbourhood-level development - recording sheet

Total score for this section: 13 out of 15

Date of review \_\_\_\_\_ 31/03/09

### Strengths/achievements – weaknesses/issues – possible ways forward

<p><b><u>Key strengths/achievements</u></b></p> <ul style="list-style-type: none"> <li>• Links between LSP, NCF NAP Fora and CN well established.</li> <li>• Grants are available</li> <li>• The Grants Administrator is very helpful and efficient, forms are easy to understand. Applications are turned around quickly and a Grants panel meet regularly</li> <li>• Monitoring of grants allocated is in place</li> <li>• Funding was secured for the CN for the period 2009-11</li> <li>• Work programme with other partners has been agreed. (NAP Action Plan)</li> <li>• PCT funding supports some neighbourhood based groups.</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Meetings, minutes, attendance</li> <li>• Database</li> <li>• Community Chest grants – monitoring forms</li> <li>• CN funding in place</li> <li>• Skills and Learning Plan</li> </ul>
<p><b><u>Key weaknesses/issues</u></b></p> <ul style="list-style-type: none"> <li>• Feedback from some residents suggest that they feel they have little influence</li> <li>• Limited resident attendance at NAP Forums</li> <li>• VCS groups are requesting more CN support so that they can contribute to the delivery of local services</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Attendance and feedback sheets</li> <li>• Discussions with VCS groups</li> </ul>
<p><b><u>Possible ways forward</u></b></p> <ul style="list-style-type: none"> <li>• Recruitment of residents to NAP Forums</li> <li>• Work on Impact Assessment and Skills Building</li> <li>• Work on ensuring VCS Groups are made aware of opportunities to contribute to the delivery of local services – raise the profile of the VCS Groups and the services they deliver.</li> </ul>	

## 6. The LSP context – scoring sheet

Question	Comments on progress/issues	Score (circle your score)
<b>1. Is there a sufficiently influential level and range of VCS representation on the LSP?</b>	<ul style="list-style-type: none"> <li>The level of CEN and resident representation averages around 25% on the LSP and Thematic Partnerships.</li> </ul>	0 1 2 3 <b>4</b> 5
<b>2. Is effective induction, training and information provided for all VCS representatives on the LSP?</b>	<ul style="list-style-type: none"> <li>All new Representatives were invited to several Induction Sessions and given the CN Jargon Buster.</li> <li>Training and one-to-one support is offered to all Representatives.</li> </ul>	0 1 2 3 4 <b>5</b>
<b>3. Do LSP decision-making processes include VCS representatives in a way that allows them to contribute and have real influence?</b>	<ul style="list-style-type: none"> <li>LSP Representatives often participate in sub-groups.</li> <li>Fewer reports come to the LSP without prior CN involvement.</li> <li>Pre Agenda meetings take place, whereby the CN facilitate a discussion on items for decision at the Hartlepool Partnership</li> </ul>	0 1 2 3 <b>4</b> 5
<b>4. How well does the CN relate to the LSP, including the individual partners</b>	<ul style="list-style-type: none"> <li>Quarterly meetings are arranged with the Community Strategy Team</li> <li>Fully involved in the LAA process</li> <li>Neighbourhood Managers and the Regeneration Team work in partnership in NAP areas</li> <li>Good working relationships with Theme Partnerships – contact maintained</li> <li>Working with specific Strengthening Communities (SC) Theme Outcome Owners to ensure the delivery of the SC Theme</li> </ul>	0 1 2 3 <b>4</b> 5

## Performance Management Framework for Community Networks

<p><b>5. Is the CN fully involved in LSP accreditation and performance management?</b></p>	<ul style="list-style-type: none"> <li>• The CN reviewed and set targets for the Strengthening Communities part of the Community Strategy.</li> <li>• The CN were fully involved in the PMF workshops in Jan 2009.</li> <li>• The CN was involved in the LAA and the reviewing of targets</li> <li>• CN members were invited to a review of the COMPACT event.</li> </ul>	<p>0 1 2 3 <b>4</b> 5</p>
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## 6. LSP context – recording sheet

Total score for this section: 21 out of 25

Date of review 31/03/09

### Strengths/opportunities – weaknesses/challenges – possible ways forward

<p><b><u>Key strengths/opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Good links with LSP and at Neighbourhood level</li> <li>• Representatives contribute at meetings</li> <li>• Representatives and CN have been involved in some important decision-making</li> <li>• Induction sessions are carried out, with follow up sessions, so that no representative misses out.</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Minutes, Reports to LSP</li> </ul>
<p><b><u>Key weaknesses/challenges</u></b></p> <ul style="list-style-type: none"> <li>• The CN will need to review the 'range' of VCS representation and ensure all Representatives are feeding into relevant reference groups</li> <li>• Some feedback suggests Representatives don't feel like they have 'real influence'. The Skills and Learning Plan will ensure Representatives are aware of what decisions they can influence.</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Feedback from training sessions</li> </ul>
<p><b><u>Possible ways forward</u></b></p> <p><b>For action by the CEN</b></p> <ul style="list-style-type: none"> <li>• Continue training and induction for newly elected Representatives – decision making processes</li> <li>• Review the Resident Representatives Pre Agenda meetings</li> <li>• Ensure reports are presented to the Hartlepool Partnership.</li> <li>• The CN will look at the 'range' of VCS representation and ensure all Representatives are feeding into relevant reference groups</li> </ul> <p><b>For action by the LSP</b></p> <ul style="list-style-type: none"> <li>• Agree CN Improvement Plan for 2009/10</li> </ul>	

## 7. Influence and impacts – scoring sheet

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

Question	Comments on progress / issues	Score (circle your score)
<b>Is the CN contributing effectively to the LSP?</b>	<ul style="list-style-type: none"> <li>• A contribution is made both by Representatives and reports are presented, this has happened at nearly all LSP meetings.</li> <li>• Good representation on NRF decision-making panels.</li> <li>• CN involved in many cases prior to representation of reports to LSP. (Hart Gables)</li> <li>• Pre agenda meetings are regularly held and facilitated by CN staff.</li> </ul>	0 1 2 3 <b>4</b> 5
<b>Is the CN helping the LSP to have a positive effect in deprived neighbourhoods?</b>	<ul style="list-style-type: none"> <li>• A range of grants and funding streams are promoted.</li> <li>• Community involvement in NAPs, NRF and NCF.</li> <li>• The CN champion the SC Theme in NAP areas and work towards completing actions (Community Events in Central – improving community cohesion)</li> <li>• Support given to residents in the allocation of WNF Residents Priority Budget and Neighbourhood Element Funding.</li> </ul>	0 1 2 3 <b>4</b> 5

## 7. Influence and impacts – recording sheet

Total score for this section: 8 out of 10

Date of review 31/03/09

Strengths/achievements – weaknesses/issues – possible ways forward

<p><b><u>Key strengths/achievements</u></b></p> <ul style="list-style-type: none"> <li>• WNF – CN involvement in most sub-groups allocating WNF monies and highlighting the need for under spends to stay within themes.</li> <li>• CN role well established and recognised by partners.</li> <li>• Joint work plan agreed with LSP, Neighbourhood Services Regeneration Team.</li> <li>• Good level of awareness of how to get involved in the CN.</li> <li>• National Indicator 7 now in place – views of local registered charities sought – info sent out</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Funding available</li> <li>• CN Improvement / Action Plan</li> <li>• CN information leaflet distributed.</li> <li>• Attendance at events / meetings</li> </ul>
<p><b><u>Key weaknesses/issues</u></b></p> <ul style="list-style-type: none"> <li>• Ensuring CN representation on the LSP if it has an Executive.</li> <li>• Role of Executive not to undermine the role of the LSP.</li> </ul>	<p><b>Evidence</b></p> <ul style="list-style-type: none"> <li>• Views of those involved</li> </ul>
<p><b><u>Possible ways forward</u></b></p> <ul style="list-style-type: none"> <li>• CEN Representation on Executive.</li> <li>• Presentation of findings associated with the National Indicator 7 - highlight possible ways forward.</li> </ul>	

## Section 4 – Action for improvement

The results of your performance review should be used to inform your future strategy. This section includes some recording forms that you can use to structure and record the outcomes of your review and assessment (Sections 1, 2 and 3). They also help you consider how to address key areas identified for improvement in your forward action plan.

### Summary sheet

Question areas	Total score	Average score	Any comments you wish to make e.g. assessment of 'distance travelled' since last assessment
<b>1. Communication and information</b>	9/10	4.5	Bi – monthly bulletins continue to ensure appropriate information is disseminated to the wider VCS and local community groups. The database is kept up to date by the CN Support Officer and the CN page of the Hartlepool Partnership website is filled with up to date information above the minimum requirements. CN Support Officer now contributes and updates actions within the Hartlepool Communications Strategy. Presentations have been given at various forums to raise the profile of the CN and the Strengthening Communities Theme. Many of the CN 'active' members belong to Resident Groups or are Resident Representatives as opposed to VCS Groups. The CN will seek to engage with the wider VCS over the next year and provide opportunities for them to become actively involved with the CN.
<b>2. Organisational capacity and learning</b>	8/10	4	The CN Skills and Learning Plan for 2008/09 provided a range of training and awareness raising events for members of the CN. CN Business meetings continue to be structured to ensure feedback from all Representatives and an update on the Strengthening Communities Theme. A full review of the CN Terms of Reference has been taking place, ensuring they are fit for purpose. Agreement and implementation of the Terms of Reference will take place during 2009/10. Discussions with Outcome Owners are also due to take place and it is envisaged that Outcome Owners will feedback twice a year to the wider CN at Business meetings. There is still limited attendance at some training events and, in some cases, limited evidence of acquisition of skills. The CN hoped to introduce impact assessments and personal development plans to a core group of representatives during 2008/09, but due to capacity (staffing issues) were unable to do fully do this. This action will be carried forward to 2009/10.
<b>3. Inclusivity</b>	13/15	4.33	The CN continues to actively engage with marginalised groups. Successes have been with Hart Gables (GLBT Community), The All Ability Forum, Older People and Women (facilitated the Women's International Day Event – with some recommendations on how to involve more 'younger' women). The CN are supporting youth involvement in the North and Central area NAP's with the Neighbourhood Development Officers, but this is still proving a challenge. Work over the next year will continue to seek the support of V Involved and VCS groups. Although the CN have BME Representatives sitting on specific partnerships, the BME reference Group ceases to exist. Work next year will need to look at the most appropriate way to support BME representatives

## Performance Management Framework for Community Networks

<b>4. Representation and accountability</b>	14/15	4.71	Strategies are in place to ensure Representatives have a clear understanding of their roles and responsibilities. If Representatives do not adhere to these roles and responsibilities, procedures are in place to deal with the situation effectively (clearly evidenced during the last year). Feedback to the wider CN is well structured and attendance at meetings is monitored. Attendance at some meetings/training/review sessions can be quite low – the CN will look at how best to deal with this during the next year. Also, representatives do not always clearly evidence contributions from the wider CN / Reference Group. 'Principles of Representation' training session will be included in CN Skills and Learning plan
<b>5. Neighbourhood Level Development</b>	13/15	4.33	The CN gave several presentations at NAP Forums during the last year, raising their profile and the Strengthening Communities Theme. Concentrated work has taken place with the Central NAP and Burbank Forum – helping with commissioning templates and community events. Training has been delivered at NAP Forums – commissioning and NAP Forum members are invited to other capacity building events. The CN have ensured a range of grants have been promoted to stimulate activity at a neighbourhood level and ensured VCS groups have been commissioned to deliver services to address NAP priorities. Further work is needed with the wider VCS – those not involved in NAP Forums, to ensure they have the capacity and aware of the opportunities to promote their services (with the view to be commissioned to do so) Theme Partnership Representatives will be invited to feedback findings and opportunities from their Partnerships to the wider CN (articles in the CN bi monthly bulletins)
<b>6. LSP context</b>	21/25	4.2	The CN have good levels of involvement within the Hartlepool Partnership. Induction and training sessions are made available with one to one support when required. The CN will see to engage wider VCS involvement in the Network next year and seek to encourage Voluntary Sector Representatives on a range of Partnerships. Specific training next year will look at 'decision making processes' and 'what decisions Representatives can have 'real' impact upon'
<b>7. Influence and impact</b>	8/10	4	There are a range of examples evidencing the CN being able to contribute effectively to the LSP. Representatives contribute within Hartlepool Partnership and Theme Partnership meetings. Wider Reference groups help to ensure wider CN views are fed into relevant Partnerships. The CN works with partners in deprived neighbourhoods and supports residents' attendance at specific meetings. The CN champion the Strengthening Community Theme at NAP Forums and work with local residents and community groups to address priority concerns within this theme.

**\*please bear in mind that the scores for 2008/09 are not directly comparable to 2007/08 as some questions have been reworded or omitted.**

### Please Note

A Delivery & Improvement Plan will be prepared for 2009-10 that sets out detailed actions to address any identified priorities / gaps.

## Delivery and Improvement Plan for Hartlepool Community Network (CN) 2009/10

The Improvement Plan is presented in 7 Sections:

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

Initials in the Improvement Plan relate to the following members of staff of the Community Network and Hartlepool Voluntary Development Agency:

KB – Keith Bayley	TH – Tracey Herrington
JT – Julie Turner	AB – Alison Barnes
LA – Liz Ashton	

# 1. Communication and Information

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
1.1	To raise the profile of the Community Network within the Voluntary Sector and throughout Hartlepool	JT	Voluntary Groups Various media sources	March 10	Link with vInvolved and VC departments to arrange joint awareness raising sessions.  Plan a 'meet the Community Network' event during Autumn.
1.2	Contact VCS groups to determine support requirements and opportunities to give presentations / hold information sessions.	TH	Voluntary Groups	June 09	
1.3	Raise the profile of the Strengthening Communities Theme:	TH KB	Hartlepool Partnership Support Theme Partnerships Any other identified partner	March 10	Updated CN Terms of Reference to be agreed by June 09  TH to contact LAA Outcome Owners to agree revised arrangements by May 09.
1.4	Complete 6 Community Network Bulletins during the year	JT	CN Staff	March 10	1 CN Bulletin to be completed and distributed by May 09.
1.5	Contribute to the implementation of the Communications Strategy	JT	Hartlepool Partnership Support KB	March 10	Quarterly updates on actions to be reported on.
1.6	To ensure the Community Network website and page on the Hartlepool Partnership website is updated on a regular basis	JT	Technical support officer - tbc	March 10	

## 2. Organisational Capacity and Learning

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
2.1	Review organisational procedures of the Community Network	TH	Support from CN Steering Group members	Dec 09	<p>Present the Terms of Reference to the CN Business Meeting and Steering Group as part of reviewing its procedures (June 09).</p> <p>Introduce 2 additional meetings – feedback from Strengthening Communities Theme Outcome Owners (June 09).</p>
2.2	Strengthen the role of the CN Steering Group	TH KB	Support from CN Steering Group members	Dec 09	<p>Publicity of Steering Group elections to take place in Sept 09.</p> <p>Elections of new Steering Group members to take place in Nov 09.</p> <p>Inductions to take place Dec 09 – members to be familiarised with their role and supported to actively steer the work of the Network.</p>
2.3	Work with partners to look at impact of training.	TH	Representatives attending training Neighbourhood Development Officers	March 10	<p>Collate findings of NAP lunch (impact assessment workshop) – June 09.</p> <p>Agree action plan with Neighbourhood Development Officers to work on recommendations from NAP launch – July 09.</p>



## 2. Organisational Capacity and Learning (cont)

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
2.4	Support the development of skills and knowledge of CN Representatives	TH	John Potts Joanne Smithson Training providers	March 10	TH to contact Joanne Smithson and John Potts to see what the next steps are re. developing skills and knowledge of Hartlepool Partnership VCS Board members (June 09).  Agree the annual CN Skills and Learning Plan (May 09). Ensure the delivery of bi-monthly training events.
2.5	Identify and promote the Working Neighbourhood Community Chest, with the view to ensuring 70% of allocated funding aides improving worklessness / enterprise and enhancing skills.	LA AB	Monitoring information from grant beneficiaries CN staff CN Bulletin	March 10	Report back on grant applications and monitoring information on a quarterly basis.

### 3. Organisational Capacity and Learning

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
3.1	Ensure BME Representatives are fully supported and have opportunities to feedback to other BME Groups and the wider CN	TH	HVDA Development Officer BME Groups Partners working with the BME community	Dec 09	Arrange a meeting with existing BME Representatives and HVDA Development Officer to agree possible way forward (July 09).
3.2	Work with partners to ensure young people have the opportunity to engage in a range of decision making forums	TH	Neighbourhood Development Officers VCS Youth organisations Youth Participation Officers  Monthly meetings with Development Officers to ensure development of Youth Forums is on target.	March 10	Arrange a meeting with North and Central Neighbourhood Development Officers to review work done to date (May 09).  Arrange training opportunities for young people who are involved in Youth Forums (Sept 09).  Liaise with vInvolved to ensure support is given to CN youth Representatives on Partnerships.
3.3	To assist the involvement of a more diverse group in a range of decision making forums	TH	All Ability Forum Hart Gables Parent's Groups Integrated Support Manager Parent Participation Officer	March 10	Identify and agree process of gathering baseline data of involvement in decision making forums from Hart Gables and All Ability Forum (July 09). Parents Forum Event and workshop planned for June 09. Points raised from workshop to inform the annual Action Plan (Aug 09).  Bi monthly Parent's Forums to be arranged (Aug 09).

### 3. Organisational Capacity and Learning (cont.)

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
3.4	Ensure the diversity of the community is reflected within the CN and supported by the CN staff	TH	As above	March 10	TH to collate information from equal opportunities monitoring and identify gaps in representation (Aug 09). Publicity of CN (1.1) to be targeted to groups who are not represented in CN (Oct / Nov 09).
3.5	Support Hart Gables (GLBT Community)	TH	Staff time	March 10	
3.6	Ensure Working Neighbourhood, NDC grants and the PCT Health Grants etc are widely publicised to marginalised groups	LA AB JT	Non additional	March 10	Articles / leaflets to be distributed to marginalised groups (July 09).
3.7	Distribute Faith Group directory and information pack	JT	Faith Groups throughout Hartlepool	July 09	JT to liaise with Rev Mike Gilbertson to agree the content of the Faith Directory (June 09).

## 4. Representation and Accountability

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
4.1	Ensure appropriate training opportunities are made available for all Representatives	TH	Training providers CN Representatives	March 10	CN Skills and Learning Plan to be completed by May 09 – 'Principles of Representation' and 'effective feedback' to be included within the Plan (see 2.4).
4.2	Organise the elections for CN Steering Group vacancies and Grants Panel	JT	Interest is needed from members of the VCS	Nov 09	Vacancies for SG, Grants Panel and Theme Reps and Subs to be advertised in CN Bulletin (Sept 09).
4.3	Organise the elections for Hartlepool Partnership Older People's Representative and Substitute	JT	Interest is needed from members of the VCS	June 09	Vacancy for Older People's Rep and Sub to be advertised in CN Bulletin (May 09).
4.4	Organise the elections for Theme Partnership Representatives and Substitutes	JT	Interest is needed from members of the VCS	Nov 09	Awareness / Information sessions to be arranged with Voluntary Groups to promote interest of positions (see 1.1).  CN meeting in Sept to include presentations from 2 Theme Partnerships to raise awareness.
4.5	To organise inductions for all newly elected Representatives	TH	Non additional	Jan 10	Ensure Induction Packs and Statement Of Responsibilities are updated (June 09).

## 4. Representation and Accountability (cont)

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
4.6	Support Resident and Theme Partnership representatives	JT TH	HBC Development workers Theme Partnership Chairs / administrators Resident Representatives co-operation Training providers	March 10	Arrange and administer Pre-Partnership Agenda Meetings every 6 weeks. Ensure training opportunities are made available (see 4.1). Theme Partnership Representatives to be supported in providing feedback in CN Bulletins – CYP (May 09).

## 5. Neighbourhood Level Development

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
5.1	Ensure Voluntary Groups are made aware of opportunities to be commissioned for their services	TH	Voluntary Sector Groups Theme Partnerships / Partners	May 10	See 1.1 Theme Partnership Representatives to be supported in providing feedback in CN Bulletins (see 4.4).
5.2	Monitor the allocation of the Working Neighbourhood Fund, NDC Grants and the PCT Health Chest ensuring it supports and stimulates voluntary activity in neighbourhoods	LA AB	Publicity by CN staff	March 09	Quarterly updates to be provided.
5.3	Provide training / development opportunities for VCS and NAP members	TH	Partnership Support to help with any funding Training providers Work closely with NDOs	March 10	Ensure NAP agendas include several training opportunities throughout the year – commissioning, monitoring of projects and partnership working (May 09).
5.4	To assist NAP Foras in relation to the Strengthening Community Theme.	TH	Neighbourhood Managers and Chairs of NAP Foras to ensure Strengthening Communities is on NAP For a agendas	March 10	Ensure CN have updated SC priorities from each NAP area by May 09. Agree work schedule with NDOs by June 09.
5.5	Support neighbourhood and interest groups / panels as and when required	TH	Relevant partners Police VCS representatives	March 10	Agree IAG and NW meeting dates for the year ahead (May 09). Work with NW Exec and Police to organise 3 related Community events (June 09). Agree Annual Action Plan with NW Exec (June 09).

## 6. The LSP Context

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
6.1	To promote interest in the CN and Hartlepool Partnership with the wider VCS – ensuring VCS has the opportunity to engage positively with the LSP	TH	VCS Partnership Support	May 09	See 1.1
6.2	Ensure elections take place for LSP representatives (see 4.2)	JT	VCS and CN members to show an interest	Dec 09	See 4.2
6.3	Ensure inductions and training opportunities are made available for all LSP Representatives	TH	Partnership Support Team	Jan 10	See 4.3
6.4	Support and encourage Voluntary organisations to prepare and present reports to the Hartlepool Partnership and related Theme Partnerships	TH	Voluntary organisations Partnership Support Team	March 10	Link to 1.1
6.5	Promote and support CN involvement in events organised by Theme Partnerships.	JT	Partnership Support Team Theme Partnership Chairs		
6.6	Ensure CN members are involved in LSP performance review	JT TH	Partnership Support team to notify CN of any related events		

## 7. Influence and Impacts

Ref.	Action for improvement	Lead Officer	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones (if action is to be completed after Sep.)
7.1	Ensure there is CN Representation on LSP if it has an Executive	KB JT	Hartlepool Partnership to agree how CN will feed into any debate	March 10	
7.2	Highlight the role of the VCS and identify any issues that impact on their role	KB	Organise any appropriate meetings	Dec 09	
7.3	To report to the Hartlepool Partnership the findings from the Third Sector Survey	KB JT		Sept 09	



## **Abbreviations:**

<b>AGM</b>	-	<b>Annual General Meeting</b>
<b>BME</b>	-	<b>Black, Minority, Ethnic Communities</b>
<b>BURT</b>	-	<b>Burbank Uniting Residents Together</b>
<b>CDF</b>	-	<b>Community Development Foundation</b>
<b>CHCC</b>	-	<b>Communities for Health Community Chest</b>
<b>CN</b>	-	<b>Community Network</b>
<b>CYP</b>	-	<b>Children and Young People</b>
<b>DAT</b>	-	<b>Drugs Action Team</b>
<b>HBC</b>	-	<b>Hartlepool Borough Council</b>
<b>HVDA</b>	-	<b>Hartlepool Voluntary Development Agency</b>
<b>IDAHO</b>	-	<b>International Day against Homophobia</b>
<b>IAG</b>	-	<b>Independent Advisory Group</b>
<b>LAA</b>	-	<b>Local Area Agreement</b>
<b>LSP</b>	-	<b>Local Strategic Partnership</b>
<b>NAP</b>	-	<b>Neighbourhood Action Plan</b>
<b>NDC</b>	-	<b>New Deal for Communities</b>
<b>NE</b>	-	<b>North East</b>
<b>PCT</b>	-	<b>Primary Care Trust</b>
<b>PHGS</b>	-	<b>Public Health Grants Scheme</b>
<b>Rep</b>	-	<b>Representative</b>
<b>Sub</b>	-	<b>Substitute</b>
<b>TOR's</b>	-	<b>Terms of Reference</b>
<b>VCS</b>	-	<b>Voluntary and Community Sector</b>
<b>VINE</b>	-	<b>VONNE Newsletter</b>
<b>VONNE</b>	-	<b>Voluntary Organisations Network North East</b>
<b>WNF</b>	-	<b>Working Neighbourhoods Fund</b>

# CABINET REPORT

17 August 2009



**Report of:** Director of Adult & Community Services

**Subject:** BRIEFING ON THE GOVERNMENT GREEN PAPER  
- SHAPING THE FUTURE OF CARE TOGETHER

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## SUMMARY

### 1. PURPOSE OF REPORT

To provide a briefing on the main issues identified in the government green paper – Shaping the Future of Care Together (published on 14 July 2009).

