

Chief Executive's Department  
Civic Centre  
HARTLEPOOL

7 September, 2009

The Mayor (Stuart Drummond)

Councillors Aiken, C Akers-Belcher, S Akers-Belcher, Allison, Atkinson, Barker, Brash, R W Cook, S Cook, Coward, Cranney, Fenwick, Fleet, Fleming, Flintoff, Gibbon, Griffin, Hall, Hargreaves, Hill, Jackson, James, Laffey, Lauderdale, A E Lilley, G Lilley, London, A Marshall, J Marshall, McKenna, Dr. Morris, Payne, Plant, Preece, Richardson, Rogan, Shaw, Simmons, Sutheran, Tumilty, Turner, Wallace, Wistow, Worthy, Wright, and Young.

Madam or Sir,

You are hereby summoned to attend a meeting of the COUNCIL to be held on THURSDAY, 17<sup>th</sup> September, 2009 at 7.00 p.m. in the Civic Centre, Hartlepool to consider the subjects set out in the attached agenda.

Yours faithfully

A handwritten signature in black ink, appearing to read 'P Walker'.

P Walker  
Chief Executive

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# COUNCIL AGENDA



**Thursday, 17th September 2009**

**at 7.00 p.m**

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

1. To receive apologies from absent members.
2. To receive any declarations of interest from members.
3. To deal with any business required by statute to be done before any other business.
4. To receive questions from and provide answers to the public in relation to matters of which notice has been given under Rule 10.
5. To approve the minutes of the meeting of the Council held on 30th July 2009, as a correct record (copy attached).
6. Questions from Members of the Council on the minutes of the last meeting of the Council.
7. To answer questions of members of the Council under Council Procedure Rule 11;
  - (a) Questions to members of the Executive about recent decisions of the Executive (without notice)
  - (b) Questions to members of the Executive and Chairs of Committees and Forums, for which notice has been given.
  - (c) Questions to the appropriate members on Police and Fire Authority issues, for which notice has been given. Minutes of the meeting of the Cleveland Fire Authority held on 5<sup>th</sup> June 2009 are attached.

8. To deal with any business required by statute to be done.
9. To receive any announcements from the Chair, the Mayor, members of the Cabinet or the head of the paid service.
10. To dispose of business (if any) remaining from the last meeting and to receive the report of any scrutiny forum or other committee to which such business was referred for consideration.
  - (i) Report of Constitution Committee (copy attached)
  - (ii) Report of Scrutiny Co-ordinating Committee – Council Referral – Strategy for Funding One Off Business Transformation Costs (to follow)
11. To receive reports from the Council's committees and working groups other than any overview and scrutiny committee and to receive questions and answers on any of those reports;
  - (i) Report of Constitution Committee (copy attached)
12. To consider any other business specified in the summons to the meeting, including consideration of reports of the overview and scrutiny committees for debate and to receive questions and answers on any of those items;
13. To consider reports from the Executive:-
  - (a) Proposals in relation to the Council's budget and policy framework
    - (i) Corporate Plan 2009/10 (copy attached)
    - (b) Proposals for departures from the budget and policy framework
14. To consider any motions in the order in which notice has been received.
  - (i) "That this Council condemns the recent decision of the North Tees and Hartlepool NHS Foundation Trust to award their senior executives 10% bonuses.

At a time when there is huge anxiety for workers across all organisations and sectors and when front-line NHS staff, the back-bone of the service, are being awarded 2.2% this Council considers such inflated bonuses to be insensitive, ill-advised and wrong.

Furthermore this Council calls on the Foundation Trust to reconsider these pay awards and in so doing demonstrate that senior executives and policy

makers in the organisation have not lost touch with their front line staff and the public at large.”

Signed: Councillors  
Jonathan Brash  
Stephen Akers-Belcher  
Chris Simmons  
Rob Cook  
Marjorie James  
Christopher Akers-Belcher  
Ann Marshall

(ii) “That this Council recognises and welcomes the significant steps that have been taken to reduce the authority’s carbon emissions over the coming years.