### 2. SUMMARY OF CONTENTS

The green paper sets out the government vision for a new care and support system that is fit for the 21<sup>st</sup> Century and responsive to the changes in expectations and demographics of society. It attempts to address how the new way forward should be funded, by the state and individuals and identifies three main options on which the government wishes to consult. It also introduces the new concept of a National Care Service.

The paper also identifies how this links to demographic changes and their potential impact locally.

### 3. RELEVANCE TO CABINET

For information

### 4. TYPE OF DECISION

Non- key

### 5. DECISION MAKING ROUTE

By Cabinet

**6. DECISION(S) REQUIRED**

To agree that the Council participates in the government consultation on the proposed options and to receive a further report on the proposed response.

**Report of:** Director of Adult & Community Services

**Subject:** BRIEFING ON THE GOVERNMENT GREEN PAPER  
- SHAPING THE FUTURE OF CARE TOGETHER

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## 1. PURPOSE OF REPORT

To provide a briefing on the main issues raised in the government green paper - Shaping the Future of Care Together, which was published on 14 July 2009.

## 2. BACKGROUND

- 2.1 In the 2007 Pre-Budget Report and Comprehensive Spending Review the government committed to a 'radical rethink' on long-term care, including a green paper on how to best fund adult social care and support in the future.

In May 2008 the government published "*The case for change – why England needs a new care and support system.*" This paper defined the parameters of the debate and sought the views of the public, people who use services and people who work in care and support. The new green paper is the response to the views that were expressed and poses further questions for discussion.

- 2.2 It was found that rising aspirations demanded a better, fairer system of care and support both for those who look forward to a long and active old age, but who may need some support to stay well in their later years and those who need some support earlier in their lives due to disability.
- 2.2 The green paper reflects a view that the current system is a legacy of a series of incremental steps rather than a single planned creation, such as the National Health Service. Some people qualify for support through disability benefits. By contrast, means tested social care support is only provided to people on low incomes who cannot afford to pay for themselves. Other people who are seen as being able to support themselves are expected to do so from their own resources such as savings and the value of their home if their savings or assets have a value of more than £23,000. A large number of people are expected to make provision for themselves and receive little in the way of advice and support whilst having to make difficult and expensive decisions about care and support.
- 2.3 Beyond the above perceived unfairness, the current funding mechanism is seen as unsustainable because of the shifting demographics within society. This means that there will be considerably more people living into their later years and fewer people of working age. By 2026 it is likely that 1.7 million more adults will need care and support. Rising expectation means that they will expect more choice and control over their services. Failure to reform the

system will also restrict the effectiveness of such initiatives as Putting People First and the personalisation agenda. Therefore doing nothing is not a viable option.

- 2.4 The current system produces a post code lottery. Each local authority establishes different levels of entitlement within the prescribed Fair Access to Care Services (FACS) eligibility criteria. Someone moving between areas has no guarantee that they will receive the same level of support.
- 2.5 In order to address this, the green paper introduces the concept of creating a National Care Service to bring together the concepts of fairness, simplicity and affordability. It builds on a recognised shared responsibility by society to make sure that people receive the care they need. It also addresses options for a new funding system that are fairer, proportionate to what people could afford and easier to understand.

### **3. LOCAL CONTEXT – DEMOGRAPHIC CHANGES**

- 3.1 While the social care needs of younger people with disabilities are addressed within the green paper, the main focus is on older people, and one of the key drivers for the proposed way forward is the demographic changes that are forecast in coming years and the funding shortfall created by a growing elderly population.

#### **3.2 Population Growth – Older People**

- The number of people aged over 65 is expected to grow by about a third by 2025 from 15,200 in 2008 to 20,200 in 2025.
- The projected growth in the 85+ age group by 2025 is 75%. This is an enormous increase and can be accounted for largely by the 120% increase in the number of men expected to live over the age of 85 years by 2025 (although the growth in the number of women is also above average).
- Translated into figures this means that there is currently an estimated population within Hartlepool of 1,600 people aged over 85. Around 500 are men and 1,100 are women. By 2025 it is projected that there will be 2,800 people living in Hartlepool aged over 85, made up of around 1,100 men and 1,700 women.
- This growth in the population of very old people is likely to have a significant impact on the demand for housing, health and support services, particularly with respect to increasing numbers of couples and elderly informal carers.

#### **3.3 Dementia**

- There is general agreement amongst experts that prevalence of young and late onset dementia increase with age, doubling with every 5 year increase. This has huge implications for the provision of care and support.
- Data suggests that the number of dementia sufferers in Hartlepool is expected to increase from 1,026 in 2008 to 1,499 in 2025 (a 46% increase).

### 3.4 Projecting Needs for Care and Support Services

- Application of current ratios of care to projected figures suggests that, overall, more day care, hospital and/or institutional care and home care provision is needed to meet growing demand, and support for carers is also highlighted as vital.
- Of the 8,587 Hartlepool residents estimated to have a Limiting Long Term Illness (LLTI) currently, 4,862 are estimated to need help with self-care and 5,304 are estimated to need help with domestic care. However, only 2,881 are supported by the Local Authority (approximately one third of the total).
- By 2025 it is projected that 11,452 older people within Hartlepool will have a LLTI; 6,600 will need help with self-care and 7,200 will need help with domestic tasks.
- There is a projected growth in the number of unpaid carers between 2008 and 2025, from 2,729 to 3,507. There will also be an increase in the proportion of carers who will be aged over 75, providing over 50 hours of care and in poor health themselves.
- In addition, the growth projected in the number of informal carers does not match the projected increases in the number of people who require care. This could imply that there is a group of hard-to-reach older people living alone who are not accessing services or will find it difficult to access services in the future.
- The data also suggests that increasing life expectancy will result in a considerable number of older people already living in care homes who may live for another 10-15 years.

## 4. **KEY PROPOSALS**

- 4.1 The principal proposal in the green paper is a new National Care Service. This would have a universal offer for care and support that is simple to understand. Its aim would be to support people to stay independent, and to provide services based on individual circumstances and need. The government envisages the new National Care Service being fully 'joined up' with the NHS to help people receive more appropriate care in the right setting. The key features include:

### 4.2 Prevention services

People would have free support to help them stay independent and well in their own homes for as long as possible. This could include a period of reablement following discharge from hospital, housing support or telecare services. Information about prevention and early intervention would be easily accessible.

### 4.3 Standardised national assessment of needs:

Care needs would be assessed in the same way wherever the person lives and that assessment would be portable; applying anywhere in England.

- 4.4 A nationally set level of need at which people qualify for care and support; The same proportion of care and support costs would be paid for wherever

you live, with a set minimum proportion of care to be funded by the state e.g. a third or a quarter.

4.5 Joined up working

All the services would work smoothly together, particularly when needs are assessed. Services would be focused round the individual and be better joined up, whatever care and support needs were identified. One assessment of needs would gain access to a whole range of care and support services. This would, for instance include 'joined-up' adult care, health, housing and benefits services as part of the commitment to keeping people well, independent, and living in their own homes.

4.6 Information and advice

Readily available information about the care and support system would need to be simple to understand. This would help individuals to know what care and support they are entitled to and what is available in their area. Feedback on service user experience of services would need to be captured and used to help shape this information. Also, an independent body could be established to provide advice on what works best for those needing care and support.

4.7 A wider range of services in care and support

There is a continuing expectation that local government would provide good quality information on the services available, to ensure individuals can connect with providers. There is also an expectation that local government should play an important role in supporting providers to shift their focus from the council to the individual.

4.8 Personalised care and support

Services would be based on an individual's personal circumstances and need. Their care and support would be designed and delivered around their individual needs and there would be much greater choice over how and where they receive support, including controlling their own budget wherever appropriate.

4.9 Better quality and innovation

To ensure high quality, cost-effective services based on dignity and respect the government emphasises the importance of supporting people who work in care and support to develop their skills. The government also proposes giving an independent organisation the role of advising them on best practice and best value for money in care and support to learn which care and support services are most effective.

4.10 Fair funding

A fundamental aim is to ensure that money is well spent on high quality, cost-effective services. To ensure fairness some state support should be available to everyone who qualifies for care and support to help meet their care costs.

## 5 PROVIDING AND PAYING FOR CARE

- 5.1 The vast majority of responses to the government's previous consultation process argued that everyone in society is responsible for ensuring people receive the care they need – including individuals, families, employers, communities and government. Almost everyone agreed that the government

should share care costs through a largely tax-based system.

5.2 Three principles to determine how state resources are spent are put forward for further consultation:

- Variation according to where people live: this was viewed as unfair by the majority of respondents because where someone lives should not impact on what level of care they can receive;
- Variation according to when someone develops a need: this is about whether there should be one system for everyone, or different systems based on the different needs people have. People were less concerned about how money is raised so long as individuals with different needs are entitled to the same outcomes.
- Variation according to whether people are able to pay for their care: the paper reports mixed views with some people believing state funds should focus on people with greatest need (and lowest means), but others finding it unfair that those who save all their lives have to pay for themselves, whilst those who have never saved get their care for free.

5.3 In order to make the best use of existing funding, the government recognises that there are many different pots of money that are currently used to pay for care and support. Some are seen as working well such as; Supporting People and Disability Living Allowance. Other funding pots are seen to be used less well. Attendance Allowance (AA) is identified in this respect because recipients get it regardless of how well-off they are. The government is proposing looking at how to integrate AA funding with social care funding.

5.4 Five funding models are outlined as ways of bringing new money into the system: individuals paying for themselves; partnership; insurance; comprehensive; and tax funded. Of these, the government has three preferred options for a funding model that is universal, helps everyone who needs care to pay for it, is fair and affordable and is simple and easy to understand. These are the partnership model, the comprehensive model, and the insurance model.

5.4.1 The partnership model

The responsibility of paying for care would be shared between the government and the individual. Everyone, regardless of income or assets, would have a guaranteed minimum proportion (for example a quarter, or a third) of their care costs paid by the state. An individual's income and assets would determine the personal contribution. For example, someone with a moderate income who owned their own home might be expected to pay for half of their care costs, but if their needs became more severe the government might assume a greater responsibility. Conversely, someone on a low income who did not own their own home might have all their care paid for by the state, even if their need was comparatively low.

5.4.2 Insurance model

The insurance model is like the partnership model but with the cost of the self-funded element covered through optional insurance. The state could either work with the private sector to strengthen the insurance market or create a state based insurance scheme. Insurance payments could be made as a lump



sum or instalments, either before or after retirement or death.

#### 5.4.3 The comprehensive model

Everyone over retirement age would be required to pay a set amount (or an amount related to what they could afford) into a state insurance scheme. The amount payable could vary depending on an individual's savings or assets, or the amount could be set at a particular level. A free care system for people of working age would sit alongside this funding model. The government would offer a range of ways to pay the amount: in one go out of an individual's savings, spread over the course of an individual's retirement; or out of an individual's estate upon death.

#### 5.4.4 'Pay Your Own' and 'Fully Tax Funded' models

Other funding models, such as 'Pay Your Own' and 'Fully Tax Funded' were dismissed by the government for the following reasons:

- The Pay Your Own model is dismissed because some people would not be able to afford to pay for their care, and those that could might lose all their savings;
- The Tax Funded model is dismissed as it would put the majority of the burden for paying for care on people of working age.

#### 5.5 Accommodation costs

In addition to care and support costs, individuals would be required to pay accommodation costs e.g. food and lodging. It is proposed that a universal deferred payment mechanism, would allow residential care and accommodation costs to be charged upon a person's estate when they die.

#### 5.6 Carers

The government acknowledges the vital role that carers play in the current system. Under a new system, the government would ensure everyone who needs care and support gets a national assessment, information and advice and personalised care and support. The government believes these measures will help carers by making the process of getting care and support easier.

#### 5.7 A national or local funding system?

The government wants to establish standardised national needs assessment, a nationally set level of need at which individuals qualify for state funding and a guaranteed portion of funding for an individual's care package. Beyond this they are proposing two options for administering and funding care and support:

- Part national, part local. Under this model people would know that they were entitled to in order to have their needs met and that a proportion of their care package would be paid for by the state. Beyond this councils would be responsible for deciding how much an individual should receive to spend on overall care and support. This would provide flexibility to take account of local circumstances.
- Fully national. Under this model central government would decide how much funding people would get to meet their needs, not councils. This could be consistent across the country or could vary. The government recognises such a model would mean major changes to the way in which money for care and support is raised and spent. Unlike the part national,

part local system, this fully national proposal would not take account of the different costs of care across England, and councils would therefore not have the ability to decide how much they would spend on care.

## 6 NATIONAL CONSULTATION

The Government are posing 3 national consultation questions to gather the views of all stakeholders

### 6.1. Consultation Question 1

We want to build a National Care Service that is fair, simple and affordable. We think that in this new system there are six things that you should be able to expect:

- prevention services
- national assessment
- a joined-up service
- information and advice
- personalised care and support
- fair funding.

- a) Is there anything missing from this approach?
- b) How should this work?

### 6.2 Consultation Question 2

We think that, in order to make the National Care Service work, we will need services that are joined up, give you choice around what kind of care and support you get, and are high quality.

- a) Do you agree?
- b) What would this look like in practice?
- c) What are the barriers to making this happen?

### 6.3 Consultation Question 3.

The Government is suggesting three ways in which the National Care Service could be funded in the future:

- Partnership – People will be supported by the Government for around a quarter to a third of the cost of their care and support, or more if they have a low income.
- Insurance – As well as providing a quarter to a third of the cost of people's care and support, the Government would also make it easier for people to take out insurance to cover their remaining costs.
- Comprehensive – Everyone gets care free when they need it in return for paying a contribution into a state insurance scheme, if they can afford it, whether or not they need care and support.

- a) Which of these options do you prefer, and why?

b) Should local government say how much money people get depending on the situation in their area, or should national government decide?

6.4 The government's consultation will run until 13<sup>th</sup> November 2009. Once it has finished the results will be published. A national leadership group will also be established, bringing together the leading experts and organisations across care and support to drive forward changes and to resolve issues where clear differences remain. A white paper will be published on care and support in 2010 with detailed proposals for implementing a new National Care Service offering care and support for everyone

## 7. RECOMMENDATIONS

It is recommended that Cabinet note the content of this briefing and support a broad local consultation which will include;

- Presentations to a range of Partnership Boards, Local Implementation Teams and Carers Groups.
- A presentation to Adult & Community Services Scrutiny Forum.
- A briefing paper for elected members and key stakeholders.
- Members briefing sessions if required.
- Local workshops to establish a consensus view on consultation questions.
- A report to Cabinet outlining the Council's proposed response.
- A detailed response to the government consultation by the 13 November deadline.

# **CABINET REPORT**

**17<sup>th</sup> August 2009**



**Report of:** Assistant Chief Executive

**Subject:** PLACE SURVEY 2008 – INTERIM REPORT

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## **SUMMARY**

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

To report to Cabinet the interim results from the borough wide Place Survey, with national comparisons where they are available. In October 2008, a total of 1426 responses to a postal survey were received from Hartlepool residents. All local authorities in England carried out a similar survey.

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

The survey collected information on views of Hartlepool as a place to live and on a range of local services, both council and non-council run. For the majority of the national indicators (NIs) covered by the survey, Hartlepool performance is close to national average performance levels. However, on a range of other services, mostly council, performance appears to have deteriorated since 2006. Additional consultation work may be necessary to fully explore the issues raised by the survey as the data collected lacks detail and some of the results are not consistent with other available data.

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

The Place Survey provides information on local people's priorities for the area and satisfaction with local services. It provides data for 18 national indicators (NIs) and will be used to monitor the success of parts of the Local Area Agreement (LAA) and in other assessments of the performance of local services, including the council. It allows comparison of Hartlepool performance with national averages and other authorities.

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

Non-key

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

Cabinet meeting on 17<sup>th</sup> August 2009.

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

That the report be noted and the plans for further action approved

**Report of:** Assistant Chief Executive

**Subject:** PLACE SURVEY 2008 – INTERIM REPORT

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**1. PURPOSE OF REPORT**

- 1.1 To report to Cabinet the interim results from the borough wide Place Survey carried out in October 2008, with national comparisons where they are available.

**2. BACKGROUND**

- 2.1 The attached report (See Appendix 1) contains interim results from the 2008 Hartlepool Place Survey. It concentrates on those topics where national comparisons have been provided by the Department for Communities and Local Government (CLG). A full set of comparative data has been promised by CLG but as yet only partial data has been provided. In the absence of any planned date for publication of the full dataset, the decision has been made to report these interim results. They include Hartlepool's performance figures for all 18 of the national indicators covered by the survey as well as a small range of other data on attitudes towards council services.
- 2.2 The survey was carried out by postal questionnaire to a random sample of addresses from the whole of Hartlepool. The content, wording and layout of the questionnaire was specified by CLG/AC with very limited potential for modification. For example, there was no opportunity to add questions which explored people's reasons for being satisfied or dissatisfied with a service.
- 2.3 A total of 1426 completed questionnaires were returned. The Audit Commission/CLG has weighted the data to the known population profile in terms of age, gender and ethnicity. An initial set of weighted data was supplied to all authorities in February 2009 but the data has since been reweighted following quality assurance work carried out by CLG. Whilst there have been no major changes to the previously published figures, there are minor changes throughout the dataset, some of which mean small changes to national indicator outturns.
- 2.4 The data in the report has been split into the topic areas covered in the questionnaire and covers those questions for which comparative data has been provided. The exceptions to this are the first two questions covered under the "Local area" section which provide some context for the subsequent questions about satisfaction with local services and for which national comparisons are less important. A summary of the national comparisons currently available is in Appendix 2
- 2.5 Whilst the figures for the national average scores for these data have been provided by CLG/AC, information has not been provided to enable us to calculate our quartile position for the national indicators.

### 3. GENERAL ISSUES FROM THE SURVEY

3.1 The report in Appendix 1 looks in detail at local residents' views on the national indicators covered and on a range of council services and issues. National comparisons are given, where they are available. However, taking an overview of the results in the report, a number of key issues can be highlighted:

- a. For the **18 national indicators** measured in the 2008 survey, the majority are close to national average performance levels. Twelve are average, 3 are just below average (NI 5 - satisfaction with the local area; NI 6 - involvement in volunteering; and NI 3 - involvement in local decision making) and one is just above average (NI 37 - information on what to do in a large scale emergency). Perceptions of the support and help for older people to stay in their own homes (NI 139) is above the national average; and self assessment of personal health (NI 119) is well below the national average. Looking at the 5 indicators where comparative data from previous years is available, performance has improved for 3 indicators, deteriorated slightly for one and has stayed the same for one indicator.
- b. For the **other services and issues** where comparisons are available, the picture is not as positive. Of the 14 services and issues measured:
  - 6 are well below national average (satisfaction with: litter & cleansing; refuse collection; household waste recycling centre; local transport information; whether the council gives value for money; and overall satisfaction with how the council runs things);
  - 2 are just below average (satisfaction with sport/leisure facilities; and theatres/concert halls);
  - 5 are close to the average (satisfaction with: doorstep recycling; local bus services; libraries; parks & open spaces and desire to become involved with local decision making); and
  - 1 (satisfaction with museums and art galleries) is well above the national average.

Performance appears to have deteriorated generally across most of the service areas covered and whilst this is part of a national trend of reduction in satisfaction with council services, the fall in satisfaction levels in Hartlepool has been particularly dramatic. However, whilst this deterioration has been happening, the proportion of people who feel that the council has got worse in the way it runs things has not increased significantly.

- c. The most **dramatic improvements** in the results reported here are in local people treating each other with respect and consideration; and people using and dealing drugs. Both of these improved by more than 20 percentage points. The most **severe reductions** in satisfaction were with sports/leisure facilities; the local tip/household waste recycling centre; and theatres/concerts halls. All of these services are showing scores close to the national average rather than being above average as was the case in 2006.
- d. It is sometimes difficult to get a clear picture from the survey data and it can seem **contradictory**. For example, satisfaction with the way that the council runs things has fallen by 12 percentage points. However, when asked whether, over the last 3 years, the council's running of things has got better worse or stayed the same, there is only a 3 percentage point increase in the proportion of

people who think the council has got worse. The lack of exploration of reasons for dissatisfaction, for example, makes it impossible to say with any certainty why changes have taken place. Satisfaction with keeping public land clear of litter and refuse has fallen by 12 percentage points since 2006. Over the same period, the monitoring of litter and detritus on the streets of Hartlepool has shown an improvement with fewer items of litter and rubbish being observed.

- e. Whilst some of the results do seem contradictory, other results do seem to be **consistent** with each other and lend weight to local experience. For example, whilst improving the level of crime has remained a high priority for people, it is not such a high priority as it was in 2003 and 2006. This is supported by major reductions in the proportion of people seeing drugs and alcohol as a problem locally. Other crime and anti-social behaviour data collected in the survey, for which national comparisons are not yet available, also support this trend.

### **Information still to be reported**

- 3.2 CLG/AC has not yet published all the national comparative data from the 2008 survey. The missing comparisons include satisfaction with other local public services (fire, police, health services); views of how well local public services are working to improve the local area; adequacy of information about local public services; and attitudes towards a range of community safety issues. A date for publication of the full national comparisons and quartile data has not yet been set. This additional data will be reported to departments and Cabinet when it becomes available.

### **Action on results**

- 3.3 Departments are currently sharing the survey information through their management teams and are:
  - Making plans for use of the information, where appropriate;
  - Exploring what additional information is needed to “get behind” the top line results, e.g. reasons for falling satisfaction levels or how services can be adjusted to meet residents’ expectations, how to improve communications etc.;
  - Looking at options for collection of additional data, e.g. further surveys, discussion groups etc.
- 3.4 The Corporate Strategy Division will collate this information and assist in the development of a co-ordinated approach to the collection of further information. The aim will be to maximise the usefulness of the information from the survey and, if possible, get a clearer picture of residents’ views on local services and the local area.
- 3.5 The full survey covers a range of local services, not solely those run by the council. It looks at area-wide issues and, as such, any solutions to problems identified will need a partnership approach. The survey will therefore be shared with partner organisations to ensure a whole area approach to key issues.

## **4. RECOMMENDATIONS**

- 4.1 That the report be noted and the plans for further action approved.

For more detailed information see:

Appendix 1 – Interim survey results (Pg6)

Appendix 2 - Summary tables of national comparisons and changes since 2006 (Pg 30)

Appendix 3 - Full basic, top line results of the whole survey in the form of a copy of the survey questionnaire with the aggregated responses added in. These figures are derived from the re-weighted dataset. (Pg 34)

Appendix 4 - Note on the survey methodology (Pg 45).

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## APPENDIX 1

### HARTLEPOOL PLACE SURVEY 2008

#### - INTERIM NATIONAL COMPARISONS

##### 1. LOCAL AREA

- 1.1 The first group of questions in the survey looked at residents' views of their local area as a place to live. They were asked to consider their local area as the area within 15 to 20 minutes walking distance from their home.

##### *Quality of life*

- 1.2 Respondents were given a list of 20 "quality of life" factors, and asked to choose up to five that are most important in making somewhere a good place to live. Table 2.1 (overleaf) shows that the most important factors for Hartlepool people are:

- Level of crime (57% chose this for their 5 most important factors)
- Clean streets (53%)
- Affordable, decent housing (37%)
- Health services (36%)

- 1.3. These priorities are very similar to those recorded in 2003 and 2006 when the same four factors were most often chosen.

- 1.4 From the same list of "quality of life" factors, respondents were invited to select up to five things that most needed improving in their local area. Table 2.2 shows the responses to this question and compares the figures with the priorities recorded in 2003 and 2006. The most important factors for improvement in 2008 are:

- Activities for teenagers (49% chose this for their 5 factors most needing improvement)
- Roads and pavement repairs (48%)
- Clean streets (37%)
- Level of crime (31%)

- 1.5 Residents' priorities for improvement are similar to those expressed in 2003 and 2006. However some of the strength of feeling has changed. For example, in 2003 70% of people thought that the level of crime should be a top priority and in 2006, level of crime was still the most frequently chosen factor, but only 53% of people actually chose it. In 2008, whilst it is still given a high priority, it is no longer the most frequently chosen issue for improvement. This perhaps reflects the improvements in crime figures registered in Hartlepool in the last 2 years.

**Table 1.1 Factors making somewhere a good place to live**

Base: All answering

	<b>A good place to live</b>		
	<b>2003</b>	<b>2006</b>	<b>2008</b>
	<b>%</b>	<b>%</b>	<b>%</b>
Level of crime	74	65	<b>57</b>
Clean streets	55	46	<b>53</b>
Affordable, decent housing	38	40	<b>37</b>
Health services	53	56	<b>36</b>
Education provision	29	33	<b>30</b>
Activities for teenagers	32	26	<b>28</b>
Road & pavement repairs	26	25	<b>25</b>
Facilities for young children	24	16	<b>23</b>
Parks and open spaces	18	21	<b>22</b>
Shopping facilities	24	23	<b>22</b>
Public transport	18	16	<b>21</b>
Job prospects	31	30	<b>20</b>
Wage levels & cost of living	19	16	<b>15</b>
Level of traffic congestion	20	18	<b>15</b>
Access to nature	10	10	<b>13</b>
Community activities	9	12	<b>10</b>
Sports & leisure facilities	10	7	<b>9</b>
Cultural facilities	9	10	<b>8</b>
Level of pollution	15	10	<b>6</b>
Race relations	2	2	<b>2</b>
Other	2	1	<b>2</b>
None of these	#	#	<b>#</b>
Don't know	-	#	<b>#</b>
Base=	1118	1004	1426

# = Less than 0.5%

**Table 1.2 What needs improving most in this local area**

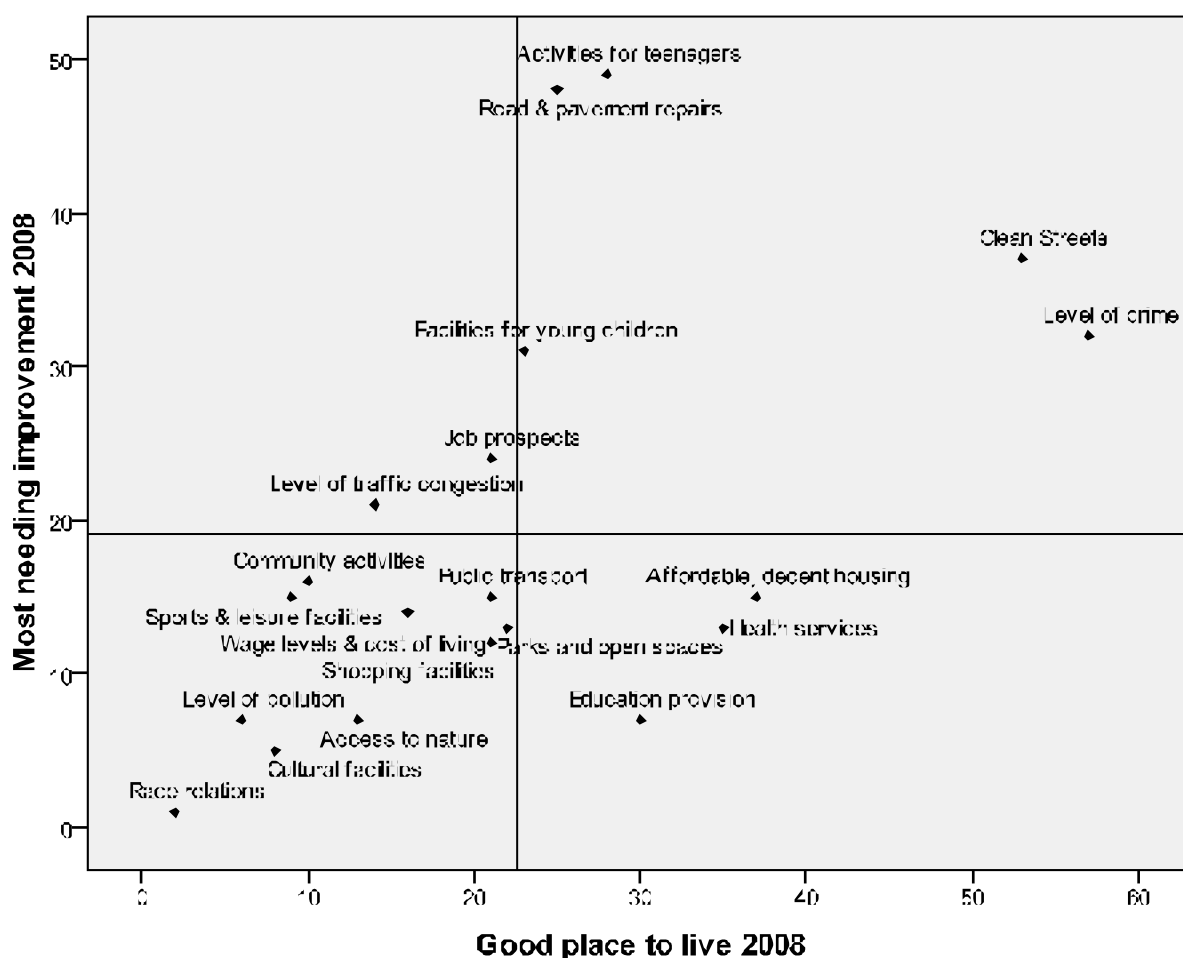
Base: All answering

	Most need improving		
	2003	2006	2008
	%	%	%
Activities for teenagers	40	47	<b>49</b>
Road & pavement repairs	44	47	<b>48</b>
Clean streets	48	42	<b>37</b>
Level of crime	70	53	<b>31</b>
Facilities for young children	25	20	<b>31</b>
Job prospects	28	24	<b>24</b>
Level of traffic congestion	21	23	<b>21</b>
Community activities	7	11	<b>16</b>
Affordable, decent housing	20	21	<b>15</b>
Public transport	17	13	<b>15</b>
Sports & leisure facilities	15	10	<b>15</b>
Wage levels & cost of living	23	15	<b>14</b>
Health services	22	22	<b>13</b>
Parks and open spaces	10	10	<b>13</b>
Shopping facilities	17	16	<b>12</b>
Education provision	7	6	<b>7</b>
Level of pollution	9	10	<b>7</b>
Access to nature	3	2	<b>6</b>
Cultural facilities	4	5	<b>6</b>
Race relations	3	3	<b>1</b>
Other	4	4	<b>4</b>
None of these	1	1	<b>#</b>
Don't know	-	1	<b>1</b>
Base=	1142	1004	1426

### Quality of life priorities for change

- 1.6 By combining the results of the two questions previously discussed, it is possible to identify the quality of life indicators that Hartlepool residents feel should be prioritised. Chart 1 plots the results of the two questions against each other. The 4 quarters of the chart are separated by a line that indicates the mean score of most important/needs improving. The factors that appear in the top right quarter of the chart are arguably those that are top of the priority list – these are the things that residents are most likely to consider important and are also those that they are most likely to think need improving.

**Chart 1 Quality of life priorities**  
(Base: All answering question)



- 1.7 According to this analysis, local services providers should prioritise clean streets and the level of crime in order to improve the quality of life of Hartlepool residents. Also a high priority for improvement for many people but less likely to be seen as central to making an area a good place to live are activities for teenagers and road and pavement repairs. This is a similar set of priorities to those identified by residents in 2006. There have been some minor changes, for example, crime is still a priority for a substantial proportion of people but it is not seen as in need of improvement by as many people as was previously the case.

**Satisfaction with the local area as a place to live (NI 5).**

- 1.8 The first National Indicator (NI) measured by the survey was NI5 which looked at satisfaction with the local area as a place to live. The question asked was:

*“Overall, how satisfied or dissatisfied are you with your local area as a place to live?”*

**Table 1.3 Satisfaction with the local area as a place to live (NI 5)**

	Hartlepool			NE Region	England		
	2006	2008	Change	2008	2006	2008	Change
	%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	67	<b>76</b>	+9	<b>77</b>	75	<b>80</b>	+5
<i>Confidence interval</i>		+/-2.8				+/-0.1	

- 1.9 Satisfaction with the local area has increased significantly from 76% of people being either fairly or very satisfied in 2006 to **80% of people who are very or fairly satisfied in 2008**. However Hartlepool is still just below the national average for this indicator.

**Older people’s satisfaction with both their own home and their local area (NI138)**

- 1.10 In 2008, a new national indicator (NI 138) was introduced which combines satisfaction with both the local area and the home as a place to live and looks specifically at older people, aged 65 years and over. A large majority, **81 percent feel very or fairly satisfied with both their home and their local area as a place to live**. This compares with 84% of older people across the country who are satisfied with both their home and their local area. The confidence interval of +/-5.7 for the Hartlepool figure means that there is no significant difference between Hartlepool and the regional and national averages.

**Table 1.4 Older people’s satisfaction with their local area and home as a place to live (NI 138)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Very or fairly satisfied</b>	<b>81</b>	83	84
<i>Confidence interval</i>	+/-5.7	+/-1.2	+/-0.3

### Feeling of belonging to the local area (NI 2)

- 1.11 To measure NI 2 which looked at whether there was feeling of belonging in the area, residents were asked:

*“How strongly do you feel you belong to your immediate neighbourhood?”*

**Sixty percent of Hartlepool people feel very or fairly strongly that they belong to their immediate neighbourhood.** This is very close to the national average of 59%.

**Table 1.5    Feeling of belonging to immediate neighbourhood (NI 2)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Very or fairly strongly</b>	<b>60</b>	62	59
<i>Confidence interval</i>	+/-3.4	+/-0.7	+/-0.2

## 2. LOCAL PUBLIC SERVICES

- 2.1 This section covers attitudes towards a number of council services, none of which are national indicators. However most of them were previously best value performance indicators (BVPIs) and are now used as local indicators. National and regional comparisons have been provided for these services. However comparative data for the other public services covered in the survey, such as GPs, dentists, the fire and police services, is not yet available.

### Satisfaction with keeping public land clear of litter and refuse

- 2.2 Satisfaction with cleansing has fallen from 59% very or fairly satisfied in 2006 to **48% satisfied in 2008**. However national levels of satisfaction with this service have also fallen by a similar proportion, the national average being 57% satisfied. The North East regional average is 58% satisfied.

**Table 2.1 Satisfaction with keeping public land clear of litter and refuse**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	55	59	<b>48</b>	-11	<b>58</b>	68	<b>57</b>	-11

### Satisfaction with refuse collection

- 2.3 Satisfaction with refuse collection has fallen from 72% very or fairly satisfied in 2006 to **61% satisfied in 2008**. National levels of satisfaction with this service have stayed at very similar levels with 78% satisfied in 2008. The North East regional average is 58% satisfied.

**Table 2.2 Satisfaction with refuse collection**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	89	72	<b>61</b>	-11	<b>82</b>	79	<b>78</b>	-1

### Satisfaction with doorstep recycling

- 2.4 **Sixty seven percent of residents are satisfied with the doorstep recycling service.** In 2006 the figure was very similar 67%. Nationally the figures have also stayed the same but at a very slightly higher level than in Hartlepool.

**Table 2.3 Satisfaction with doorstep recycling**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	80	66	<b>67</b>	1	<b>72</b>	70	<b>70</b>	0

### Satisfaction with local tip/household waste recycling centre

- 2.5 **Satisfaction with the household waste recycling centre has dropped to 61 % of people being very or fairly satisfied** from 72% satisfied in 2006. Nationally, levels have satisfaction have remained static. The national average of 78% satisfied is significantly higher than the Hartlepool figure.

**Table 2.4 Satisfaction with local tip/household waste recycling centre**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	84	89	<b>72</b>	-17	<b>72</b>	79	<b>71</b>	-8



### Satisfaction with local transport information

- 2.6 The council provides a range of transport information such as timetable information at bus stops, public transport maps and timetable guides. Currently, **41 % of residents are very or fairly satisfied with public transport information**. This is a fall of 12 percentage points from the figure recorded in 2006. There has also been a national reduction in satisfaction with this service but not by such a long margin.

**Table 2.5 Satisfaction with local transport information**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	59	53	<b>41</b>	-12	<b>49</b>	54	<b>48</b>	-6

### Satisfaction with local bus services

- 2.7 Whilst Hartlepool Borough Council is not directly responsible for providing local bus services, it does have a co-ordinating and planning role with regard to public transport as well as subsidising some local bus services. The 2008 survey shows that **52% of residents are very or fairly satisfied with local bus services**. This is a significant reduction from the 66% satisfied in 2006. There has been a reduction in satisfaction nationally and the Hartlepool figure is similar to the national average of 55% satisfied.

**Table 2.6 Satisfaction with local bus services**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	65	66	<b>52</b>	-14	<b>54</b>	60	<b>55</b>	-5

### Satisfaction with sport/leisure facilities

- 2.8 Satisfaction with sport and leisure figures has dropped significantly from 61% satisfied in 2003 to **42% very or fairly satisfied in 2008**. This appears to be part of a national trend although the fall in Hartlepool appears to have been steeper.

**Table 2.7 Satisfaction with sport/leisure facilities**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	54	61	<b>42</b>	-19	<b>47</b>	58	<b>46</b>	-12

### Satisfaction with libraries

- 2.9 As with a number of other services, satisfaction the library service has fallen from 80% satisfied in 2006 to **71% very or fairly satisfied in 2008**. The Hartlepool figure is very close to the national average for this service.

**Table 2.8 Satisfaction with libraries**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	77	80	<b>71</b>	-9	<b>67</b>	73	<b>69</b>	-4

### Satisfaction with museums/galleries

- 2.10 **Sixty one percent of residents are very or fairly satisfied with museums and art galleries** in Hartlepool. This is significantly higher than the national satisfaction level of 41%. However there has been a drop in satisfaction from the 70% figure recorded in 2006.

**Table 2.9 Satisfaction with museums/galleries**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	63	70	<b>61</b>	-9	<b>42</b>	41	<b>41</b>	0

### Satisfaction with theatres/concert halls

- 2.11 Satisfaction with theatres and concert halls has fallen from 54% satisfied in 2006 to **39% very or fairly satisfied in 2008**. This is slightly lower than the national figure of 43% satisfied with theatres and concert halls.

**Table 2.10 Satisfaction with theatres/concert halls**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	51	54	<b>39</b>	-15	<b>41</b>	41	<b>43</b>	+2

### Satisfaction with parks and open spaces

- 2.12 The final council service that respondents were asked to consider was parks and open spaces. Two thirds of residents (66%) are very or fairly satisfied with this service. This is similar to the national average of 69%. However it does represent a significant drop from 2006 when the satisfaction level of 78% was significantly higher than the national average.

**Table 2.11 Satisfaction with parks& open spaces**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	80	78	<b>66</b>	-12	<b>63</b>	73	<b>69</b>	-4

- 2.13 It is one of the frustrating features of this survey that because of the AC/CLG restrictions on the format of the questionnaire, there was no opportunity for exploring people's reasons for satisfaction or dissatisfaction. This may well be something that requires further exploration in order to get a clearer picture of people's attitudes towards local public services.

### Value for money from the council

- 2.14 **Less than a third of people (28%) who took part in the survey feel that Hartlepool Borough Council offers value for money.** Nationally the comparative figure is 33% and regionally it is 35%.

**Table 2.12 Council gives value for money**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Agree strongly or tend to agree</b>	<b>28</b>	35	33

### Overall satisfaction with how the council runs things

- 2.15 Overall satisfaction with how the council runs things has fallen quite dramatically since 2006. **Thirty seven percent of people are very or fairly satisfied with how the council runs things** as compared with 49% in 2006. There has also been a drop nationally in the scores for this indicator though not by as great a margin.

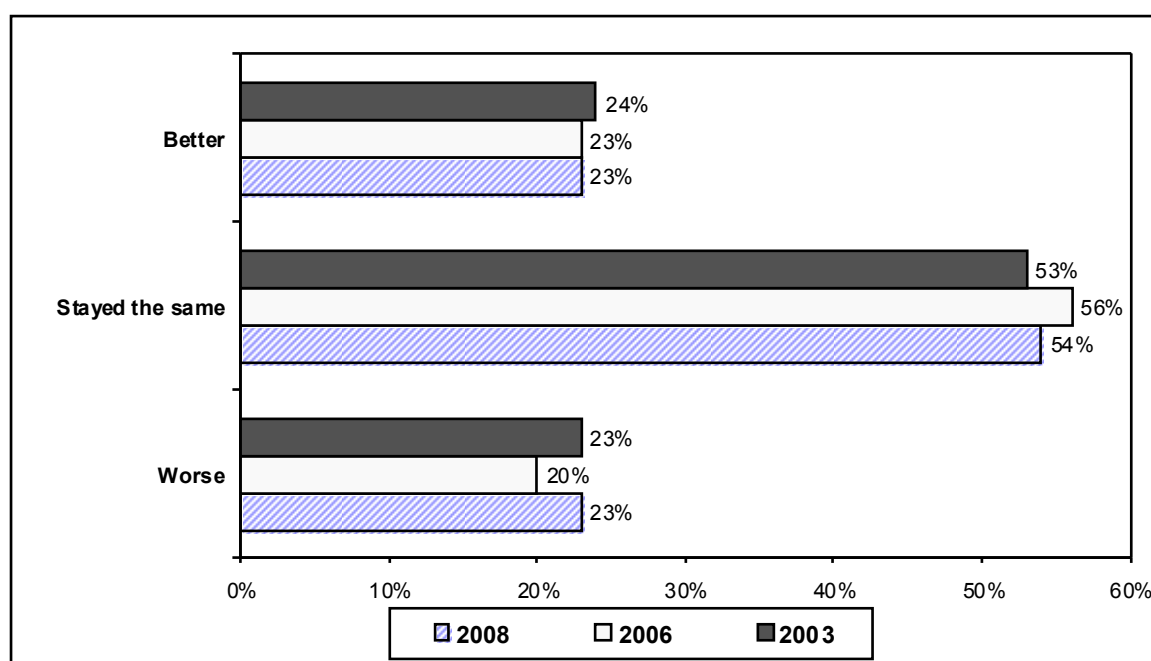
**Table 2.13 Overall satisfaction with how the council runs things**

	Hartlepool				NE Region	England		
	2003	2006	2008	Change	2008	2006	2008	Change
		%	%	%	%	%	%	%
<b>Very or fairly satisfied</b>	56	49	<b>37</b>	-12	<b>46</b>	53	<b>45</b>	-8
<i>Confidence intervals</i>								

### Changes to how the council runs things in the last 3 years

- 2.16 To help the council monitor its progress, residents were asked for their views on how the council had run things in the last 3 years and whether it had got better, worse or stayed the same. Over half of people thought it had stayed the same, and about a quarter thought it had either got better or got worse. This question has been asked in two previous surveys and the results have stayed at very similar levels. This is not a national indicator.

**Chart 2 Have Things got Better, Worse or Stayed the Same Overall?**  
(Base: All answering question)



### 3. INFORMATION

#### Information about what to do in an emergency (NI 37)

- 3.1 A new national indicator that looks at how well informed people feel about what to do in an emergency (NI 37) was introduced in 2008. Survey respondents were asked, in a question that also covered information about a range of other topics:

*“How well informed do you feel about the following:*

*- What to do in the event of a large scale emergency, e.g. flooding, human pandemic flu?”*

- 3.2 **Eighteen percent of Hartlepool residents feel very or fairly well informed on what to do in a large scale emergency.** This is slightly higher than the national average of 15 percent.

**Table 3.1 How well informed about what to do in a large scale emergency (NI 37)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Very or fairly well informed</b>	<b>18</b>	16	15
<i>Confidence interval</i>	+/-2.6	+/-0.5	+/-0.1

#### 4. LOCAL DECISION MAKING

##### Being able to influence decisions affecting local area (NI 4)

- 4.1 National Indicator 4 measures whether people feel that they can influence decisions in the area. They were asked:

*“Do you agree or disagree that you can influence decisions affecting your local area?”*

- 4.2 **Three out of ten (31%) Hartlepool people feel they can influence local decisions.** This is very similar to the national figure of 29% for this indicator.

**Table 4.1 Can influence decisions affecting the local area (NI 4)**

	Hartlepool			NE Region	England		
	2006	2008	Change	2008	2006	2008	Change
	%	%	%	%	%	%	%
<b>Definitely agree or tend to agree</b>	31	<b>31</b>	0	<b>28</b>	32	<b>29</b>	-3
<i>Confidence intervals</i>							

##### Desire to become more involved in local decision making

- 4.3 A second question looked at whether people wanted to get more involved in local decision making. It asked:

*“Generally speaking, would you like to be more involved in the decisions that are made in your local area?”*

**Table 4.2 Would like to be more involved in local decision making**

	Hartlepool			NE Region	England		
	2006	2008	Change	2008	2006	2008	Change
	%	%	%	%	%	%	%
<b>Definitely agree or tend to agree</b>	25	<b>23</b>	-2	<b>24</b>	27	<b>24</b>	-3
<i>Confidence intervals</i>							

## 5. HELPING OUT

### Involvement in voluntary activities (NI 6)

- 5.1 In 2008, for the first time, people's involvement in voluntary activities was measured in all authorities. This is for National Indicator 6 which concentrates on the unpaid help that people give to groups, clubs or organisations. After a short explanation of the type of help that might be covered by the question, people were asked:

*“Overall, how often over the last 12 months have you given unpaid help to any group(s), club(s) or organisation(s)?”*

**Table 5.1 Have given unpaid help in the last 12 months (NI 6)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Have given help at least once in last 12 months</b>	<b>19</b>	19	23
<i>Confidence interval</i>	+/-2.8	+/-0.6	+/-0.2

- 5.2 The Hartlepool figure of **19% of people involved in volunteering** is slightly lower than the national average of 23%.



## 6. GETTING INVOLVED

### Involvement in local decision making (NI 3)

6.1 Respondents were asked to say if they have, in the last 12 months been a member of one or more from a list of 7 types of groups listed below that make decisions about the local area.

- *A local councillor (for the local authority, town or parish)*
- *A group making decisions on local health or education services*
- *A decision-making group set up to regenerate the local area*
- *A decision-making group set up to tackle local crime problems*
- *A tenants' group decision-making committee*
- *A group making decisions on local services for young people*
- *Another group making decisions on services in the local community*

**Table 6.1 Have been involved in a local decision making group in the last 12 months (NI 3)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Have been involved in decisions that affect the area in last 12 months</b>	<b>11</b>	12	14
<i>Confidence interval</i>	+/-2.8	+/-0.6	+/-0.2

6.2 **Eleven percent of Hartlepool residents have been involved in a decision making group for their local area** which is very slightly lower than the national average of 14%.

## 7. RESPECT AND CONSIDERATION

- 7.1 The next group of questions looked at issues of how people treat each other and are treated by local public services in their local area.

### Parents taking responsibility for their children (NI 22)

- 7.2 The question asked for NI 22 was:

*“To what extent do you agree or disagree that in your local area, parents take enough responsibility for the behaviour of their children?”*

**The Hartlepool figure of 30 % of people who agree that parents take enough responsibility for their children** is identical to the national average.

**Table 7.1 Parents take enough responsibility for the behaviour of their children (NI 22)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Definitely agree or tend to agree</b>	<b>30</b>	27	30
<i>Confidence interval</i>	+/-3.2	+/-0.7	+/-0.2

### People from different backgrounds get on well together (NI 1)

- 7.3 People were next asked:

*“To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on together?”*

**Table 7.2 People from different backgrounds get on well together (NI 1)**

	Hartlepool			NE Region	England		
	2006	2008	Change	2008	2006	2008	Change
	%	%	%	%	%	%	%
<b>Definitely agree or tend to agree</b>	76	<b>73</b>	-3	<b>74</b>	79	<b>76</b>	-3
<i>Confidence intervals</i>		+/-3.8		+/-0.8		+/-0.2	

- 7.4 **Nearly three quarters (73%) of people feel that people from different backgrounds get on well together in their local area.** Given the confidence intervals involved, this is very similar to the national figure of 76% for this indicator.