Although the Council’s medium to long term reduction targets are to be applauded greater action in the short term is required if we are to play our part in reversing the devastating environmental effects of carbon emissions.

Furthermore, this objective is not just a moral one, but a financial one. Spiralling fuel costs have become an enormous burden to HBC and the sooner we can reduce such costs the better for this authority and the people of Hartlepool.

10:10 is a national climate change campaign with the aim of getting individuals, companies and institutions to reduce their carbon footprints by 10% during 2010.

Therefore, we call on the Council to sign up to the 10:10 challenge and meet this bold objective for the benefit of all in Hartlepool.”

Signed: Councillors  
Jonathan Brash  
Stephen Akers-Belcher  
Chris Simmons  
Rob Cook  
Marjorie James  
Christopher Akers-Belcher  
Ann Marshall

15. To receive the Chief Executive’s report and to pass such resolutions thereon as may be deemed necessary

<p style="text-align: center;"><b>COUNCIL</b></p> <p style="text-align: center;"><b>MINUTES OF PROCEEDINGS</b></p> <p style="text-align: center;"><b>30 July 2009</b></p>
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The meeting commenced at 7.00 pm in the Civic Centre, Hartlepool

PRESENT:-

The Chairman (Councillor C Richardson) presiding:

COUNCILLORS:

Aiken	C Akers-Belcher	S Akers-Belcher
Allison	Barker	Brash
R W Cook	Coward	Cranney
Fenwick	Fleet	Fleming
Flintoff	Gibbon	Griffin
Hall	Hill	Jackson
James	Laffey	Lauderdale
A Lilley	G Lilley	London
A Marshall	McKenna	Dr. Morris
Preece	Rogan	Shaw
Simmons	Tumilty	Turner
Wallace	Wistow	Worthy
Wright	Young	

OFFICERS:

Paul Walker, Chief Executive  
Peter Devlin, Chief Solicitor  
Adrienne Simcock, Director of Children's Services  
Peter Scott, Director of Regeneration and Planning Services  
Dave Stubbs, Director of Neighbourhood Services  
Mike Ward, Chief Financial Officer  
Alan Dobby, Assistant Director, Adult and Community Services  
Steve Hylton, Public Relations Officer  
Joan Wilkins, Scrutiny Manager  
James Walsh, Scrutiny Support Officer  
Denise Wimpenny and Sarah Bird, Democratic Services Team

## 12. APOLOGIES FOR ABSENT MEMBERS

The Mayor, Stuart Drummond and Councillors Atkinson, S Cook, Hargreaves, Payne, Plant and Sutheran.

13. DECLARATIONS OF INTEREST FROM MEMBERS

None

14. BUSINESS REQUIRED BY STATUTE TO BE DONE BEFORE ANY OTHER BUSINESS

None

15. PUBLIC QUESTION

None

16. MINUTES OF PROCEEDINGS

The Minutes of Proceedings of the Council held on 25 June 2009, having been laid before the Council.

RESOLVED - That the minutes be confirmed.

The minutes were thereupon signed by the Chairman.

17. QUESTIONS FROM MEMBERS OF THE COUNCIL ON THE MINUTES OF THE PREVIOUS MEETING OF THE COUNCIL

None

18. QUESTIONS FROM MEMBERS OF THE COUNCIL

(a) Questions to Members of the Executive about recent decisions of the Executive

None

(b) Questions to Members of the Executive and Chairs of Committees and Forums, for which Notice has been given

(i) Question from Councillor Allison to the Neighbourhoods and Communities Portfolio Holder:-

*"I had always been under the impression that it was the responsibility of a developer to bring roads and infrastructure up to an acceptable standard before they were adopted by Hartlepool Council. By adopting the roads in the Marina area when they are of "very poor standard" are we not saying to developers that they need not worry about the roads in any development they are involved with*

*as the Council will step in and spend whatever is necessary to bring them up to standard?"*

In response, the Portfolio Holder advised that the roads needed to be of a certain standard. Adoption would be completed on 7 August for Harbour Walk, the front of Navigation Point and car park. This did not include sewers or dock walls. The decision had been taken to ensure the roads were up to an acceptable standard as a result of the number of requests from residents and the pending Tall Ships Event.