**People treating each other with respect and consideration (NI 23)**

- 7.5 People were asked their views on how people in the local area treat each other. The question was::

*“In your local area, how much of a problem do you think there is with people not treating each other with respect and consideration?”*

**Table 7.3 How much of a problem is a lack of respect and consideration among local people (NI 23)**

	Hartlepool			NE Region	England		
	2006	2008	Change	2008	2006	2008	Change
	%	%	%	%	%	%	%
<b>Avery big or fairly big problem</b>	58	<b>34</b>	-24	<b>35</b>	48	<b>31</b>	-17
<i>Confidence intervals</i>		+/-3.3		+/-0.7		+/-0.2	

- 7.6 **Just over a third (34%) of Hartlepool residents feel that local people treating each other with a lack of respect and consideration is a very big or fairly big problem.** This is a very significant improvement on the figure of 58% seeing lack of respect and consideration as a problem in 2006. The Hartlepool figure is now similar to the national figure of 31% rather than well below it, as was the case in 2006.

### Respect and consideration by local public services (NI 140)

- 7.7 A new indicator in 2008 looked at whether local public services treat residents with respect and consideration. They were asked:

*“In the last year would you say that you have been treated with respect and consideration by your local public services .....?”*

**Table 7.4 How much have been treated with respect and consideration by local public services in last year (NI 140)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>All or most of the time</b>	<b>69</b>	73	72
<i>Confidence interval</i>	+/-3.3	+/-0.7	+/-0.2

- 7.8 **Sixty nine percent of people in Hartlepool feel that they are treated with respect and consideration by public services** as compared with 72% nationally.

### Older people get support and help to stay in their own homes (NI 139)

- 7.9 A further new indicator in 2008 looked at whether local people feel that older people in their local area get the services they need to stay in their own homes as long as they want. All respondents, both young and older people, were asked:

*“In your opinion, are older people in your local area able to get the services and support they need to continue to live at home for as long as they want to?”*

**Table 7.5 Older people can get services and support needed to continue to live at home (NI 139)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Yes - get services and support needed</b>	<b>35</b>	35	30
<i>Confidence interval</i>	+/-3.2	+/-0.7	+/-0.2

- 7.10 **In Hartlepool, just over a third of people (35%) feel that older people can get the services and support that they need to live at home.** This is higher than the national average of 30%.

## 8. COMMUNITY SAFETY

- 8.1 The survey covered a range of issues related to crime and anti-social behaviour. However comparative data has only been provided for those questions which collected information for national indicators. The first group of questions looked at whether residents see a range of crimes or anti-social behaviour as problems for their local area.

### Using or dealing drugs local area (NI 42)

- 8.2 **The proportion of people in Hartlepool who think people using or dealing drugs in their local area has dropped steeply from 52% in 2006 to 30% in 2008.** This now brings Hartlepool in line with the national average for this indicator. It shows a 22 percentage point drop at a time when the national figures have remained static.

**Table 8.1 People using or dealing drugs in the local area (NI 42)**

	Hartlepool			NE Region	England		
	2006	2008	Change	2008	2006	2008	Change
	%	%	%	%	%	%	%
<b>A very big or fairly big problem</b>	52	30	-22	32	31	31	0
<i>Confidence intervals</i>		+/-3.4		+/-0.8		+/-0.2	

### Drunk or rowdy behaviour in public (NI 41)

- 8.3 There has also been a positive change with regards people being drunk or rowdy in public places. **Twenty eight percent of people in Hartlepool think that public drunkenness or rowdiness is a problem in their local area.** This compares with a figure of 36% in 2006 and brings Hartlepool in line with the national average.

**Table 8.2 People being drunk or rowdy in public in local area in the local area (NI 41)**

	Hartlepool			NE Region	England		
	2006	2008	Change	2008	2006	2008	Change
	%	%	%	%	%	%	%
<b>A very big or fairly big problem</b>	36	28	-8	32	29	29	0
<i>Confidence intervals</i>		+/-3.1		+/-0.7		+/-0.2	

### Overall assessment of anti-social behaviour in local area (NI 17)

- 8.4 As in previous years, residents were asked to say whether or not they thought a range of types of anti-social behaviours were a problem in their local area. They range from noisy neighbours to abandoned or burnt out cars. To measure national indicator NI 17, an aggregate score was created from the responses to these questions to give an general view of anti-social behaviour in Hartlepool. All responses were given a score – 0 for “Not a problem at all to 3 for “A very big problem”. All the scores are added together and each person given an overall score. The maximum score is 21. If a person scored 11 points or over they are classed as seeing anti-social behaviour in their local area as a problem. This scoring method was specified by the Department for Communities and Local Government. **Overall, 20.9 percent of people think that anti-social behaviour is a problem in their local area. (NI 17).** This is very close to the national average of 20%.

**Table 8.3 Overall assessment of anti-social behaviour in the local area (NI 17)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Anti-social behaviour is a problem in local area</b>	<b>21</b>	21	20
<i>Confidence interval</i>	+/-2.7	+/-0.6	+/-0.2

### Seeking people's views about anti-social behaviour and crime (NI 27)

- 8.5 After a reminder that it is the responsibility of the police and other public services to work in partnership to deal with crime and anti-social behaviour in the local area, respondents were asked:

*“So, how much would you agree or disagree that the police and other local public services seek people's views about these issues in your local area?”*

**Table 8.4 Police and other services seek people's views about anti-social behaviour and crime (NI 27)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Agree strongly or tend to agree</b>	<b>26</b>	28	25
<i>Confidence interval</i>	+/-3.0	+/-0.7	+/-0.2

- 8.6 **In Hartlepool, 26 % of people feel that their views are listened to on crime and anti-social behaviour issues.** This is almost identical to the 25% figure recorded nationally.

**Dealing with anti-social behaviour and crime (NI 21)**

- 8.7 The next question looked at how crime and anti-social behaviour is being dealt with. It asked:

*And how much would you agree or disagree that the police and other local public services are successfully dealing with these issues in your local area?"*

**Twenty eight percent of people agree strongly or tend to agree that crime and anti-social behaviour issues are being dealt with successfully.** This is similar to the national average of 26% and the regional average of 29%.

**Table 8.5 Police and other services are successfully dealing with anti-social behaviour and crime (NI 27)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Agree strongly or tend to agree</b>	<b>28</b>	29	26
<i>Confidence interval</i>	+/-3.1	+/-0.7	+/-0.2

## 9. HEALTH

### Self assessment of personal health (NI 119)

- 9.1 The final national indicator to be measured in the Place Survey 2008 is NI 119. This is a self-reported measure of people's health and well being... All those who took part in the survey were asked:

*"How is your health in general? Would you say it is very good, good, fair, bad or very bad?"*

**Table 9.1 How is your health in general (NI 119)**

	Hartlepool	NE Region	England
	2008	2008	2008
	%		%
<b>Very good or good</b>	<b>67</b>	70	76
<i>Confidence interval</i>	+/-3.2	+/-0.7	+/-0.2

- 9.2 **Around two thirds (67%) of Hartlepool residents feel that their health good or very good.** This is significantly lower than the national average of 76% who feel they have good or very good health.



**Appendix 2 – Summary of national comparisons**

Ques'n Number	Ques'n topic	NI number				Quartile position		North East Region	England			Notes
			2006	2008	Change	2006	2008	2008	2006	2008	Change	
			%	%								
1. YOUR LOCAL AREA												
Q3	Satis with local area	NI 5 (& NI 138)	67	76	+9	4th	Just below average	77	75	80	5	Improving - just below average
gQ3&Q4	Satis with home & area - 65yrs & over	NI 138		81			Average	83		84		Average
Q5	Feeling of belonging to local area	NI 2		60			Average	62		59		Average
2. YOUR LOCAL PUBLIC SERVICES												
Q8a	Satis with litter & deansing		59	47	-12	4th	Below average	58	68	57	-11	Getting worse - below average
Q8b	Satis with refuse collection		72	61	-11	4th	Below average	78	79	78	-1	Getting worse - below average
Q8c	Satis with doorstep recyding		66	67	+1	4th	Average	72	73	70	-3	Staying the same - average
Q8d	Satis with tip/HWRC		89	72	-17	1st	Below average	72	79	71	-8	Getting worse - below average
Q8e	Satis with local transport info		53	41	-12	3rd	Below average	49	53	48	-5	Getting worse - below average
Q8f	Satis with local bus services		66	52	-14	2nd	Average	54	60	55	-5	Getting worse - average

Ques'n Number	Ques'n topic	NI number	Hartlepool		Change	Quartile position		North East Region		England		Notes
			2006	2008		2006	2008	2008	2006	2008	Change	
			%	%				%	%	%		
Q8g	Satis with sport/leisure facilities		61	<b>42</b>	-19	2nd	Just below average	47	58	<b>46</b>	-12	Getting worse - just below average
Q8h	Satis with libraries		80	<b>71</b>	-9	1st	Average	67	73	<b>69</b>	-4	Getting worse - average
Q8i	Satis with museums/galleries		70	<b>61</b>	-9	1st	Above average	42	41	<b>41</b>	0	Getting worse - above average
Q8j	Satis with theatres/concert halls		54	<b>39</b>	-15	2nd	Just below average	41	41	<b>43</b>	2	Getting worse - just below average
Q8k	Satis with parks & open spaces		78	<b>66</b>	-12	1st	Average	63	73	<b>69</b>	-4	Getting worse - average
Q10	Local council (HBC) gives value for money			<b>28</b>			Below average	35		<b>33</b>		Below average
Q11	Overall satis with how local council (HBC) runs things		49	<b>37</b>	-12	3rd	Below average	46	54	<b>45</b>	-9	Getting worse - below average
<b>3. INFORMATION</b>												
Q12g	Info on what to do in emergency	NI 37		<b>18</b>			Just above average	16		<b>15</b>		Just above average
<b>4. LOCAL DECISION MAKING</b>												
Q13	Can influence local decisions	NI 4	31	<b>31</b>	0	3rd	Average	28	32	<b>29</b>	-3	Staying the same - average

Ques'n Number	Ques'n topic	NI number	Hartlepool		Change	Quartile position		North East Region		England		Notes
			2006	2008		2006	2008	2008	2006	2008	Change	
			%	%				%	%	%		
Q14	Like to get involved in local decisions		25	<b>23</b>	-2	2nd	Average	25	26	<b>27</b>	1	Staying the same - average
<b>5. HELPING OUT</b>												
Q15	Volunteering	NI6		<b>19</b>			Just below average	19		<b>23</b>		Just below average
<b>6. GETTING INVOLVED</b>												
Q16 Total overall score	Involvement in local decision making	NI3		<b>11</b>			Just below average	12		<b>14</b>		Just below average
<b>7. RESPECT &amp; CONSIDERATION</b>												
Q17	Parents take responsibility for children	NI 22		<b>30</b>		(4th)	Average	27		<b>30</b>		Average
Q18	People from different backgrounds get on well together	NI 1	76	<b>73</b>	-3	3rd	Average	74	79	<b>76</b>	-3	Staying the same - average
Q19	People don't treat each other with respect & consideration	NI 23	58	<b>34</b>	-24	4th	Average	35	48	<b>31</b>	-17	Improving - average N.B. Downward trend is positive
Q20	Treated with respect & consideration by LPS	NI 140		<b>69</b>			Average	73		<b>72</b>		Average
Q21	Older people get support to live at home	NI 139		<b>35</b>			Above average	36		<b>30</b>		Above average

Ques'n Number	Ques'n topic	NI number	Hartlepool		Change	Quartile position		North East Region	England		Change	Notes
			2006	2008		2006	2008	2008	2006	2008		
			%	%				%	%	%		
<b>8. COMMUNITY SAFETY</b>												
Q24e	Using/dealing drugs problem	NI 42	52	<b>30</b>	-22	4th	Average	32	31	<b>31</b>	0	Improving - average N.B. Downward trend is positive
Q24f	Drunk/rowdy in public problem	NI 41	36	<b>28</b>	-8	4th	Average	32	29	<b>29</b>	0	Improving - average N.B. Downward trend is positive
Q24	Overall score for anti-social behaviour	NI 17		<b>20</b>			Average	21		<b>20</b>		Average
Q25	Police & LPS seek views on crime etc	NI 27		<b>26</b>			Average	28		<b>25</b>		Average
Q26	Police & LPS successfully deal with crime etc	NI 21		<b>28</b>			Average	29		<b>26</b>		Average
<b>10. DEMOGRAPHIC/HEALTH</b>												
Q30	How is own health generally	NI 119		<b>67</b>			Below average	70		<b>76</b>		Below average

**Appendix 3****TOPLINE RESULTS – 1426 COMPLETED QUESTIONNAIRES**

July 2009 – reweighted data
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# THE HARTLEPOOL SURVEY

## YOUR VIEWS ON YOUR LOCAL AREA AND LOCAL SERVICES

NI = National Indicator

2006 = Comparative data available from 2006 BVPI survey

VP = Comparative data available from Viewpoint survey

MORI = Comparative data available from MORI 2006 survey

### Helpful hints for completing this questionnaire:

- The questionnaire should be completed by any resident of this address who is aged 18 or over.
- Please read each question carefully and tick a box to indicate your answer. In most cases you will only have to tick a box, but read the questions carefully as sometimes you will need to tick more than one box.
- Answer the next question unless asked otherwise.
- Some questions include an “Other” option. If you would like to include an answer other than one of those listed within the question, please tick the “Other” box and write in your answer in the space provided.
- Once you have finished, please take a minute to check you have answered all the questions that you should have answered.
- The questionnaire consists of 12 pages and should take no longer than 15 minutes to fill in. Thank you in advance for your time.
- Once you have completed the questionnaire, please return it in the pre-addressed envelope supplied. **You do not need a stamp.**

## SECTION 1: ABOUT YOUR LOCAL AREA

Throughout the questionnaire we ask you to think about 'your local area'. When answering, please consider your local area to be the area within 15-20 minutes walking distance from your home.

**Q1 (2006)** Thinking generally, which of the things below would you say are most important in making somewhere a good place to live? PLEASE TICK ✓ UP TO FIVE BOXES ONLY IN THE LEFT HAND COLUMN BELOW

**Q2 (2006)** And thinking about this local area, which of the things below, if any, do you think most need improving? PLEASE TICK ✓ UP TO FIVE BOXES ONLY IN THE RIGHT HAND COLUMN BELOW

(Base = 1426)

(# = Less than 0.5%)

Q1: Most important in making somewhere a good place to live

Q2: Most needs improving in this local area

Access to nature	13%	6%
Activities for teenagers	28%	49%
Affordable decent housing	37%	15%
Clean streets	53%	37%
Community activities	10%	16%
Cultural facilities (e.g. libraries, museums)	8%	6%
Education provision	30%	7%
Facilities for young children	23%	31%
Health services	36%	13%
Job prospects	20%	24%
The level of crime	57%	31%
The level of pollution	6%	7%
The level of traffic congestion	15%	21%
Parks and open spaces	22%	13%
Public transport	21%	15%
Race relations	2%	1%
Road and pavement repairs	25%	48%
Shopping facilities	22%	12%
Sports and leisure facilities	9%	15%
Wage levels and local cost of living	15%	14%
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <b>Q1 - Other</b> (✓ AND WRITE IN BELOW)         </div>		2%
		↓
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <b>Q2 - Other</b> (✓ AND WRITE IN BELOW)         </div>		4%
None of these	#	#
Don't know	#	1%

# = Less than 0.5%

**Q3** Overall, how satisfied or dissatisfied are you with your local area as a place to live?  
(2006) PLEASE TICK ✓ ONE BOX ONLY (Base = 1414)

(NI 5 & NI 138)	Very satisfied	18%	Fairly dissatisfied	8%
	Fairly satisfied	58%	Very dissatisfied	4%
	Neither satisfied nor dissatisfied	11%		

**Q4** And how satisfied or dissatisfied are you with your home as a place to live?  
(MORI) PLEASE TICK ✓ ONE BOX ONLY (Base = 1412)

(NI 138)	Very satisfied	50%	Fairly dissatisfied	4%
	Fairly satisfied	38%	Very dissatisfied	2%
	Neither satisfied nor dissatisfied	6%		

**Q5** How strongly do you feel you belong to your immediate neighbourhood?  
(MORI) PLEASE TICK ✓ ONE BOX ONLY (Base = 1331)

(NI 2)	Very strongly	Fairly strongly	Not very strongly	Not at all strongly	Don't know
	15%	45%	27%	13%	*

## SECTION 2: YOUR LOCAL PUBLIC SERVICES

**Q6** Here are some things that people have said about their local public services. To what extent do you think that these statements apply to public services in your local area?  
PLEASE TICK ✓ ONE BOX ONLY FOR EACH STATEMENT

Local public services.....	A great deal	To some extent	Not very much	Not at all	Don't know
(Base = 1271)...are working to make the area safer	11%	57%	26%	6%	*
(Base = 1312) ...are working to make the area cleaner and greener	12%	49%	30%	10%	*
(Base = 1193) ...promote the interests of local residents	7%	33%	44%	17%	*
(Base 1190) ...act on the concerns of local residents	8%	36%	41%	16%	*
(Base = 1049) ...treat all types of people fairly	18%	51%	18%	12%	*

**Q7** Please indicate how satisfied or dissatisfied you are with each of the following public services in your local area. PLEASE TICK ✓ ONE BOX ONLY FOR EACH SERVICE

(2006 – Fire)	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't Know/ Haven't used the service	Base =
Cleveland Police Force	20%	40%	25%	10%	5%	*	(1232)
Cleveland Fire Brigade	49%	35%	15%	1%	#	*	(1135)
Your GP (Family doctor)	43%	38%	10%	6%	2%	*	(1380)
Your local hospital	30%	37%	15%	10%	8%	*	(1342)
Your local dentist	40%	40%	14%	4%	2%	*	(1224)

\* = Excluded from calculation

# = Less than 0.5%

**Q8 (2006)** Hartlepool Borough Council is also a key provider of public services locally, so we would like your views on some of the services it provides. How satisfied or dissatisfied are you with each of the following services provided or supported by Hartlepool Borough Council?

PLEASE TICK ✓ ONE BOX ONLY FOR EACH SERVICE

(BVPs 89, 90a-c, 103, 104, 119a-e)

	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
Keeping public land clear of litter and refuse	7%	40%	20%	19%	14%	* (BASE=1369)
Refuse collection	20%	41%	12%	14%	13%	* (BASE=1402)
Doorstep recycling	23%	44%	13%	12%	8%	* (BASE=1352)
Local tips / household waste recycling centres	25%	48%	17%	5%	5%	* (BASE=1308)
Local transport information	10%	31%	35%	15%	9%	* (BASE=1130)
Local bus services	16%	35%	26%	12%	10%	* (BASE=1144)
Sport / leisure facilities	7%	35%	31%	16%	11%	* (BASE=1158)
Libraries	25%	46%	24%	3%	2%	* (BASE=1233)
Museums / galleries	16%	45%	30%	5%	4%	* (BASE=1137)
Theatres / concert halls	9%	30%	39%	14%	7%	* (BASE=1095)
Parks and open spaces	16%	50%	19%	9%	5%	* (BASE=1344)

**Q9 (2006)** Please indicate how frequently you have used the following public services provided or supported by Hartlepool Borough Council?

PLEASE TICK ✓ ONE BOX ONLY FOR EACH SERVICE

	Almost every day	At least once a week	About once a month	Within the last 6 months	Within the last year	Longer ago	Never used	It does not apply / Don't know
Local tips / household waste recycling centres	1%	14%	37%	30%	7%	5%	7%	* (BASE = 1337)
Local transport information	4%	9%	10%	26%	14%	16%	21%	* (BASE = 1217)
Local bus services	15%	18%	11%	12%	11%	15%	18%	* (BASE = 1323)
Sport / leisure facilities	3%	16%	11%	15%	12%	19%	25%	* (BASE = 1260)
Libraries	1%	11%	21%	16%	13%	22%	16%	* (BASE = 1319)
Museums / galleries	#	1%	12%	21%	15%	27%	22%	* (BASE = 1285)
Theatres / concert halls	#	#	7%	18%	17%	29%	28%	* (BASE = 1244)
Parks and open spaces	12%	27%	22%	19%	8%	7%	5%	* (BASE = 1341)

\* = Excluded from calculation



If you live in a two-tier authority you will have a **County Council** and a **District Council**. County Councils are responsible for education, social care, transport planning, highways, consumer protection, waste disposal, small holdings and libraries. District Councils are responsible for local planning applications, local highways, building regulations, environmental health, waste collection, revenue collection, leisure and recreation. If you do not live in a two-tier authority all these services are provided solely by your one local Council.

**Q10 To what extent do you agree or disagree that Hartlepool Borough Council provides value for money? (2006)**

PLEASE TICK ✓ ONE BOX ONLY (Base = 1323)

Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
3%	25%	32%	29%	12%	*

**Q11 And now taking everything into account, how satisfied or dissatisfied are you with the way Hartlepool Borough Council runs things? (2006 BVPI3)**

PLEASE TICK ✓ ONE BOX ONLY (Base = 1378)

Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
5%	32%	33%	22%	9%	*

### SECTION 3: INFORMATION

**Q12 How well informed do you feel about each of the following? (2006)**

(NI 37-12g)

PLEASE TICK ✓ ONE BOX ONLY FOR EACH STATEMENT

	Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
How and where to register to vote	52%	39%	6%	2%	1% (BASE=1405)
How your council tax is spent	12%	45%	28%	12%	4% (BASE=1389)
How you can get involved in local decision-making	5%	26%	35%	18%	16% (BASE=1372)
What standard of service you should expect from local public services	8%	28%	36%	16%	11% (BASE=1380)
How well local public services are performing	6%	29%	38%	17%	10% (BASE=1383)
How to complain about local public services	7%	25%	37%	19%	11% (BASE=1380)
What to do in the event of a large-scale emergency e.g. flooding, human pandemic flu	4%	14%	30%	37%	15% (BASE=1394)
Overall, how well informed do you feel about local public services	5%	33%	39%	18%	5% (BASE=1401)

\* = Excluded from calculation

## SECTION 4: LOCAL DECISION MAKING

As with previous questions, when answering, please consider your local area to be the area within 15-20 minutes walking distance from your home.

**Q13** Do you agree or disagree that you can influence decisions affecting your local area?

(2006)  
(NI 4)

PLEASE TICK ✓ ONE BOX ONLY

Definitely agree	Tend to agree	Tend to disagree	Definitely disagree	Don't know
4%	27%	42%	26%	*

**Q14** Generally speaking, would you like to be more involved in the decisions that affect your local area?

(2006)

PLEASE TICK ✓ ONE BOX ONLY

Yes	No	Depends on the issue	Don't know
23%	13%	64%	*

## SECTION 5: HELPING OUT

We are interested to know about the unpaid help people give.

Please think about any group(s), club(s) or organisation(s) that you've been involved with during the last 12 months. That's anything you've taken part in, supported, or that you've helped in any way, either on your own or with others. For example, helping at a youth or day centre, helping to run an event, campaigning or doing administrative work.

Please exclude giving money and anything that was a requirement of your job.

**Q15** Overall, about how often over the last 12 months have you given unpaid help to any group(s), club(s) or organisation(s)?

(NI 6)

PLEASE TICK ✓ ONE BOX ONLY

At least once a week	11%
Less than once a week but at least once a month	7%
Less often	9%
I give unpaid help as an individual only and not through group(s), club(s) or organisation(s)	8%
I have not given any unpaid help at all over the last 12 months	64%
Don't know	*

\* = Excluded from calculation

## SECTION 6: GETTING INVOLVED

Please think about any group(s) to which you belong, which makes decisions that affect your local area. Please exclude anything that was a requirement of your job.

### Q16 In the past 12 months have you...

(NI 3) PLEASE TICK ✓ ONE BOX ONLY FOR EACH STATEMENT

	Yes	No
Been a local councillor (for the local authority, town or parish)	1%	99%
Been a member of a group making decisions on local health or education services	3%	97%
Been a member of a decision-making group set up to regenerate the local area	4%	96%
Been a member of a decision-making group set up to tackle local crime problems	3%	97%
Been a member of a tenants' group decision-making committee	2%	98%
Been a member of a group making decisions on local services for young people	3%	97%
Been a member of another group making decisions on services in the local community	4%	96%

## SECTION 7: RESPECT AND CONSIDERATION

### Q17 To what extent do you agree or disagree that in your local area, parents take enough responsibility for the behaviour of their children? PLEASE TICK ✓ ONE BOX ONLY (Base=1335)

(2006) (NI 22)	Definitely agree	Tend to agree	Neither agree or disagree	Tend to disagree	Definitely disagree	Don't know
	5%	24%	19%	27%	25%	*

### Q18 To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together? PLEASE TICK ✓ ONE BOX ONLY (Base=872)

(2006) (NI 1)	Definitely agree	Tend to agree	Tend to disagree	Definitely disagree	Don't know	Too few people in local area	All the same background
	7%	64%	19%	9%	*	*	*

### Q19 In your local area, how much of a problem do you think there is with people not treating each other with respect and consideration? PLEASE TICK ✓ ONE BOX ONLY (Base=1311)

(2006) (NI 23)	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	Don't know / no opinion
	12%	22%	47%	19%	*

### Q20 In the last year would you say that you have been treated with respect and consideration by your local public services..... PLEASE TICK ✓ ONE BOX ONLY (Base=1214)

(NI 140)	All of the time	Most of the time	Some of the time	Rarely	Never	Don't know / no opinion
	17%	53%	23%	5%	3%	*

\* = Excluded from calculation

**Q21** In your opinion, are older people in your local area able to get the services and support they need to continue to live at home for as long as they want to?  
(NI 139)

(This could include help or support from public, private or voluntary services or from family, friends and the wider community).

PLEASE TICK ✓ ONE BOX ONLY (Base=1401)

Yes	No	Don't know
35%	13%	52%

## SECTION 8: COMMUNITY SAFETY

**Q22** How safe or unsafe do you feel when outside in your local area after dark?  
(VP) PLEASE TICK ✓ ONE BOX ONLY IN THE LEFT HAND COLUMN BELOW (Base=1384)

**Q23** How safe or unsafe do you feel when outside in your local area during the day?  
(VP) PLEASE TICK ✓ ONE BOX ONLY IN THE RIGHT HAND COLUMN BELOW (Base=1381)

	Q22 After dark	Q23 During the day
Very safe	9%	46%
Fairly safe	42%	41%
Neither safe nor unsafe	17%	7%
Fairly unsafe	19%	4%
Very unsafe	13%	1%
Don't know	*	*

**Q24** Thinking about this local area, how much of a problem do you think each of the following are...  
(NI 17, 41 & 42) PLEASE TICK ✓ ONE BOX ONLY FOR EACH STATEMENT (2006)

	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	No opinion
Noisy neighbours or loud parties	6%	8%	38%	47%	* (BASE=1345)
Teenagers hanging around the streets	16%	27%	40%	17%	* (BASE=1370)
Rubbish or litter lying around	16%	29%	40%	15%	* (BASE=1369)
Vandalism, graffiti and other deliberate damage to property or vehicles	12%	15%	47%	26%	* (BASE=1356)
People using or dealing drugs	15%	15%	32%	37%	* (BASE=1190)
People being drunk or row dy in public places	12%	16%	38%	34%	* (BASE=1316)
Abandoned or burnt out cars	2%	4%	18%	77%	* (BASE=1285)

\* = Excluded from calculation

It is the responsibility of the police and other local public services to work in partnership to deal with anti-social behaviour and crime in your local area.

**Q25** So, how much would you agree or disagree that the police and other local public services seek people's views about these issues in your local area?  
(NI 27) PLEASE TICK ✓ ONE BOX ONLY IN THE LEFT HAND COLUMN BELOW (Base=1387)

**Q26** And how much would you agree or disagree that the police and other local public services are successfully dealing with these issues in your local area?  
(NI 21) PLEASE TICK ✓ ONE BOX ONLY IN THE RIGHT HAND COLUMN BELOW (Base=1365)

	Q25: Seek people's view s	Q26: Are successfully dealing with
Strongly agree	7%	5%
Tend to agree	19%	23%
Neither agree or disagree	28%	32%
Tend to disagree	23%	15%
Strongly disagree	8%	7%
Don't know	14%	17%

## SECTION 9: CHANGES IN THE LAST 3 YEARS?

To help it to monitor its progress, the council would like to know if you think things have changed in recent years.

**Q27** Thinking about the way that Hartlepool Borough Council runs things, do you think this has got better or worse over the last three years or has it stayed the same?  
(2006)

PLEASE TICK ✓ ONE BOX ONLY (Base=1213)

Better	Stayed the same	Worse	Don't know
23%	54%	23%	*

## SECTION 10: ABOUT YOURSELF

Please complete these questions which will help us to see if there are differences between the views of different residents. All the information you give will be kept completely confidential.

**Q28** Are you male or female? PLEASE TICK ✓ ONE BOX ONLY (Base=1405)

Male	48%	Female	52%
------	-----	--------	-----

**Q29** What was your age on your last birthday? PLEASE WRITE IN BOX BELOW (Base=1383)

18-24	25-34	35-44	45-54	55-64	65-74	75+
4%	23%	14%	23%	15%	12%	9%

\* = Excluded from calculation

<b>Q30</b>	<b>How is your health in general? Would you say it is... PLEASE TICK ✓ ONE BOX ONLY</b>				
	Base=1361				
<b>(NI 119)</b>	Very good	Good	Fair	Bad	Very bad
	29%	39%	24%	7%	1%

**Q31** In which of these ways does your household occupy your current accommodation? PLEASE TICK ✓ ONE BOX ONLY (Base=1363)

Ow ned outright	29%	Rent from Housing Association / Trust	7%
Buying on mortgage	46%	Rented from private landlord	5%
Rent from council	11%	Other (✓ AND WRITE IN BELOW)	1%

**Q32** How many children aged 17 or under are living here? PLEASE TICK ✓ ONE BOX ONLY

None	66%	Three	3%
One	16%	Four	1%
Tw o	14%	More than four (✓ AND WRITE IN BELOW)	#

(Base=1360)

**Q33** And how many adults aged 18 or over are living here? PLEASE TICK ✓ ONE BOX ONLY

None	-	Three	11%
One	26%	Four	4%
Tw o	59%	More than four (✓ AND WRITE IN BELOW)	#

(Base = 1356)

**Q34** Which of these activities best describes what you are doing at present?  
PLEASE TICK ✓ ONE BOX ONLY (Base = 1361)

Employee in full-time job (30 hours plus per w k)	38%	Unemployed and available for w ork	5%
Employee in part-time job (under 30 hours per week)	11%	Permanently sick/disabled	9%
Self employed full or part-time	6%	Wholly retired fromw ork	22%
On a government supported training programme (e.g. Modern Apprenticeship/ Training for Work)	#	Looking after the home	6%
Full-time education at school, college or university	1%	Doing something else (✓ AND WRITE IN BELOW)	2%

\* = Excluded from calculation

# = Less than 0.5%

**Q35 Do you have any long-standing illness, disability or infirmity?** (long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time)  
PLEASE TICK ✓ ONE BOX ONLY (Base = 1355)

Yes 35% (PLEASE GOTO Q36) No 64% (PLEASE GOTO Q37)

**Q36 Does this illness or disability limit your activities in any way?**  
PLEASE TICK ✓ ONE BOX ONLY (Base = 491)

Yes 72% No 28%

**Q37 To which of these groups do you consider you belong to?**

PLEASE TICK ✓ ONE BOX ONLY

(Base = 1350)

White

Black or Black British

British 97.2%

Caribbean

Irish 0.4%

African

Any other White background 1.0%  
(✓ AND WRITE IN BOX)

Any other Black background  
(✓ AND WRITE IN BOX)

White and Black Caribbean

0.1%

White and Black African 0.1%

0.5%

White and .

Ba

Any other White background  
(✓ AND WRITE IN BOX)

Any other Black background  
(✓ AND WRITE IN BOX)

Chinese and Other ethnic groups

Chinese 0.7%

Other ethnic group 0.1%  
(✓ AND WRITE IN BOX)

**Q38 Is there anything else you would like to add?** PLEASE WRITE IN BELOW

## **Appendix 4 – Survey methodology**

- 1.1 The survey was carried out using a self-completion questionnaire delivered to local households by post. The methodology for the survey was prescribed by the Department for Communities and Local Government (CLG) and Audit Commission (AC) with strict criteria to be met in terms of sampling, questionnaire design and the organisation of the survey. All the requirements set by central government were met in the design and conduct of the survey.

### ***The Questionnaire***

- 1.2 The questionnaire was based on the CLG/AC template, with some minor permitted modifications made to the layout and description of services but none to the question wording. The questionnaires were printed in a booklet form.

### ***The Sample***

- 1.3 The Audit Commission provided a random sample of 6,000 addresses from the Postcode Address File. From these, 4,000 were selected at random to receive a questionnaire. The questionnaire instructions stated that the questionnaire could be completed by any resident at the address aged 18 or over.

### ***Mailing Out Questionnaires***

- 1.4 The first mailing took place on 25<sup>th</sup> September 2008, and it contained a questionnaire (see Appendix 1), a covering letter (See Appendix 2) and a reply paid envelope, addressed to PHL, the data processing firm who were handling the data entry of the survey returns. The outward envelope showed the Hartlepool Borough Council logo prominently.
- 1.5 Those who had not responded within four weeks were sent a reminder mailing on 20th October 2008 and after a further two weeks, a second reminder was sent to non-responders. Both reminder mailings contained a covering letter, a fresh questionnaire and a reply paid envelope.

### ***Response Rates***

- 1.6 The “cut off” date for returns was 19<sup>th</sup> December 2008. By this date, 1426 completed questionnaires had been received. This represents a gross response rate of 36%. Of the initial sample, 125 were classified as “deadwood”, e.g. the property had been demolished or was vacant. These can be removed from the response rate calculation as it would have been impossible to get a response from these addresses. The final (or net) response rate was therefore 37%.
- 1.7 The inputted data was sent to the Audit Commission for verification and weighting. The data was verified as acceptable for NI reporting purposes and a weighted dataset was returned to the Council. The Audit Commission/CLG weighted the data to the known population profile on age group, gender and ethnicity, as well as compensating for the over-representation of people living in smaller households that resulted from the use of the Postcode Address File. This report was written using the weighted dataset.



**Notes on Interpretation.**

- 1.8 Where appropriate, this report shows how attitudes have changed since the 2000, 2003 and 2006 surveys. It should be noted that the datasets are not fully comparable. In 2000, the electoral register was used to select the sample for the survey. This was not permitted in 2003, 2006 and 2008 when the Postcode Address File (PAF) was used. The electoral register allows the selection of a sample of individuals but there are problems about how comprehensive its coverage is, and legal issues about its use for survey purposes. The PAF is a more complete listing but can only provide a sample of households rather than individuals. The use of the PAF in 2003, 2006 and 2008 means that the sample profile is quite different from that achieved in 2000. The use of a different sample source, therefore, means that we should be cautious when interpreting changes since 2000.
- 1.9 A sample size of 1,426 from a random sample means that the results of this survey are reliable to within +/- 2.6 percentage points at the 95% confidence level. In other words, if we find that 50 percent of the sample give a particular response, we can be 95 percent confident that had we interviewed the entire population, the “real” result would have been between 52.6% and 47.4%. Sub-division of the sample into smaller groups, e.g. when analysing by gender or age, means that the confidence interval becomes larger and the reliability of the data is hence reduced.
- 1.10 The above calculation does, however, assume that the sample is reasonably representative. Due to the use of the PAF file and a postal methodology, the sample achieved was not fully representative, e.g. there was an over representation of women and older people. Weighting has compensated for this to some extent, but it is still likely that the sample is less reliable than is indicated in paragraph 2.9. This is, however, the only calculation that is available to us and is therefore the one that has been used in calculating confidence intervals for the data.

**The Report**

- 1.11 All figures are rounded to the nearest whole percentage.

As instructed by the CLG/Audit Commission, those respondents who did not reply to certain questions or wrote in a response which was not on the questionnaire are excluded from the analysis, as are those who chose “It does not apply to me” as their response. For most questions, the CLG/Audit Commission also required that respondents answering “Don’t know” were also excluded. The number of respondents therefore varies from question to question.

# **CABINET REPORT**

17<sup>th</sup> August 2009



**Report of:** Director of Neighbourhood Services

**Subject:** ENERGY MANAGEMENT – INVEST TO SAVE PROGRAMME

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## **SUMMARY**

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

Considers the current position on energy performance and cost.

To provide information on work currently being undertaken on improving energy efficiency within the Local Authority.

To set out a proposal for the delivery of improved energy efficiency through the implementation of an 'Invest-to-Save' programme.

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

The report outlines the background to the significance of an invest-to-save energy efficiency programme and proposes a business case to deliver such a programme.

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

Energy Management is key in the Council's Carbon Reduction Strategy and the efficiencies required from the Asset Management strand of the Business Transformation (BT) Programme.

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

Non key.

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

Cabinet only.

## 6. DECISION(S) REQUIRED

That Cabinet:

- Agrees to establish an 'Invest-to-Save' programme for energy efficiency projects funded by an initial contribution of £40,000 for 2009/10.
- Notes paragraph 5.4 and the need for flexibility within the programme, and agrees six monthly review of projects in line with the BT benefits realisation model.

**Report of:** Director of Neighbourhood Services

**Subject:** ENERGY MANAGEMENT – INVEST TO SAVE  
PROGRAMME

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**1. PURPOSE OF REPORT**

- 1.1 Considers the current position on energy performance and cost.
- 1.2 To provide information on work currently being undertaken on improving energy efficiency within the Local Authority.
- 1.3 To set out a proposal for the delivery of improved energy efficiency through the implementation of an 'Invest-to-Save' programme.

**2. BACKGROUND**

- 2.1 The Business Transformation Programme includes an element in relation to Energy Management and the establishment of an "invest-to-save" scheme which will identify opportunities within the Council to improve its energy efficiency and produce a rolling programme of projects.
- 2.2 Reducing energy consumption not only saves money but improves working conditions which can increase staff productivity. Furthermore, the environmental benefits from reductions in carbon emissions and energy use can enhance organisational image and improve public relations. The Council is developing a Carbon Management and Sustainable Energy Strategy which will incorporate energy in buildings policy and modern energy efficiency and minimising energy use methodologies. Invest-to-save projects to improve heating and hot water controls and to install lighting controls offer real potential to achieve improved energy efficiency with pay back periods of less than 5 years.
- 2.3 As part of the Business Transformation update report to Cabinet on 29<sup>th</sup> January 2009 it was agreed that proposals for an invest-to-save programme for energy efficiency be developed and submitted for consideration and approval.

**3. CONSIDERATIONS**

- 3.1 Climate Change is now broadly accepted by the scientific establishment as undeniable. The effects are being noticed globally and locally, and the speed of climate change is accelerating.

- 3.2 Energy is essential in almost every aspect of our lives and for the success of our economy. We, as a nation, face a major long-term energy challenge in tackling climate change by reducing carbon dioxide emissions.
- 3.3 In May 2007, the Government published its most recent Energy White Paper - 'Meeting the energy challenge' which set out the Government's international and domestic energy strategy. Its aim was to define a long-term strategic vision for energy policy combining environmental, security of supply, competitiveness and social goals. One of the key goals in the White Paper is 'To put the UK on a path to cut carbon dioxide emissions by 60 per cent by 2050 with real progress by 2020. This has since been incorporated into the Climate Change Act, which has set a more challenging target of 80% by 2050.
- 3.4 Legislation has also been introduced in respect of the need for Council's to measure the energy performance of buildings and the provision of Display Energy Certificates. This legislation will be extended in the next year to cover more buildings and there will be a requirement to improve energy performance of buildings over time. There are also planned revisions to the Building Regulations in relation to energy efficiency of buildings.
- 3.5 To ensure that National Policy is translated to a local level, new national indicators have been introduced to help combat Climate Change. Most significantly, NI 186, which is defined as 'percentage reduction of the per capita carbon dioxide emissions in the local authority area', and NI 185 'CO<sub>2</sub> emissions from the local authority estate'.
- 3.6 Cabinet has already received a report on the Carbon Reduction Commitment (CRC) which is a scheme, due to start in April 2010 designed to tackle CO<sub>2</sub> emissions not already covered by Climate Change Agreements and the EU Emissions Trading Scheme. Participant organisations purchase allowances equivalent to their carbon emissions each year. One allowance, costing £12, must be purchased for each tonne of CO<sub>2</sub> emitted from designated sources. The total allowances are capped, to ensure that overall emissions are reduced. Within the overall limit, participants can determine the most cost-effective way to reduce their own emissions by investing in energy management measures. Organisations will qualify as participants if their total half hourly electricity consumption exceeded 6,000MWh during the qualification period. HBC will qualify and will be legally required to comply with the scheme. Failure to do so will result in penalties including monetary fines. The expected funding that HBC would need to find for allowances would, based on 2007/08 energy use, be in the region of £386,240 (£193,120 per year for the two year introductory period.
- 3.7 For 2008/09 the Comprehensive Area Assessment (CAA) key lines of enquiry for 'use of resources' included criteria for reducing environmental impact. In order to achieve level 2, the Local Authority

must be 'developing a strategic approach to reducing the organisation's impact on the environment i.e.:-

- its use of energy, fuel, water and raw materials.
- reducing the waste it produces, and reusing and recycling resources
- reducing its greenhouse gas emissions; and
- protecting and enhancing biodiversity'.

Level 3 requires that 'early evidence demonstrates that the organisation is on course to reach the outcomes it has set itself'. It is therefore important in the performance of the Council and Hartlepool as a town that action is taken to reduce energy usage.

- 3.8 Both gas and electricity prices rose sharply over 2008/9. The early purchases of Gas and Electricity showed a considerable increase even with the advantages achieved with flexible purchase. The increases are 22.5% on electricity, 15% on Gas and approx 10% on water.
- 3.9 Table 1 below shows the growth in cost of the gas, electricity and water supplies to the Authority over the last 4 years plus an estimate of the cost for 2009/10 should the latest prices and consumption remain static.

Table 1

	2005/6	2006/7	2007/8	2008/9	2009/10
<b>GAS</b>	£ 713,630	£ 1,073,684	£ 834,120	£ 1,168,036	£ 1,448,134
<b>ELECTRICITY</b>	£ 749,141	£ 957,585	£ 970,438	£ 1,392,519	£ 1,465,183
<b>WATER</b>	£ 289,023	£ 334,704	£ 385,621	£ 450,442	£ 434,647
<b>TOTAL</b>	<b>£1,751,795</b>	<b>£ 2,365,975</b>	<b>£2,190,180</b>	<b>£ 3,010,998</b>	<b>£ 3,347,965</b>

- 3.10 It is clear that the Local Authority has both an environmental and financial/value for money incentive to improve energy efficiency, both directly in the way that the Council operates, but also indirectly in encouraging partner organisations and the people of Hartlepool to economise on energy usage.

#### 4. CURRENT INITIATIVES

- 4.1 Table 2 below indicates consumption of energy within Local Authority buildings over recent years. Gas and water consumption have generally reduced over time and this is partly attributable to the energy efficiency measures that have been put in place in addition to awareness raising. Electricity consumption has risen over the period, and that is in some part due to the increased use of technology, more properties and associated operations. It should be noted, however,

that electric consumption has reduced in the last 3 years and this again is in part attributable to the energy efficiency measures that have been put in place in addition to awareness raising.

Table 2

FINANCIAL YEAR	GAS (KWH)	ELECTRICITY (KWH)	WATER (CU M)
2001/2	43,878,845	10,330,014	207,743
2002/3	42,998,606	11,338,518	194,606
2003/4	41,528,261	11,639,238	171,205
2004/5	39,524,718	11,165,907	175,987
2005/6	43,363,666	11,925,019	174,351
2006/7	40,833,414	12,944,100	177,228
2007/8	37,134,163	12,617,538	173,397
2008/9	38,806,078	12,558,417	174,698

- 4.2 Table 3 below describes a small number of schemes already implemented including provision of pumps, speed drives, compressors and controls. Savings made have paid back the investment and will continue to save energy.

Table 3

Premises	Project	Cost of project	Financial saving	Co2 saving
Brougham Enterprise	New Compressor	£ 3000	£17,034	219.94 t
Civic Centre	Variable Speed Drive	£14,222	£ 2,042	192.72 t
Mill House LC	Variable Speed pumps	£ 9,500	£ 1,297	172.49 t
Central Library	Variable Speed Drive	£11,000	£1,417	48.03 t
Eldon Grove	BMS Controls	£2,054	£ 9,866	97.93 t
<b>Totals</b>		<b>£39,776</b>	<b>£28,657</b>	<b>731.11 t</b>

- 4.3 Subsequent to a study by the Carbon Trust a project was carried out at the Lynn Street Depot replacing ageing fluorescent lighting with efficient modern lighting. During the two-year period of the lighting improvements the costs have reduced by £21,622 against an investment cost of £28,000 giving a payback period of 2.25 years.

- 4.4 The Schools Environmental Action Initiative (SEAI) has been working with 6 schools in the Borough. The schools involved have been set a Local Area Agreement annual target to reduce the amount of water and energy consumed within each school by 2% increasing annually to 7% by 2010/11.
- 4.5 In partnership with Hartlepool Water, water monitors and logging equipment have been installed at each school. These monitors have identified several sites that have leaks underground or within the school. Direct savings from leak repairs have been approximately £8,000 at St Hild's and approximately £1,200 at West View Primary.
- 4.6 By examining St Hild's electricity bill it was determined that the capacity availability for the school was higher than required. A site is allocated an electrical capacity in KVA (1000 Volt amps) that they are entitled to use. This allocation ensures that customers are guaranteed this capacity to their site. St Hild's was found to need much less and we requested a reduction in this availability from 724 to 300. This resulted in a cost saving of £1891 per year.
- 4.7 The work to reduce water and energy consumption in the 6 schools involved in the SEAI has resulted in approximately £13,326 in actual savings this year.
- 4.8 Efforts to reduce electricity consumption have been both through awareness raising to promote responsible behaviour and through technical methods. Prior to the initiative many computers were left on continuously, including holidays. Through awareness raising this number has been drastically reduced. Based on typical computer usage (numbers of computers normally left on ranged from 60 – 103) it was estimated that between the period April to November 2008, savings were made at St Hilds of up to £1295. Similar efforts are being progressed in other Council buildings.
- 4.9 Officers from within the Procurement, Property and Public Protection Division have worked closely with the Energy Saving Trust and Carbon Trust to provide energy and environmental awareness to staff. In 2006/7 a campaign was launched which incorporated:
- Energy and environmental awareness events for staff
  - Energy Action Team established within Leadbitter Buildings
  - Publication of Energy Saving Good Housekeeping Guide, Green Office Guide and Energy Myths and Facts leaflet
  - Promotion of Green Energy
  - Fuel monitoring, targeting and budgeting
  - Training of site managers and caretakers



- 4.10 Examples of the good practice from the good housekeeping guide that were put into practice at Leadbitter Buildings included the reporting of dripping taps when found and the taps repaired promptly. Water urinals in the toilets were identified as using high volumes of water during the flushing process. The existing automatic flushing mechanisms have been replaced with on demand hand push urinal flush controls. This measure has resulted in a 68% saving on the previous year.

Evidence from the campaign showed that since its inception, consumption figures for Leadbitter Buildings have reduced as follows:

Gas consumption	17%
Electricity consumption	19%
Water consumption	9%
CO <sub>2</sub> emissions	32%

The ongoing financial savings are approximately £2,541 per year based on the consumption difference from 2005/6 and costs at 2008/9 prices.

- 4.11 Although there is good practice being shown within the Local Authority as described above, in order for us to meet our targets, our environmental obligations and to continue as an excellent Authority, there needs to be a sustainable co-ordinated and corporate approach to energy efficiency and resource use. This should incorporate improvements in the energy efficiency of buildings, energy awareness for staff and continued effective procurement and energy management.
- 4.12 KPMG Consultants, in their final report on Business Transformation, highlighted energy management as a key area in which to make savings by strengthening the corporate approach in reducing demand and promoting energy efficiency.

## 5. PROPOSALS

- 5.1 There are a number of opportunities for the Council to improve energy efficiency through education, improved and new technology. This report is concerned with 'Invest-to-Save' proposals specifically designed to improve energy efficiency. In particular, projects to improve heating and hot water controls and to install lighting controls offer real potential to achieve improved energy efficiency with pay back periods of less than 5 years.
- 5.2 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. 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.

- 5.3 Table 4 below shows an example of how the first year of a proposed five year 'Invest-to-Save' programme might operate. This is based on a £40,000 initial investment with 50% of savings contributing towards the Business Transformation efficiencies programme and 50% re-invested in the programme for use in future years. Funding of the initial investment will come from £20,000 previously allocated to the corporate planned maintenance programme for this purpose and £20,000 from existing environmental standards budgets.

Table 4

<b>Invest-to-save projects</b>	<b>2009-10 (one-off) investment</b>	<b>Estimated annual savings</b>	<b>50% to scheme</b>	<b>50% to BT efficiencies programme</b>
Reduce temperature settings to minimum 19°C in all Admin buildings as per CIBSE guidelines	Nil	£40,000	£20,000	£20,000
Awareness Raising/Training/Motivation/Publicity	£1,000	£20,000	£10,000	£10,000
Meter, monitor and target energy use	£1,000	£11,000	£5,500	£5,500
Lighting Controls and Low Energy Lighting	£13,400	£8,375	£4,188	£4,188
Voltage optimisation at large sites	£11,000	£5,500	£2,750	£2,750
Install 7-day timers on various equipment	£600	£1,800	£900	£900
Modernisation and upgrading of Building Management System	£5,000	£1,250	£625	£625
Water Management Control Measures	£3,000	£500	£250	£250
Modernisation and upgrading of Electronic and Electro Mechanical Temperature and Zoning Controls	£5,000	£500	£250	£250
<b>Totals</b>	<b>£40,000</b>	<b>£88,925</b>	<b>£44,462</b>	<b>£44,462</b>

- 5.4 Table 5 below shows examples of potential projects for the remainder of the five year programme. These opportunities and related costs, savings etc. have been identified through a Rapid Assessment of Projects (RAP) tool provided by the Carbon Trust. However the Hartlepool scheme would need to be flexible and annual investments into individual projects would be determined by the results from previous years to maximise the savings potential and to make best use of new technology which may become available during the scheme. It should be noted that where there is potential investment in schools, funding will need to be considered via both Council and devolved

school budgets. The scheme would also be subject to six monthly review.

Table 5

<b>Invest-to-save opportunities Examples</b>	<b>Capital cost (over 5 yr programme)</b>	<b>Annual cost saving</b>	<b>Simple payback (years)</b>	<b>Annual carbon saving (tCO<sub>2</sub>)</b>
Loft insulation (office buildings)	£1,892	£ 542	3.5	3
Draught proofing (office buildings)	£11,515	£ 3,254	3.5	20
Pipework insulation (office buildings)	£13,911	£4,780	2.9	29
Equipment timer controls (office buildings)	£10,929	£5,303	2.1	36
Cavity wall insulation (primary schools)	£3,186	£823	3.9	5
Voltage optimisation (primary schools)	£19,374	£5,738	3.4	39
Localised lighting (primary schools)	£53,026	£15,798	3.4	106
Variable speed drives (secondary schools)	£21,233	£6,906	3.1	46
Equipment timer controls (secondary schools)	£ 686	£333	2.1	2
Free cooling (swimming pool halls)	£131	£ 39	3.4	0
Retrofit/replace lighting (swimming pool halls)	£1,996	£470	4.2	3
Electronic control gear (street lighting)	£939	£280	3.4	2
Streetlight dimming at midnight	£4,695	£1,399	3.4	9
<b>Totals</b>	<b>£ 143,513</b>	<b>£45,665</b>	<b>3.14</b>	<b>301</b>

- 5.5 The proposed programme does not include funding for on-site renewable energy generation (such as solar or wind related generation), due to concerns regarding the long pay-back period of such facilities. However, it is important that renewable energy is considered, perhaps alongside the Invest-To-Save Programme, as a means of developing visible representations of sustainable energy generation, and taking a leading role in demonstrating good practice to the community. Furthermore, once the most effective short-term energy saving measures have been identified and addressed, large scale savings will become more difficult, and it will become increasingly important to look into the most innovative and long-term projects.

Renewables would also prepare HBC for, and protect against, the anticipated increases in the cost of energy from non-renewable sources.

- 5.6 HBC has recently been accepted onto Phase 7 of the Carbon Trust's Carbon Management Programme, which will offer intensive and well informed support regarding carbon reduction. This will add value to any energy saving projects implemented by HBC by maximising the carbon saving potential of all elements of the Invest to Save Programme.
- 5.7 Environmental awareness raising and training for staff on reducing natural resources will be a key element of the programme. All staff will receive training, not only on induction into the workforce, but throughout their employment. 'Green Champions' will be identified in each department of the Council and will support and encourage staff to continuously improve in terms of resource reduction in their areas of work.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The proposal is for the creation of an 'Invest-to-Save' energy efficiency fund, supported by an initial contribution from the Council of £40,000. Sums used to fund projects will be repaid and recycled in the future to help fund further projects, which will also deliver energy efficiency savings. After funding for individual projects has been repaid, ongoing savings, will contribute to the Council's overall medium term financial position.
- 6.2 Current energy management arrangements include decentralised budgets for each building/department. Invoices from the utility companies are generally received centrally by the Energy Management Team and then checked against meter readings. The invoices are then broken down and allocated out to individual buildings/ departments. It has been acknowledged that energy budgets and fuel management should be centralised and building occupiers obliged to reduce demand over time in order to make savings and reduce carbon emissions. This will be introduced as part of the centralisation of asset and property management. This will mean education and commitment of occupiers of buildings to reduce demand and utilise energy saving measures.
- 6.3 The Council is committed to delivering value for money through service improvement. The proposal in this report offers the Council an opportunity to both improve efficiency in the delivery of services and also move forward the sustainability agenda and significantly our carbon reduction commitment.

## **7. RISKS**

- 7.1 Purchase of allowances under the CRC, the mandatory emissions trading scheme, commences in April 2011. As reported to CMT and Cabinet in May 2009, the expected funding that HBC would need to lay out for allowances would, based on 2007/08 energy use, be in the region of £386,240. In order to achieve a good position in the CRC league table, reduce allowance costs and avoid potential penalties, it is essential that we invest in carbon reduction activities and projects as identified in the Invest-to-Save programme.
- 7.2 It is possible that energy prices will decrease during the programme – this may have the effect of increasing the payback period.

## **8. RECOMMENDATIONS**

- 8.1 That Cabinet:
- Considers the current position on energy performance and cost.
  - Agrees to establish an 'Invest-To-Save' programme for energy efficiency projects funded by an initial contribution of £40,000 for 2009/10.
  - Notes paragraph 5.4 and the need for flexibility within the programme, and agrees six monthly review of projects in line with the BT benefits realisation model.

## **9. CONTACT OFFICER**

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TS24 7DS  
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E-mail: [sylvia.tempest@hartlepool.gov.uk](mailto:sylvia.tempest@hartlepool.gov.uk)

# CABINET REPORT

17 August 2009



**Report of:** Assistant Chief Executive

**Subject:** Local Area Agreement Reward Element (Local Public Service Agreement Round 2) – 36 Month Monitoring Report

---

## SUMMARY

### 1. PURPOSE OF REPORT

To report progress to Cabinet on the targets included in the Local Area Agreement (LAA) Reward Element, formerly known as the Local Public Service Agreement Round 2 (LPSA2) for the period up to and including 31 March 2009.

### 2. SUMMARY OF CONTENTS

This report details the progress made in the first 36 months of the LPSA2 period, from 1 April 2006 to 31 March 2009. The LPSA2 period ends on 30 September 2009.

### 3. RELEVANCE TO CABINET

This is a national initiative with relevance to major executive functions and financial arrangements

### 4. TYPE OF DECISION

Non-key decision

### 5. DECISION MAKING ROUTE

Cabinet 17 August 2009.

### 6. DECISION(S) REQUIRED

Cabinet is asked to: -

- Note the position of the LAA Reward Element targets as at 31 March 2009



**Report of:** Assistant Chief Executive

**Subject:** Local Area Agreement Reward Element (Local Public Service Agreement Round 2 – 36 Month monitoring report)

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## **1 PURPOSE OF REPORT**

- 1.1 To report progress to Cabinet on the targets included in the Local Area Agreement (LAA) Reward Element, formerly known as the Local Public Service Agreement Round 2 (LPSA2) for the period up to and including 31 March 2009.

## **2 BACKGROUND**

- 2.1 A total of 10 targets were included in the Reward Element part of the LAA which was agreed with Government Office North East (GONE) in February 2006. Those 10 targets consisted of 20 Performance Indicators (PIs), all of which had the potential to qualify for a proportion of Performance Reward Grant upon completion of the three year period over which the Reward Element aspect of the LAA is monitored.
- 2.2 It was agreed at Cabinet on 4 February 2008 that regular monitoring reports be presented to future Cabinet meetings, detailing progress to date, together with a judgement of whether the indicator is on target to meet the overall 'stretch' target as agreed with GONE. This report details the 36 month stage of the LPSA, up to and including 31 March 2009.

## **3 Analysis**

- 3.1 The majority of targets ended on 31 March 2009, although there are still 2 indicators that are being assessed and the results will not be known until October. Of the 18 indicators that can be assessed 14 (77.8%) achieved their target and the remaining 4 (22.2%) did not.
- 3.2 The two remaining indicators have both been assessed as being on target, and these can be seen at **Appendix A**, which provides more details on all 20 indicators.

## **4 PERFORMANCE REWARD GRANT**

- 4.1 As previously reported there is a Performance Reward Grant (PRG) available should targets be achieved. A total potential grant of £3,065,775 is available, split equally between the ten target areas. Each target therefore has/had the potential to qualify for £306,577.50. Where



targets have more than one indicator the amount of PRG allocated to each indicator has been agreed with Government Office.

- 4.2 The amount of PRG actually awarded will depend on the amount of 'stretch' that has been achieved. If less than 60% of the stretch has been achieved then no PRG will be payable. If 60% or above has been achieved then the amount of PRG will be the equivalent percentage. For example if 75% of the stretch has been achieved then 75% of the potential PRG will be paid.
- 4.3 Based on the judgements that have been made, and the analysis shown above, the amount of PRG that the Council, and Partners, has achieved is £1,962,096, although should the two remaining targets, that have both been assessed as being on target, achieve their target then this amount will rise to £2,452,620. The table below details how these figures have been calculated.

Indicator Assessment	Number of PIs		Potential PRG (Mar 09)
	Dec 08	Mar 09	
Already Achieved	5	14	£1,962,096
On Target	8	2	£490,524
Unsure	2	0	£0
Not Achieved	5	4	£613,155
<b>Total (Achieved or on target)</b>	<b>13</b>	<b>16</b>	<b>£2,452,620</b>

## 5 NEXT STEPS

- 5.1 A final report detailing analysis of all LAA Reward Element targets will be prepared upon completion of the final two indicators and will be reported to CMT and Cabinet in October/November 2009.

## 6 RECOMMENDATION

- 6.1 Cabinet is asked to: -

- Note the position of the LAA Reward Element targets as at 31 March 2009

## APPENDIX A

## LPSA2 – Outturn information for period up to 31 March 2009

**Target 1 Reducing burglary and car crime across Hartlepool.**  
**Lead Officer: Alison Mawson**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
RPD P029	The number of domestic burglaries	2099	3 Year cumulative	1560	Achieved	50%
RPD P030	Vehicle crime (theft of and theft from a motor vehicle)	3298	3 Year cumulative	2493	Achieved	50%

**Target 2 Providing training and improved employment prospects.**  
**Lead Officer: Alison Mawson**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
RPD P058	Numbers of drug users given structured work experience / employment opportunities of at least 13 weeks	127	3 Year cumulative	130	Achieved	33.3%
RPD P059	Number of offenders from Hartlepool being helped into employment with the assistance of HBC and being sustained in the job for a minimum of 4 weeks for a minimum of 16 hours per week.	75	3 Year cumulative	180	Achieved	33.3%
RPD P060	Number of offenders that have gained basic skills at entry level 3, 2 and 1 and level 1 or level 2	79	3 Year cumulative	194	Achieved	33.3%

**Target 3 Reduce the number of young people, who as a result of under-age drinking, commit Anti-social behaviour in Hartlepool. Lead Officer: Alison Mawson**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
RPD P037	Residents stating that "Teenagers hanging around on the streets" is a problem	61%	Place Survey 2008/09	43%	Achieved	50%
RPD P038	Residents stating that "People being drunk or rowdy in public places" is a problem	52%	Place Survey 2008/09	28%	Achieved	50%

**Target 4 Reduce the incidents of local violence (common assault and wounding) in Hartlepool. Lead Officer: Alison Mawson**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
RPD P031	Number of incidents of Local Violence in Hartlepool as recorded by the Police	5300	3 Year cumulative	4396	Achieved	100%

**Target 5 Reduce the incidents of domestic violence in Hartlepool. Lead Officer: Sheila O'Connor**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
CSD P010	Number of repeat referrals to the police for incidences of domestic violence	1531	Final Year (2008/09)	1291	Achieved	50%
CSD P011	Number of perpetrators attending a perpetrator programme not re-offending within 6 months of completing the programme	45	Final Year (2008/09)	6	Not Achieved	50%

**Target 6      Increasing financial resources within family environments to provide improved lifestyle opportunities**  
**Lead Officer: John Morton**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
CEDFI P009	Number of Council Tax Disabled Reliefs	268	As at 31/3/09	330	Achieved	20%
CEDFI P010	Number of Council Tax Carer Reductions	157	As at 31/3/09	178	Achieved	60%
CEDFI P011	Number of Severely Mentally Impaired (SMI) Reductions	112	As at 31/3/09	161	Achieved	20%

**Target 7      Improving training and employment prospects for carers**  
**Lead Officer: Patrick Wilson**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
RPD P056	Number of Carers completing education or training and achieving NVQ Level 2 or equivalent qualification, or higher	120	3 Year cumulative	20	Not Achieved	50%
RPD P057	Number of Carers remaining in employment for a minimum of 16 hours per week, and for at least 32 weeks in the year	149	3 Year cumulative	30	Not Achieved	50%

**Target 8 Improving Quality of Life and preventing homelessness through secure tenancies and sustainable employment**  
**Lead Officer: Patrick Wilson**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
RPD P046	Number of failed tenancies	183	3 Year Cumulative	129	Achieved	50%
RPD P045	Employment Rate (16-24)	53.8%	Final Year (2008/09)	45%	Not Achieved	50%

**Target 9 To improve the health and well-being of patients referred by health practitioners via a GP referral scheme by increasing patients levels of participation in physical activities**  
**Lead Officer: John Mennear**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
ACS P034	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation	1350	3 Year Cumulative	1378	Achieved	40%
ACS P035	Of those completing 10 week programme, the percentage going onto mainstream activity	50% (subject to minimum of 600)	3 Year cumulative	53%	Yes	60%

**Target 10 Promoting healthy life chances through the achievement of the Healthy Schools Status across Hartlepool**  
**Lead Officer: Sandra Saint**

Ref	Description	Target		Current Outturn	On Target	PRG Split
		Figure	Detail			
CSD P012	Number of schools achieving the new Healthy Schools Status	36	As at 31/8/09	34	Yes	100%

# **CABINET REPORT**

**17 August 2009**



**Report of:** Health Scrutiny Forum

**Subject:** FINAL REPORT – REACHING FAMILIES IN NEED

---

## **SUMMARY**

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

- 1.1 The purpose of this report is to outline the findings and conclusions of the Health Scrutiny Forum's investigation into 'Reaching Families in Need'.

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

- 2.1 The Final Report outlines the overall aim of the scrutiny investigation, terms of reference and methods of investigation, findings, conclusions, and subsequent recommendations.

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

- 3.1 It is Cabinet's decision to approve the recommendations in this report.

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

- 4.1 This is a Non-key decision.

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

- 5.1 The final report was approved by Scrutiny Co-ordinating Committee on 24 April 2009. Cabinet is requested to consider, and approve, the report at today's meeting.

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

- 6.1 Cabinet is requested to approve the recommendations outlined in section 13.1 of the bound report, which is attached to the back of the papers for this meeting.



# HEALTH SCRUTINY FORUM

## FINAL REPORT

### REACHING FAMILIES IN NEED

17 August 2009



# **CABINET**

## **17 August 2009**



**Report of: Health Scrutiny Forum**

**Subject: FINAL REPORT – REACHING FAMILIES IN NEED**

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

- 1.1 To present the findings of the Health Scrutiny Forum following completion of its 'Reaching Families in Need' investigation.

### **2. SETTING THE SCENE**

- 2.1 At the meeting of the Health Scrutiny Forum on 17th June 2008, Members determined their Work Programme for the 2008/09 Municipal Year. In identifying a topic for in-depth consideration, the Forum identified a need to explore the issue of social inclusion in Hartlepool, and its effects, as a very real, serious and multifaceted problem.
- 2.2 It was apparent to Members, in selecting the 'Reaching Families in Need' investigation, that a small minority of families exist in Hartlepool that continue to fail to benefit from rising living standards and increased opportunities. These families also experience a wealth of problems that cross a broad spectrum of issues with associated general well being and specific health problems. Moreover, the perpetual cyclical nature of these problems tends to have the effect of exacerbating health inequalities as well as pushing the individuals further into social isolation and away from possible help.
- 2.3 Problems these families experience include:-
- (i) Health inequalities;
  - (ii) Overcrowded / unsuitable housing;
  - (iii) Being victims and perpetrators of crime;
  - (iv) Poverty, wordlessness, poor job prospects;
  - (v) Benefits and dependency;
  - (vi) Poor school attendance linked to poor attainment;
  - (vii) Poor academic and social skills;
  - (viii) Poor parenting;
  - (ix) Domestic violence;

- (x) Drug and alcohol abuse;
- (xi) The difficulties of young parenthood;
- (xii) Unstable partnerships; and
- (xiii) Low aspirations, low self esteem and aimlessness.

2.4 In looking at these families, the Forum recognised that their identification was a real issue. Whilst there was a recognised formulae for the designation of a hard to reach family, being any five of the following indicators as laid down within the Families and Children Study(as outlined below), their practical identification and how they are encouraged to take advantage of the services available is a real issue:-

- (i) No parent at Work;
- (ii) Poor quality or overcrowded housing;
- (iii) No parent with qualifications;
- (iv) Mother has mental health problems;
- (v) At least one parent with longstanding limiting illness, disability or infirmity;
- (vi) Low income (<60% of median); and
- (vii) Cannot afford a number of food and clothing items.

2.5 The Forum also recognised the importance of providing care and assistance for families in need, with particular emphasis on:-

- (i) Social Responsibility – Each Council under it's democratic mandate places a high priority on meeting the needs of all elements of the community, with particular emphasis on the requirements of the most needy;
- (ii) Community Cohesion - Many families in the most deprived 3% have a marked negative effect on their communities. However, not all of these families are the same and whilst some may be involved in crime or anti-social behaviour many are not; and
- (iii) A Strong Economic Argument - The most deprived families tend to be a significant pressure on the taxpayer, in terms of welfare benefits, social care, healthcare, criminal justice and educational support. By intervening more effectively to support them at an earlier stage, they are likely to become less dependent on these high cost services.

2.6 The Forum found that these families, and the problems they experience, exist not only locally but also on a national level. Government estimates are that approximately 2-3% of families nationally are in this position. In recognition of this, the Government has established a clear and ongoing social inclusion agenda, including the publication of "Think Family: Improving the Life Chances of Families at Risk" in 2008. As part of this agenda, and most clearly seen in the Local Government and Public Involvement in Health Act 2007, Councils are now required to work with their local partners and offer strategic leadership for service provision across their community. The Forum was interested to discover that there is also a clear indication that

individual bodies acting in isolation cannot properly address the most pressing problems in society, such as social inclusion. To fully combat these problems, which are undoubtedly seen in Hartlepool, the public sector must work as one body, in conjunction with voluntary and independent sector, under the strategic leadership of the local authority.

### **3. OVERALL AIM OF THE SCRUTINY INVESTIGATION**

- 3.1 The overall aim of the Scrutiny investigation was to explore the town's current approach to targeted intervention for hard to reach families in need and to make suggestions for improvement, where possible, that encourage the take up of local health services.

### **4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION**

- 4.1 The Terms of Reference for the Scrutiny investigation were as outlined below:-
- (a) To gain an understanding of the current multi agency approach to the provision of targeted wellbeing and preventative health services for hard to reach families in need in Hartlepool;
  - (b) To explore what strategies are in place that identify and offer assistance to hard to reach families who have specific and persistent issues in Hartlepool;
  - (c) To seek good practice from another local authority in relation to their approach to targeted intervention for hard to reach families in need; and
  - (d) To identify suggestions for improvement, with particular focus on partnership working and innovative practices of targeted intervention.

### **5. MEMBERSHIP OF THE HEALTH SCRUTINY FORUM**

- 5.1 The membership of the Scrutiny Forum was as detailed below:-

Councillors Barker, Brash, R W Cook, S Cook, A Lilley, Plant, Simmons, Sutheran and Young.

Resident Representatives: Jean Kennedy, Linda Shields and Mike Ward.

### **6. METHODS OF INVESTIGATION**

- 6.1 Members of the Health Scrutiny Forum met formally from 9 September 2008 to 7 April 2009 to discuss and receive evidence relating to this investigation.

A detailed record of the issues raised during these meetings is available from the Council's Democratic Services.

6.2 A brief summary of the methods of investigation and sources of evidence are outlined below:-

- (a) Detailed Officer reports supplemented by verbal evidence;
- (b) Evidence from the Children's Services Department and Adult and Community Services Department (Including the Family Intervention Project);
- (c) Evidence from the Authority's Elected Mayor and Cabinet Member Portfolio Holder for Adult and Public Health Services;
- (d) Evidence from the Director of Public Health;
- (e) North Tees and Hartlepool NHS Foundation Trust and Hartlepool Primary Care Trust;
- (f) Voluntary Sector and Community Groups (including Hartlepool Families First and Hartlepool Patch);
- (g) Hartlepool Partnership;
- (h) Housing Hartlepool;
- (i) Job Centre Plus;
- (j) Anti-Social Behaviour Unit and Youth Offending Team;
- (k) Hartlepool New Deal for Communities (NDC); and
- (l) The views of local residents.

## **FINDINGS**

### **7 THE DEFINITION OF A 'FAMILY IN NEED'**

7.1 As a starting point for the investigation the Forum explored, and identified, a clear definition of a 'family in need'.

7.2 In relation to the term 'family' Members agreed that for the purpose of the investigation it would be a family unit, including children up to the age of 16. This was, however, with the proviso that the definition could be expanded should it be necessary. In addition to this, the Forum agreed that a family 'in need', would be one of the small minority of families that continue to fail to benefit from rising living standards and increased opportunities, experiencing a broad spectrum of general well being and specific health problems (as outlined in Section 2.3 above).

## **8 ISSUES AFFECTING HARD TO REACH FAMILIES (FAMILIES IN NEED) IN HARTLEPOOL**

8.1 Throughout its investigation, the Forum welcomed evidence from a variety of sources and obtained a clear understanding of what a 'family in need' was and the factors / issues that impact upon them (as shown in Section 2 above). Evidence provided was also of assistance in giving the Forum an understanding of the role health inequalities play in the lives of these families and the wider Hartlepool community.

8.2 It came as no surprise to the Forum that 'families in need' are more susceptible to the effects of health inequalities. Members were, however, interested to learn that in Hartlepool, and indeed across the country, a number of issues significantly impact upon the ability to address health inequalities and in turn deal with the problems experienced by these families. These include:-

(i) Family experiences that:

- Limit aspirations;
- Reinforce cycles of poverty;
- Provide poor models of behaviour; and
- Damage the ability of children to build up resilience to problems or to benefit from the opportunities they are given.

(ii) Complex factors that can be associated with a lack of engagement:

- Lack of understanding of services and how to use them;
- Don't think it is relevant to them;
- No mutual respect;
- Focus on crisis management rather than prevention;
- Inflexible and fragmented services;
- Intimidating environments where services are delivered; and
- May focus more on enforcement than help.

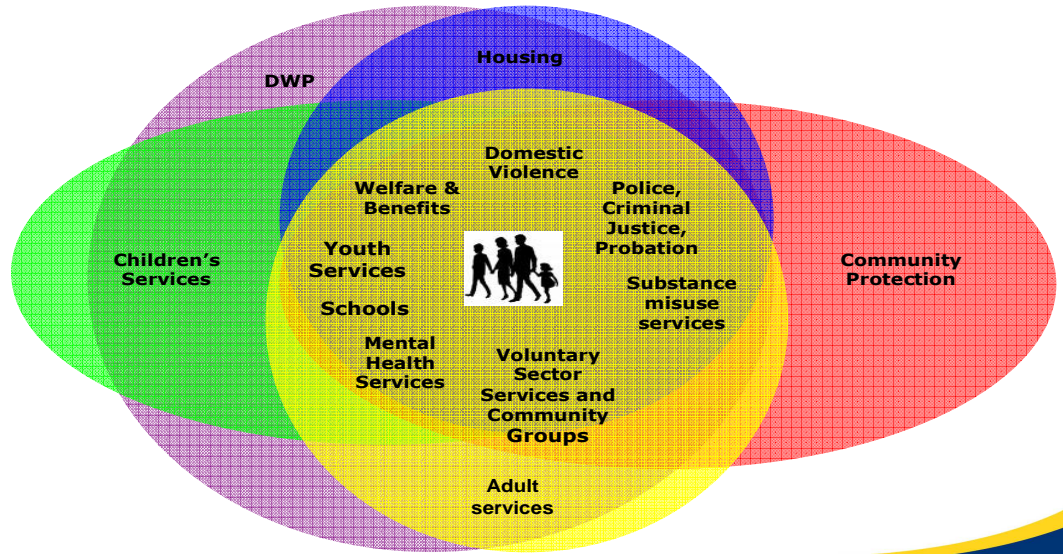
8.3 On a wider health inequality basis, Members were well aware that across the whole of Hartlepool cardiovascular disease, cancer and other major issues, such as mental health problems, are more prevalent than they are nationally. There was, however, concern regarding the differential in terms of the level of such these conditions across different sectors / areas of the community and disappointed that there seemed to have been extremely limited progress with regard to the following conditions in narrowing the gap between Hartlepool and the England average:-

- (i) Breast Feeding Initiation;
- (ii) Teenage Pregnancies;
- (iii) Binge Drinking (including alcohol related hospital stays);
- (iv) Drug Misuse;
- (v) Smoking in Pregnancy;
- (vi) Obese Adults;

- (vii) Healthy Eating; and
- (viii) Incapacity benefit for Mental Health.

## 9 SERVICES PROVIDED AND STRATEGIES IN PLACE TO ASSIST HARD TO REACH FAMILIES (FAMILIES IN NEED) IN HARTLEPOOL

- 9.1 Over the course of the investigation the Forum was surprised to discover the wide variety of agencies, organisations and service areas required for the effective provision of services for families in need, as illustrated below.



- 9.2 Looking specifically at the work being undertaken in Hartlepool, Members were encouraged to see that a wealth of targeted wellbeing and preventative health services are already being provided to help reach families in need. Evidence provided broke these services down for ease of reference into those provided by the Council and those provided by other agencies and bodies.

### Services Provided by the Council

- 9.3 At various meetings throughout the investigation, the Forum welcomed detailed evidence from key Council departments with a role in the provision of services for families in need:-
- (i) Adult and Community Services;
  - (ii) Children's Services; and
  - (iii) Regeneration and Planning Services (i.e. Strategic Housing)
  - (iv) Neighbourhood Services (i.e. the Family Intervention Project, the Anti Social Behaviour Unit and the Youth Offending Service).
- 9.4 Adult and Community Services Department - Members welcomed clarification of the impact of work being undertaken at many levels through the Adult and Community Services department, in particular activities with

vulnerable adults and the wider health and wellbeing agenda. This included universal services, prevention, early intervention and low level support.

- 9.5 It was evident from the evidence provided that the services needed by families in need were in place across various departments and other bodies, however, there was an issue around difficult to reach families (with multiple problems) knowing and being able to access all of the various strands of what they need. In exploring this issue, the Forum welcomed confirmation that systems were already in place whereby self assessments can be completed by service users. It was also clear that there is a key role for the lead practitioner in each case, with recognised benefits for the development of relationships with families and individuals, something that was crucial for the identification and engagement of families. In addition to this, Members were delighted to find that the development of an adult CAF was now being pursued and were supportive of the identification of funding, with the proviso that the adult and children's CAF's be designed in such a way as they can work together.
- 9.6 Referring back to concerns in terms of how families who do not want to take advantage of services can be encouraged to do so, whilst Members were disappointed they acknowledged that where there were no significant concerns there was no way of identifying and contacting families. The Forum was, however, encouraged to find that processes were in place to monitor families through their Health Visitors, who had first hand knowledge of the families and the services that have been accessed. As part of this, a Children's Centre Database was in the process of being developed for the retention of information, tracking visits and interventions to support the identification of families not engaging.
- 9.7 The Forum was very interested in the role and purpose of the new Children's Centre Database, however, it was recognised that the utilisation of the information contained within it would be limited by access to information and privacy laws. Despite this the Forum was keen to see this explored as a way of further accessing vital information to help identify families in need.
- 9.8 Children's Services Department - The Forum, at its meeting on the 9 December 2009, gained a full understanding of the work undertaken within the Children's Services Department in identifying and engaging families in need. Members noted detailed evidence in relation to the provision of universal, targeted and specialist services with particular attention drawn to the ongoing development and use of the Common Assessment Framework (CAF).
- 9.9 During the course of discussions, a number of issues were raised regarding the existence of formal arrangements for the sharing of information between the various agencies and bodies involved. The Forum welcomed assurances that processes were in place to share information through, means such as the Common Assessment Framework (CAF) and the up and coming E.CAF (both devised with the purpose of identifying any areas where support was required within a family at an early stage). The Forum agreed

that once fully developed the CAF would be an extremely useful tool in relation to the provision of services for families, however, it had come to light through the investigation that there were some mixed views in terms of its ultimate usability by some bodies or groups of staff. This was primarily on the grounds of its size and complexity and is discussed further in Section 9.11 of the report.

- 9.10 In terms of the CAF and the issues raised during the course of the investigation, further information was provided by the Children's Services Department in relation to its format and use. Members were please to learn that Hartlepool was a trail blazer in terms of its activities in tying the CAF to Special Assessment Guidance and was in fact being approached by other local authorities in relation to this.
- 9.11 Attention was drawn to the pre-CAF (a much smaller document) and Members suggested that this could be used as an alternative where the full CAF was felt to be too difficult. Members' views were, however, reiterated in terms of the need for all forms of the CAF, whether that is the Pre CAF, Full CAF or E.CAF to be able to be used together. Members were also supportive of a pilot project for an Adult CAF that was ongoing and the need for full and effective training in relation to the use of any and / or all versions of the CAF for it to be an effective means of gathering and sharing information.
- 9.12 Regeneration and Planning Services Department and Neighbourhood Services Department - At the meeting held on the 4 November 2008, Member's views were reinforced regarding the intrinsic importance of good quality housing to the health and wellbeing of all families, in particular in relation to families in need.
- 9.13 Evidence from the Strategic Housing Manager confirmed that there were good examples of partnership working going on, for example between the Council and Housing Hartlepool. However, the Forum welcomed confirmation of its suspicions that there was still room for improvement with some instances of silo working across agencies, reducing the effectiveness of the multi-agency approach. The Forum learned that whilst there are mechanisms in place for the transmission of information there was concern that:-
- (i) There appeared to be some reliance on the informal networks that rely on individual contacts; and
  - (ii) There was a view that when health information was flagged up it was not always taken forward.
- 9.14 There was also an indication that whilst the CAF was an exceptionally useful document, housing staff and the Police did not use it in its current form as they found it to be too long. Members noted that Housing Hartlepool staff did use the CAF, however, they held similar views to those expressed in terms of its complexity and size.



9.15 In light of the views expressed, the Forum:-

- (i) Welcomed a suggestion that the feasibility and effectiveness of 'mini' CAF should be explored;
- (ii) Reiterated the benefits of a single co-ordinating point for the collection and relaying of information and referrals. The ideal place for this being at the top of the Council organisational structure from where a system could benefit partners who sometimes have to rely on the informal networks; and
- (iii) Supported a suggestion that it would be beneficial for consideration to be given to the development of greater involvement between the Council's Housing Division and the Family Intervention Project (FIP).

9.16 In exploring the relevant areas of work undertaken the Forum learned that many of the factors impacting on health inequalities are generational and that efforts were being made to trying to be dealt with them through projects such as the Hartlepool Intervention Project (HIP) and Family Intervention Project (FIP). The Forum looked in some detail at the work being undertaken by the HIP, FIP, Youth Offending Service and the Anti-Social Behaviour Unit. Whilst at first sight seemed like the activities of these groups would be relevant to the issue under investigation, it very quickly became clear that the aims of projects fit perfectly with reaching out to the families that are not currently taking advantage of the services. Examples of this being the FIP's focus on:-

- (i) The most problematic families persistently perpetrating anti social behaviour who are at risk of losing their homes;
- (ii) The implementation of a 'whole family' approach which considers the needs of the whole household and assesses the underlying problems driving the family's behaviour; and
- (iii) The provision of key workers who co-ordinate activity and provide continuity.

9.17 In looking at how these projects could be best used to reach families in need, the Forum welcomed indications that the Common Assessment Framework was already being used and information relayed to other departments. The Forum also:-

- (i) Noted a recurring theme in the evidence provided regarding emphasis on the importance of partnership working and communication. It was, however, clear that communication links could be improved between these projects and the Adult and Community Services Department, although it was noted that work was already ongoing to do this;
- (ii) Expressed its satisfaction with the work of the HIP, FIP. Also the work of the:-

- Youth Offending Service, in terms of its Parenting Programmes in helping addressing health issues, encourage engagement and in particular the Strengthening Families Programme; and
  - Youth Inclusion Project, in its provision of an opportunity to identify families in need through workers home visits.
- (iii) In relation to the work of the Anti-Social Behaviour Unit, was impressed with the level of partnership working and information sharing that was undertaken. It was, however, interesting for the Forum to learn in terms of possible future improvements that there was a view from the Unit that the CAF could be used more and increased use of the Vulnerable Localities Index to better focus resources in areas of most need.
- 9.18 The Forum supported the ongoing work to improve routes of communication between departments and was encouraged to see that strategies for the future included the continuation of the 'every family are unique' approach and provision of a persistent key worker. In particular the Forum recognised the importance of a recognised key, especially with families in need, and this view was further reinforced by the effectiveness of the work being undertaken through the Connected Care project, as discussed later in the report.

### **Services Provided by Other Agencies / Bodies**

- 9.19 Housing Hartlepool – The Forum received evidence from Housing Hartlepool at its meeting on the 4 November 2008. The Forum commended the Council's Strategic Housing Division and Housing Hartlepool on the way they worked together to relay information. The Forum was pleased to hear that dealing with families in need was a high priority for Housing Hartlepool and was in the process of developing a strategy for reaching these families that could be rolled out across the town. Attention was, however, drawn to the work being undertaken as part of the Connected Care model, which although in its early stages Housing Hartlepool representatives felt was looking favourable. Members were encouraged to hear positive feedback from an outside organisation in relation to this model and discussed it in more detail as part of the investigation, as shown later in the report.
- 9.20 Connected Care – The Forum discovered that this jointly funded local authority and PCT programme was established to provide a single point of entry, self referral and assertive outreach, whilst also providing care navigation with advocacy, support and co-ordination. The overall aim of the programme being to integrate health and social care, joining them up with strategies for social inclusion and linking connected care to locality based commissioning.
- 9.21 Members noted with interest the content of a very informative presentation from Connected Care representatives, at their meeting on the 10 February 2009. Following consideration of the information provided, Members were

supportive of the programme and its positive effects in helping reach families that would not normally interact with either the council or engage with health services. Whilst it was recognised that there was still a core of hard to reach families that would never voluntarily engage, Members recognised the benefits of having one worker that would stay with a family, directing them through the different service areas that they might need.

- 9.22 Members were open in their support for the rolling out of the programme across other areas of the town and felt that it could have a significant role to play in reaching, engaging and keeping contact with these families. It was, however, recognised that there are funding issues attached to this which at the current time prohibit the expansion of the programme.
- 9.23 Hartlepool Primary Care Trust (PCT) – The Forum received assurances at its meeting on the 8 January 2009, that the PCT was committed to removing barriers to healthcare and to ensure that there is equitable access to these services irrespective of an individual's background.
- 9.24 Members noted with interest the selection of services that the PCT commissions from a wide range of providers, such as Primary Care, Acute Care and Community Services, and learned that whilst the PCT commissions its services primarily on the basis of how a service meets an individual's needs it does also where possible identify and commission services that would benefit from a family approach. Particular note was taken of the work of the PCT's Health Development Team, the purpose of which was to implement initiatives to reduce health inequalities and improve health and wellbeing.
- 9.25 Whilst most of the work of this team takes a universal approach it was noted that where possible geographical areas are targeted to work on health inequalities, with nearly all work done in partnership with statutory or voluntary / community partners. In terms of the identification of families in need, children who are at risk of poor outcomes as defined by 'Every Child Matters' are assessed to help determine their individual needs and promote co-ordinated service provision. Children with more serious needs are given a Child Protection Plan, and whilst the PCT has its own child protection structure there are other processes in place for the referral of safeguarding incidents or concerns to Hartlepool Borough Council's Child Protection procedures.
- 9.26 From the evidence provided it was clear to the Forum that the PCT has well defined arrangements in place to work with its partners i.e. the hospital trust, Cleveland Police, the Youth Service, Housing Services and many others. Members in fact took the opportunity to commend the PCT and the Council on the true nature of partnership working in place, particularly in terms of integrated adult commissioning where there are fully integrated co-located teams working across health and social care services for adults. Members were impressed with the way in which this would facilitate even further improved information sharing and were encouraged to learn that the objective for 2009 was to develop similar provision for children's services.

Members were supportive of this and looked forward to seeing it taken forward further cementing the routes of information transmission and sharing between the PCT and Council.

- 9.27 In terms of how things could be improved in the future, Members took on board the following suggestions for consideration in the formulation of their recommendations:-
- (i) A single process needed to be developed across all agencies to identify and deal with families, with a clear criteria to ensure the identification of families in need;
  - (ii) Further work was required to identify the potential number of families in need;
  - (iii) There needs to be better incorporation and use of the CAF to allow for better feedback to commissioning to inform, redesign and develop future services (i.e. work with primary care services to incorporate the CAF);
  - (iv) Ways of utilising the vast amount of information retained by GP's needs to be explored, however, it was recognised that there are data protection issues; and
  - (v) A full social marketing strategy should be developed to ensure that there can be no stigma in being identified as a family in need. This may facilitate people coming forward rather than organisations having to go looking for these families.
- 9.28 North Tees and Hartlepool Foundation Trust (FT) – The Forum received evidence at its meeting on the 8 January 2009 from the FT confirming its commitment to ensuring all families receive the healthcare and assistance they require. A family in need defined by them as being 'any family that requires any intervention to enable a child to achieve all aspects of 'Every Child Matters'.
- 9.29 It was made clear to the Forum that the FT sees that it has a clear role in breaking the spiral of aspirations and health promotion. This being through the implementation of strategies for cross boundary and multi agency working, health promotion in terms of the transmission of advice and information (in the wider sense and through verbal advice at every visit) and accident prevention.
- 9.30 Members noted with interest that strategies are in place to identify any and deal with families in need. These include the implementation of processes / referral mechanisms, use of the pre CAF, pre-discharge meetings, robust training of staff, good relationships and targeted support. It was, however, apparent that the FT did at times find it difficult to implement these strategies for cross boundary and multi-agency working given the current processes, although it was made very clear that the multi-agency process for the discharge of patients with complex needs worked well.

- 9.31 Members noted with concern that an example of the problems experienced related to with the use of the CAF, in terms of its complexity and the feeling that it limits the ability to give a complete picture. In light of this multiple forms were still being used and Members were of the view that this needed to be addressed and other agencies consulted and involved in the further development of the CAF and E.CAF.
- 9.32 The Forum asked a very simple question of the FT in terms of how could the co-ordination of activities and approaches be improved to help reach families in need. Members welcomed suggestions that:
- (i) Referral mechanisms through the CAF need to be streamlined;
  - (ii) The gap in transition from child to adult care needs to be examined;
  - (iii) There need to be more defined pathways for complex cases;
  - (iv) The gap in multi-agency training needs to be explored; and
  - (v) Links and communication between agencies need to be strengthened (i.e. a 'one stop shop' telephone number or point of contact).
- 9.33 The Forum took in board the FT's suggestions and was keen to see the (i), (iv) and (v) explored further. In addition to this, the Forum took the opportunity to explore the role of individuals in the reaching families in need and whilst it was recognised that the Council departments have a key role particular attention in terms of the FT was drawn to the role of Health Visitor. Whilst the Forum expressed some concern regarding the number of Health Visitors and workload size, it was clear to Members that the position of trust these individuals have in entering homes would be extremely useful in the identification of families in need. As such, this needed to be looked into further in terms of their use of the CAF or Pre CAF and their inclusion in the reporting mechanism loop.
- 9.34 Other bodies and Groups – The Forum at its meeting on the 20 January 2009 received evidence from a number of other groups with an involvement in the provision of services for families who could fit the definition of a 'family in need'. These groups included Hartlepool NDC, Hartlepool Families First, Hartlepool Patch and Job Centre Plus.
- 9.35 During the course of discussions with representatives for **Hartlepool NDC**, Members were yet again impressed with the level of partnership working that was ongoing. Members were also impressed by the benefits of locating the NDC had found from the location of neighbourhood Management and Community Safety activities in joint premises. As with other instances when multiple services are provided in the locality, greater and easier transmission of information had been facilitated. In line with this, and ways of engaging with families, the Forum took on board the following suggestions from the NDC:-
- (i) That where new buildings / facilities were being provided (i.e. perhaps the new health centre) an option should be put in place for the provision of a place where advice could be provided;

- (ii) That Health Visitors and Midwives are the eyes and ears of the community had have a vital role in identifying and engaging with families in need;
- (iii) That programmes which are not badged as being provided by 'official' bodies tend to be more successful with families that are reluctant to engage. This was also the experience of representatives from Connected Care and as such was something which the Forum felt should be considered as part of a package of measure the reach families in need;
- (iv) That emphasis must be placed on the importance of the role of Voluntary Sector organisations in the delivery of services to families in need; and
- (v) That for partnership working to be truly effective, it was essential to develop joint campaigns and common goals and targets.

9.36 During the course of discussion with representatives from **Job Centre Plus, Hartlepool Families First and Hartlepool Patch**, Members were pleased to find that the general feeling was that there was a good level of partnership working in Hartlepool, however, as with most things there was room for improvement. The issue of reporting mechanisms was also reiterated and whilst it was excellent news that they are well developed inform networks in existence, more formal and clearly defined routes are needed. There were also some issues expressed regarding the smaller organisations awareness of what is out there for the people they deal with (i.e. Hartlepool Families First were unaware of the assistance the Credit Union could be to its users). In response to this, it was suggested that a local authority seminar / event should be organised to showcase and transmit information to the various organisations in the town, raising awareness of what is available and what can be accessed by their service users.

9.37 In addition to this, views were also reiterated that there was still some silo working occurring and this needed to be addressed if a truly integrated approach was to be taken to meeting the needs of families in need. The overarching view, and one that was shared by the Forum, was that it had to be the Local Authority's role and responsibility to co-ordinate activities to reach these families.

9.38 Looking at a number of key questions in relation to the variety of outside bodies involved in the provision of services for families in need, the Forum discovered that in terms of:-

- (i) How different bodies identify families in need with specific and persistent issues or problems – Clear processes are in place to pick up families in need when they come in to take up services. However, encouraging them to take up services over and above those they had originally presented themselves for was not always easy. In addition to this, there are also those who do not wish to engage at all and it is these families that it is difficult, of not impossible, to identify under current systems;

- (ii) Whether specific strategies are in place for dealing with families in need  
– As above, strategies are in place;
- (iii) The extent of partnership working – Partnership working is in the forefront of all bodies' minds and every effort is made to make it possible.

## **10 EVIDENCE FROM THE PORTFOLIO HOLDER FOR ADULT AND PUBLIC HEALTH AND PORTFOLIO HOLDER FOR CHILDRENS SERVICES**

- 10.1 As part of the investigation the Forum was keen to hear the views of the Executive and in line with the cross cutting nature of the 'families in need' issue across multiple Portfolios received evidence from the Portfolio Holder from Adult and Public Health and Portfolio Holder for Children's Services on the 14 October 2008 and 9 December 2008 respectively.
- 10.2 Members were please to find that the Portfolio Holder for Adult and Public Health shared their view that the provision of a multi-agency approach was crucial in addressing the public health agenda, especially in targeting people in need of housing and financial inclusion (both of which were issues explored in greater detail during the course of the investigation). The Forum welcomed the view that the continuous improvement of links between health and social care services would be vital in helping reduce health inequalities, and encourage the take up of health services by 'hard to reach' families. In Forum also shared the view that the identification of any shortfall in provision between health and social care service was imperative, with the parallel running of services through partnerships working to be key in improving health inequalities in Hartlepool in the future.
- 10.3 It was clear to the Forum from the evidence provided that in terms of identifying families in need, and targeting of services, there continued to be a reliance upon people identifying their own need and coming forward to use services. The Forum felt that this further emphasised the importance of ensuring that all services are linked together with clear routes of communication. It also reiterated the importance of the local authority's role in identifying families who are not already engaged and the value of possibly having a single point of contact for local authority service provision and co-ordination.
- 10.4 Linking into this, the issue social inclusion spans multiple departments, as can be seen from the involvement of two Portfolio Holders, in this investigation. Given the importance of this issue and the suggestion that the local authority should take the lead in providing co-ordinated leadership across the different providers (as outlined in Section 9.36) the Forum was of the view that the creation of a Social Inclusion Portfolio should be explored. This would facilitate the development and implementation of a strategy that could cut across all departments and provide outside organisations with a clear point of contact and accountability. This in turn would see the public sector acting as one under the strategic lead of the Council.

## **11 HOW OTHER LOCAL AUTHORITIES APPROACH THE TARGETING OF INTERVENTION FOR HARD TO REACH FAMILIES**

- 11.1 As indicated in Section 2.6, Government has established a clear and ongoing social inclusion agenda, including the publication of “Think Family: Improving the Life Chances of Families at Risk” in 2008. As part of this agenda, the Department for Children, Schools and Families identified 15 Local Authority Pathfinder. The aim of this Pathfinder Programme being to improve the outcomes for families caught in the cycle of low achievement, particularly those effectively engaged and supported by existing services, exploring what actually works and sharing solutions.
- 11.2 In exploring examples of good practice by other local authorities, the Forum chose to select one of the 15 Pathfinder Authorities. Of the 15 authorities, Westminster City Council was selected Members as being of particular interest, with its overall aim through the Pathfinder Programme being to:-
- (i) Improve outcomes for children;
  - (ii) Reduce disorder and crime in the community;
  - (iii) Strengthen families and improve outcomes for adults; and
  - (iv) Reduce the longer term cost to public Services.
- 11.3 Members recognised that the aims of the Westminster City programme were very ambitious and were keen to see how it was intended to achieve them. In providing information as to how this was being progressed the Forum, at its meeting on the 20 January 2009, received evidence from a Consultant involved in the Westminster Programme.
- 11.4 Members noted with interest that Westminster’s services problems mirror those of all other local authorities in that they have long struggled with the following families, often dealing with problems through separate services (with a narrow focus):-
- (i) Families with entrenched multiple problems;
  - (ii) Families where the children do badly at school and get into trouble; and
  - (iii) Families where the parents have drink or alcohol problems and are depressed or violent creating anti-social behaviour issues.
- 11.5 It was encouraging for the Forum to discover that views expressed throughout the investigation, in terms of the need for the development of an integrated service that deals with the whole family and addresses all their problems in a single co-ordinated way, one Lead Professional, one assessment, one care plan and one review, had also come to the forefront in Westminster City Council’s work. Members were also very supportive of the key characteristics of the Think Family approach in that:-
- (i) There is no ‘Wrong Door’;
  - (ii) There needs to be a whole family approach;
  - (iii) Family strengths need to be built upon;
  - (iv) Tailored support needs to be provided; and
  - (v) There needs to be family Involvement.



- 11.6 Members recognised that family focused work and multi-agency work were not new, however, noted that the Westminster approach was ground-breaking in that it aimed to:-
- (i) Enable agencies who normally only work with adults are part of the core team to work alongside agencies who normally focus on children;
  - (ii) Ensure that work is based on individual packages of intervention and support, but with consequences for families who do not engage - contracts with consequences;
  - (iii) Provide an intensive service with several contacts/sessions per week when families need this; and
  - (iv) Ensure that each family (children and adults) has one care plan and that these plans reflects the needs of family members and when relevant the wider community.
- 11.7 Members were pleased to be able to say that in terms of a lot of the work being undertaken in Hartlepool the underlying principal of these aims was already being explored (i.e. links were already strong between the Adult and Community Services Department and the Children's Services Department. Work was ongoing for PCT integration with children's services as was already in place for adult services, the use of 'contracts' through the FIP and the Anti-Social Behaviour Unit). The Forum, however, took on board the suggestion that as in Westminster there was a need to build on progress in system reform by:-
- (i) Extending the integrated approach of Every Child Matters to all of the services working with families at risk;
  - (ii) Ensuring that systems and services have the right incentives to focus their energies on families at risk; and
  - (iii) Capitalise on the reach and expertise of the public sector to identify and intervene earlier to better support families at risk.
- 11.8 The Forum was particularly interested in Westminster's approach to families with very particular needs (i.e. exhibit extreme anti-social and criminal behaviour or where children are suffering or likely to suffer significant harm leading to the initiation of care proceedings) and their emphasis on early identification. Members were also impressed with their efforts in:-
- (i) Trying to find effective interventions with non-engaging families - Building on the lessons of the Family Intervention Project and contracts with consequences (making clear that positive outcomes need to be achieved or a higher or enforced level of intervention will follow); and
  - (ii) Integrating services – To provide a wider perspective of need is shared to make "No Wrong Door" a reality (i.e. Children's Services being more

alert to parents' individual needs; Adults Social Care Services taking more responsibility for identifying which of their clients are parents and what their children's needs may be; All services sharing responsibility for addressing benefit dependency / assisting people to return to work; All services sharing responsibility with Community Protection for the impact on neighbourhoods of criminal and anti-social behaviour);

- (iii) Targeting the right families – testing and refining the 'referral/ screening criteria' and widening it to encompass different families from other agencies to learn more about which families to accept;
- (iv) The introduction of a Multi-Agency Information Desk – Right at the heart of the team with the purpose of collecting and compiling a comprehensive multi-agency picture of a family and each individual within it. Information comes from social services, police, community protection, housing, youth offending, Action for Children, schools and education, health services amongst others; and
- (v) Use a 'portal' to distribute and share information - This includes live 'alerts' to inform teams of the key events (i.e. continuous disturbances to neighbours and on-going anti-social behaviour).

11.9 The Forum concluded its consideration of Westminster's activities by considering the lessons they had learned, as detailed below:-

- (i) Have all agencies involved at all levels directors to practitioners;
- (ii) Use referrals from all partners to access their needs and learn from the families;
- (iii) Referral criteria is hard to define and must be flexible to work with families who might not meet traditional criteria;
- (iv) Action learning to redefine the process;
- (v) The Information Desk is critical to success but resource hungry and has provided invaluable information;
- (vi) Focus on outcomes;
- (vii) Prioritise and phase interventions;
- (viii) Lead professional; and
- (ix) Break the barrier to adult services.

11.10 The Forum was impressed with the work being Members felt strongly that Hartlepool's approach should be to target services for families based on a whole system approach, with in an idea world a single lead worker with responsibility for the co-ordination of interventions from the different agencies and professionals involved.

11.11 Members were also particularly interested in the undertaken by Westminster and felt that their view in terms of the need to move beyond straightforward partnership working into the more complex and demanding area of service integration was the way forward. The idea that multi-agency teams should be established at a local level, working under an integrated management structure, with shared budgets, programmes and objectives was also

accepted as a way forward, however, it was recognised that there are practical / financial restraints to this.

- 11.12 Members were also particularly interested in the concept of a Multi-Agency Information Desk, and whilst it was recognised that the costs associated with a similar information desk in Hartlepool would make it infeasible it was felt that a similar way of gathering and sharing data should be explored.

## **12 CONCLUSIONS**

### **12.1 The Health Scrutiny Forum concluded:-**

- (a) That as many of the issues in respect of health do not come under the direct control of traditional health services (i.e. housing), a co-ordinated leadership role is needed across the various different providers, including both the Council and Health Authorities to ensure a systematic approach to tackling health inequalities in the town;
- (b) That in relation to (a) above, the local authority should take the lead in providing a co-ordinated leadership approach across the different providers in order to facilitate a systematic approach to tackling health inequalities in the town, culminating in the creation of a Family In Need Strategy and specifically designated Executive Portfolio with responsibility for Social Inclusion;
- (c) That there will always be a core of hard to reach families that will never voluntarily engage, regardless of the benefits or incentives to them, and the issue of how they are encouraged to engagement is a real problem for which there is no easy answer. It was, however, unacceptable to do nothing, in light of the damage that is done to communities and children's lives, and all partners must be actively committed to identifying a solution;
- (d) That the importance of lead officers / workers in the provision of support and continuity for families in need cannot be underestimated in not only helping them navigate through the various services they may require but also in maintaining engagement;
- (e) That in light of this need to see the development of an assessment framework that can be used by across the board, other agencies / bodies should be consulted and involved in the further development of the CAF in whatever form it takes (Pre CAF, Full CAF or E.CAF);
- (f) That links and communication routes between agencies need to be strengthened (i.e. a 'one stop shop' telephone number or point of contact) reinforcing the 'no wrong door' concept highlighted in section 11.5 of the report;

- (g) That Health Visitors are the eyes and ears of the community with their privileged position in entering the homes of families across the board have vital role in identifying families in need and collecting / relaying information to the relevant service areas. As such, their use of the CAF or Pre CAF and their inclusion in the reporting mechanism loop needs to be explored further;
- (h) That, over and above Health Visitors, all those who come into contact with families in need during the course of their duties need to be provided with appropriate training to enable them collect and rely information to appropriate bodies to ensure that the needs of these families are fully identified and met. This should include training on the completion of CAF's in whatever form they take;
- (i) That Hartlepool's approach to reaching families in need should be to target services for families based on a whole system approach, within an ideal world a single lead worker with responsibility for the co-ordination of interventions from the different agencies and professionals involved;
- (j) That poor health, inadequate housing, crime & anti-social behaviour, poverty, substance abuse and education / truancy are all linked both in their shared causal factors and their negative outcomes. Therefore, any strategy that seeks to deal with such problems but be similarly joined up, else it is designed to fail;
- (k) That whilst it is recognised that the cost of a Multi-Agency Information Desk approach (as implemented by Westminster Council) would be prohibitive, a similar way of gathering and sharing data in Hartlepool should be explored;
- (l) That all forms of the CAF, whether that is the Pre CAF, Full CAF or E.CAF to be able to be used together and the development of an Adult CAF supported;
- (m) That the Connected Care Programme should be supported as a positive way of helping reach families that would not normally interact with either the council or engage with health services and the Forum was open in their support for the rolling out of the programme across other areas of the town;
- (n) That ways of providing and promoting programmes, including those run by the Voluntary Sector, that are not 'badged' as being run by official bodies should be explored as a way of reaching families that are reluctant to engage;
- (o) That where new buildings / facilities were being provided (i.e. the new health centre) the possibility of including an option whereby a place is provided where advice could be provided should be looked explored;

- (p) That for partnership working to be truly effective, it was essential to develop joint campaigns and common goals and targets and that the Local Authority is the most logical and appropriate body to co-ordinate activities to reach these families, from the top down;
- (q) That whilst the practicalities of identifying families in need and facilitating the delivery of services is complex, it is imperative that the implementation of an overarching strategy must be simple at the point of delivery and top level management; and
- (r) That it must be clear in all activities undertaken or strategies implemented that there is no stigma attached to being identified as a family in need or in the take up of services.

### **13 RECOMMENDATIONS**

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

- (a) That the local authority take the lead in providing a co-ordinated leadership approach across the different providers in order to facilitate a systematic approach to tackling health inequalities in the town, culminating in the creation of a Family In Need Strategy and specifically designated Executive Portfolio with responsibility for Social Inclusion;
- (b) That subject to the implementation of recommendation (a) above, the local authority, acting as strategic leader, enter into formal arrangements with partner organisations (i.e. Police, PCT, FT, Housing Hartlepool and the Voluntary Sector);
- (c) That the FIP Project be expanded in light of its effectiveness thus far in targeting hard to reach families;
- (d) That the Connected Care Programme be rolled out across the town as a positive way of helping reach families that would not normally interact with either the council or engage with health services;
- (e) That the use of the model of intervention implemented through the FIP Project and Connected Care Project be explored as a basis for a more far reaching Families in Need Strategy, bringing together the activities of all partners / stakeholders with a dedicated Portfolio Holder taking the co-ordinating role;
- (f) That other agencies / bodies be consulted and involved in the further development of the various forms of CAF (Pre CAF, Full CAF or E.CAF) in order to ensure the creation of an assessment framework that can be used by across the board;

- (g) That in order to strengthen links and communication routes between agencies, the establishment of a co-ordinated, single point of contact for the referral of information and referrals from any source be explored (i.e. a 'one stop shop' telephone number or point of contact);
- (h) That the feasibility of introducing a similar way of gathering and sharing data in Hartlepool, as has been implemented by Westminster Council (i.e. a Multi-Agency Information Desk) be explored;
- (i) That ways of providing and promoting programmes that are not badged as being run by official bodies, including those run by the Voluntary Sector, should be explored as a way of reaching families that are reluctant to engage the Council, PCT, FT or other partner bodies; and
- (j) That a system be put in place to ensure that where new public buildings / facilities are constructed (i.e. the new health centre) the inclusion of a place where advice / assistance and other integrated services can be provided is explored.

## **ACKNOWLEDGEMENTS**

The Forum is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

### Hartlepool Borough Council:

- (i) Ian Merritt, Head of Commissioning and the Children's Partnership;
- (ii) Keith Munro, Common Assessment Framework Systems Manager;
- (iii) Geraldine Martin, Head of Adult Services;
- (iv) Danielle Swainston, Sure Start, Extended Schools and Early Year Manager;
- (v) John Robinson, Children's Fund Manager;
- (vi) Jill Harrison, Assistant Director of Commissioning;
- (vii) Sally Forth, Anti-social Behaviour Unit, Anti-social Behaviour Co-ordinator;
- (viii) Nicola Dunleavy, Anti-social Behaviour Unit, Interventions Co-ordinator;
- (ix) Louise Hurst, Youth Offending Team, Youth Offending Service Manager;
- (x) Jacquie Gofton, Youth Offending Team, Prevention Manager; and
- (xi) Penny Garner-Carpenter, Strategic Housing Manager.

### External Representatives:

- (i) Paul Thompson, Hartlepool Families First;
- (ii) Sheila Tailorson, Hartlepool Patch;
- (iii) Judith Hall, Advisory Services Manager, Job Centre Plus
- (iv) Kevin McAuley, Connected Care;
- (v) Paul Magee, Connected Care;
- (vi) Ian Worthy, New Deal for Communities;

- (vii) Carole Jones, New Deal for Communities;
- (viii) Richard Harrety, Practice Based Commissioning Account Manager;
- (ix) Bev Caswell, General Manager (Family Services);
- (x) Anne Carey, Acting General Manager Emergency Care Services;
- (xi) Inspector Knights, Cleveland Constabulary;
- (xii) Andy Powell, Director of Housing Services, Housing Hartlepool; and
- (xiii) Madeline Johnson, Acting Director of Public Health.

**COUNCILLOR JONATHAN BRASH  
CHAIR OF THE HEALTH SCRUTINY FORUM**

**April 2009**

**Contact Officer:** Joan Wilkins, Scrutiny Support Officer  
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**BACKGROUND PAPERS**

The following background papers were consulted or referred to in the preparation of this report:-

- (i) "Think Family: Improving the Life Chances of Families at Risk";
- (ii) Cabinet Office Social Inclusion Task Force. 'Reaching Out: Think Family ([http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/social\\_exclusion\\_task\\_force/think\\_families/think\\_families\\_full\\_report%20pdf.ashx](http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/social_exclusion_task_force/think_families/think_families_full_report%20pdf.ashx));
- (iii) Cabinet Office Social Inclusion Task Force. 'Think Families: Improving the Life Chances of Families at Risk' ([http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/social\\_exclusion\\_task\\_force/think\\_families/think\\_family\\_life\\_chances\\_report%20pdf.ashx](http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/social_exclusion_task_force/think_families/think_family_life_chances_report%20pdf.ashx));
- (iv) <http://www.westminster.gov.uk/onecity/families.cfm>;
- (v) Report of the Scrutiny Support Officer entitled 'Reaching Families in Need – Scoping Report' Presented to the Health Scrutiny Forum on 9 September 2008;
- (vi) Minutes from the Health Scrutiny Forum meetings held on the:
  - 9 September 2008;
  - 14 October 2008;
  - 4 November 2008;
  - 9 December 2008;
  - 8 January 2008;
  - 20 January 2009; and
  - 10 February 2008.

# CABINET REPORT

17 August 2009



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

**Subject:** ACTION PLAN – REACHING FAMILIES IN NEED

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## SUMMARY

### 1. PURPOSE OF REPORT

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Health Scrutiny Forum's investigation into 'Reaching Families in Need'.

### 2. SUMMARY OF CONTENTS

- 2.1 The report provides brief background information into 'Reaching Families in Need' scrutiny investigation and provides a proposed Action Plan (**Appendix A**) in response to the Scrutiny Forum's recommendations.

### 3. RELEVANCE TO CABINET

- 3.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Health Scrutiny Forum, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).

### 4. TYPE OF DECISION

- 4.1 Non-Key.



**5. DECISION MAKING ROUTE**

- 5.1 The Action Plan and the progress of its implementation will be reported to the Health Scrutiny Forum on 1 September 2009.

**6. DECISION REQUIRED**

- 6.1 That Members of the Cabinet approve the Action Plan (**Appendix A refers**) in response to the recommendations of the Health Scrutiny Forum's investigation into 'Reaching Families in Need'.

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

**Subject:** ACTION PLAN – REACHING FAMILIES IN NEED

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**1. PURPOSE OF REPORT**

- 1.1 To agree an Action Plan in response to the findings and subsequent recommendations of the Health Scrutiny Forum's investigation into 'Reaching Families in Need'.

**2. BACKGROUND INFORMATION**

- 2.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Health Scrutiny Forum's investigation into 'Reaching in Families in Need', attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations.
- 2.2 The overall aim of the investigation was to explore the town's current approach to targeted intervention for hard to reach families in need and to make suggestions for improvement, where possible, that encourage the take up of local health services.

**3. ACTION PLAN**

- 3.1 As a result of the Health Scrutiny Forum's investigation into 'reaching Families in Need', the following recommendations have been made:-
- a) That the local authority take the lead in providing a co-ordinated leadership approach across the different providers in order to facilitate a systematic approach to tackling health inequalities in the town, culminating in the creation of a Family In Need Strategy and specifically designated Executive Portfolio with responsibility for Social Inclusion;
  - b) That subject to the implementation of recommendation (a) above, the local authority, acting as strategic leader, enter into formal arrangements with partner organisations (i.e. Police, PCT, FT, Housing Hartlepool and the Voluntary Sector);
  - c) That the FIP Project be expanded in light of its effectiveness thus far in targeting hard to reach families;

- d) That the Connected Care Programme be rolled out across the town as a positive way of helping reach families that would not normally interact with either the council or engage with health services;
  - e) That the use of the model of intervention implemented through the FIP Project and Connected Care Project be explored as a basis for a more far reaching Families in Need Strategy, bringing together the activities of all partners / stakeholders with a dedicated Portfolio Holder taking the co-ordinating role;
  - f) That other agencies / bodies be consulted and involved in the further development of the various forms of CAF (Pre CAF, Full CAF or E.CAF) in order to ensure the creation of an assessment framework that can be used by across the board;
  - g) That in order to strengthen links and communication routes between agencies, the establishment of a co-ordinated, single point of contact for the referral of information and referrals from any source be explored (i.e. a 'one stop shop' telephone number or point of contact);
  - h) That the feasibility of introducing a similar way of gathering and sharing data in Hartlepool, as has been implemented by Westminster Council (i.e. a Multi-Agency Information Desk) be explored;
  - i) That ways of providing and promoting programmes that are not badged as being run by official bodies, including those run by the Voluntary Sector, should be explored as a way of reaching families that are reluctant to engage the Council, PCT, FT or other partner bodies; and
  - j) That a system be put in place to ensure that where new public buildings / facilities are constructed (i.e. the new health centre) the inclusion of a place where advice / assistance and other integrated services can be provided is explored.
- 3.2 An Action-Plan in response to these recommendations has now been produced and is attached at **Appendix A** which is to be submitted to the Health Scrutiny Forum on 1 September 2009.

#### 4. RECOMMENDATION

- 4.1 Cabinet is requested to approve the Action Plan attached as **Appendix A** in response to the recommendations of the Health Scrutiny Forum's investigation into 'Reaching Families in Need'.

**OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN  
DRAFT**

**8.2 APPENDIX A**

**NAME OF FORUM:** Health Scrutiny Forum

**NAME OF SCRUTINY ENQUIRY:** Reaching Families in Need

**DECISION MAKING DATE OF FINAL REPORT:** April 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(a) That the local authority take the lead in providing a co-ordinated leadership approach across the different providers in order to facilitate a systematic approach to tackling health inequalities in the town, culminating in the creation of a Family In Need Strategy and specifically designated Executive Portfolio with responsibility for Social Inclusion.	(i) The government has provided guidance regarding a "Think Family" initiative that we are developing in Hartlepool. This initiative will support this recommendation and will endeavour to lead a culture change in the way that our services are designed.  (i) A specifically designated Executive Portfolio with responsibility for Social Inclusion is not to be created; however, the feasibility of including responsibilities within one of the existing Portfolio Holders remits	(i) A development Grant is in place as is a steering group of Officers that will guide this process. A coordinator is currently being recruited to support this initiative until March 2011.  (i) None	(i) John Robinson  (i) Mayor	(i) March 2011  (ii) To be confirmed

**OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN  
DRAFT**

**8.2 APPENDIX A**

**NAME OF FORUM:** Health Scrutiny Forum

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**DECISION MAKING DATE OF FINAL REPORT:** April 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE	
		is being explored.			
(b)	That subject to the implementation of recommendation (a) above, the local authority, acting as strategic leader, enter into formal arrangements with partner organisations (i.e. Police, PCT, FT, Housing Hartlepool and the Voluntary Sector).	The Think Family Reforms will be reported through the Children's Trust that includes all major stakeholders in this process.	Already in place for development. The outcomes of practice and culture change may have cost implications in the future.	Kelly Moss/John Robinson	March 2011
(c)	That the FIP Project be expanded in light of its effectiveness thus far in targeting hard to reach families;	The Family Intervention Project (FIP) is currently being developed as an integrated part of the Teamaround the School initiative. This service has been designed to enable new services to be bolted onto it and to adopt the FIP approach to assertive support.	The current FIP programme is grant funded although the Anti Social Behaviour FIP has been based on a decreasing budget that has been taken up by the council. The current grant position is ASB	John Robinson	Grants and current work agreements are planned to cease in 2011.

**OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN  
DRAFT**

**8.2 APPENDIX A**

**NAME OF FORUM:** Health Scrutiny Forum

**NAME OF SCRUTINY ENQUIRY:** Reaching Families in Need

**DECISION MAKING DATE OF FINAL REPORT:** April 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
			poverty and Youth Crime FIPs have £474,000 allocated annually until March 2011. To run and develop the process we will need to replace these grants.	
(d)	That the Connected Care Programme be rolled out across the town as a positive way of helping reach families that would not normally interact with either the council or engage with health services.	The Connected Care pilot in Owton is undergoing an independent evaluation during 2009/10. Decisions regarding 'roll out' of the model need to be informed by the outcome of this evaluation. In the interim, opportunities to use the Connected Care approach elsewhere are being explored with Neighbourhood Forums and specific developments such as the extra care development at Orwell Walk.	Potential cost of circa £1M to replicate the current Connected Care model across the town.	Geraldine Martin / Phil Hornsby
Mach 2010				

**OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN  
DRAFT**

**8.2 APPENDIX A**

**NAME OF FORUM:** Health Scrutiny Forum

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**DECISION MAKING DATE OF FINAL REPORT:** April 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE	
(e)	That the use of the model of intervention implemented through the FIP Project and Connected Care Project be explored as a basis for a more far reaching Families in Need Strategy, bringing together the activities of all partners / stakeholders with a dedicated Portfolio Holder taking the co-ordinating role.	The FIP and connected Care steering groups will be asked to undertake a review of the projects and look at the learning that can be identified from both projects. This will form the basis of an event in March 2010 that will enable stakeholders to analyse and respond to the learning. This event will help frame the issues in preparation for a decision regarding a Families in Need strategy.	No financial implications to initial action up to March 2010 other than Officer time.	Denise Ogden / John Robinson	March 2010
(f)	That other agencies / bodies be consulted and involved in the further development of the various forms of CAF (Pre CAF, Full CAF or E.CAF) in order to ensure the creation of an assessment framework that can be used by across the board.	A Common Assessment Framework Coordinator is now in place and will lead on this action as part of the agreed roll out of the programme. The extension of CAF to other services and client groups will be determined by the outcomes achieved through the development process.	Already in place	Paul Kelly	March 2011

**OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN  
DRAFT**

**8.2 APPENDIX A**

**NAME OF FORUM:** Health Scrutiny Forum

**NAME OF SCRUTINY ENQUIRY:** Reaching Families in Need

**DECISION MAKING DATE OF FINAL REPORT:** April 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(g) That in order to strengthen links and communication routes between agencies, the establishment of a co-ordinated, single point of contact for the referral of information and referrals from any source be explored (i.e. a 'one stop shop' telephone number or point of contact).	We will explore current communication routes being developed by community safety, the Team Around the School Initiative and Family Information Service to further this action and provide a report to the Children's Trust and Cabinet.	Already in place as part of our embedded partnership working.	John Robinson	March 2011
(h) That the feasibility of introducing a similar way of gathering and sharing data in Hartlepool, as has been implemented by Westminster Council (i.e. a Multi-Agency Information Desk) be explored.	We will investigate this issue as part of the development of the Common Assessment Framework linked in with the Children's Trust, the Local Safeguarding Children Board and the Safer Hartlepool Partnership. These developments will need to take account of the current sub regional agreements that are in place.	Already in place regarding CAF but will require additional Officer time and expertise across stakeholders.	John Robinson	March 2011



**OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN  
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**8.2 APPENDIX A**

**NAME OF FORUM:** Health Scrutiny Forum

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**DECISION MAKING DATE OF FINAL REPORT:** April 2009

RECOMMENDATION	EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
(i) That ways of providing and promoting programmes that are not badged as being run by official bodies, including those run by the Voluntary Sector, should be explored as a way of reaching families that are reluctant to engage the Council, PCT, FT or other partner bodies.	(i) We will continue to develop our commissioning and procurement process to ensure that they are accessible to third sector organisations.  (ii) We will continue to involve a wide range of stakeholders in the development of services and in particular involve local community based groups to provide services that are not perceived as stigmatising by users.	Already in place	Ian Merritt	March 2011
(j) That a system be put in place to ensure that where new public buildings / facilities are constructed (i.e. the new health centre) the inclusion of a place where advice / assistance and other integrated services can be	(i) A generic facility for providing advice and assistance will be available in new integrated health centres.	(i) Already in place. Town centre development under construction completion May 2010	(i) Joanne Dobson	(i) May 2010

**OVERVIEW AND SCRUTINY ENQUIRY ACTION PLAN  
DRAFT**

**8.2 APPENDIX A**

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**NAME OF SCRUTINY ENQUIRY:** Reaching Families in Need

**DECISION MAKING DATE OF FINAL REPORT:** April 2009

RECOMMENDATION		EXECUTIVE RESPONSE / PROPOSED ACTION	FINANCIAL IMPLICATIONS	LEAD OFFICER	DELIVERY TIMESCALE
	provided is explore.	(ii) As the Council's accommodation strategy develops co-location and integrated services will be considered in option appraisals.	(ii) Potential costs in relation to accommodation changes	(ii) Keith Lucas	(ii) September 2009