In a supplementary question, Councillor Allison asked if the Council could recover the costs from Mandale.

The Portfolio Holder stated that if the Council had been the planning authority when planning permission was granted there would have been safeguards built in to ensure the roads were up to an adoptable standard. Unfortunately, Teesside Development Corporation were the planning authority for the Marina at that time and were not as rigorous as the Council would have been. £35,000 had been received in recent years and arrangements would be made to pursue the developer for the costs of adopting the roads and footpaths. It was envisaged that £50,000 would be spent on immediate works and additional investment would be required in the future to bring the roads up to a similar standard to the existing roads in the town. The Council would not normally adopt in such circumstances, however, there was a need take control of this area.

In a second supplementary question, Councillor Allison asked if it was fair to say that the Council had received the first legacy of the Tall Ships. The Portfolio Holder stated that in his view the legacy of Teesside Development Corporation had been received.

Members of the Council then made comments on the issues raised by the question.

- (c) Questions to the appropriate Members on Police and Fire Authority issues, for which notice has been given.

Minutes of the meeting of the Cleveland Police Authority held on 17 and 19 March 2009 and the meeting of the Cleveland Fire Authority held on 27 March 2009 had been circulated.

- (i) Question from Councillor Allison to Councillors, Barker, Tumilty and Wallace

*"Could you confirm if you were present at the meeting of the Cleveland Police Authority that approved additional "honorary" payments in cash and kind to the Cleveland Chief Constable? If you were present did you vote for or against the additional payment? If you were not present then what is your position on the general principle of such payments?"*

Councillor Wallace responded by stating that there were three representatives of HBC on the police authority. An issue of an honorarium in cash not kind was discussed at a leadership panel meeting on 17 March to which none of the HBC representatives were present. However, the decision was unanimously ratified on 4 June where all three HBC representatives were present and supported the ratification.

In a subsequent debate that followed, and in response to concerns expressed by Members regarding this payment, Councillor Wallace provided details of the achievements and improvements in performance of Cleveland Police since the appointment of the Chief Constable.

## 19. BUSINESS REQUIRED BY STATUTE

### (i) Report on Special Urgency Decisions

The special urgency decisions taken for the period January to June 2009, as outlined in the agenda, were noted.

## 20. ANNOUNCEMENTS

The Chairman announced that the Chairman's lady for the ensuring year would be Sarah Maness.

The Chair also highlighted that this was the last Council meeting to be attended by the Director of Children's Services, Adrienne Simcock, who was retiring from the Council on 31 August 2009. Members spoke in tribute to Adrienne's work and the outstanding achievements, improvements in education and her overall contribution and support in enhancing the performance of the Children's Services Department and the Council.

## 21. TO DISPOSE OF BUSINESS (IF ANY) REMAINING FROM THE LAST MEETING AND TO RECEIVE THE REPORT OF ANY SCRUTINY FORUM OR OTHER COMMITTEE TO WHICH SUCH BUSINESS WAS REFERRED FOR CONSIDERATION.

### (i) Overview and Scrutiny Annual Report 2008/09

Councillor James, Chair of the Scrutiny Co-ordinating Committee, along with Councillors Chris Simmons, Chair of Adult and Community Services Scrutiny Forum, Jane Shaw, Chair of Children's Services Scrutiny Forum, Jonathan Brash, Chair of Health Scrutiny Forum and Stephen Akers-Belcher, Chair of Neighbourhood Services Scrutiny Forum presented the Authority's Overview and Scrutiny Annual Report 2008/09, a copy of which had been circulated with the Council agenda. The report outlined how the Overview and Scrutiny Function had developed and highlighted the key areas of work undertaken by each of the Scrutiny Forums over the previous year.

As outlined in the Authority's Constitution, it was a requirement of the Overview and Scrutiny Function to produce an Annual Report detailing the work of the Scrutiny Co-ordinating Committee and the five standing Scrutiny Forums that had been undertaken during the last twelve months, together with suggested developments etc for the forthcoming year.

It was noted that the Annual Report would be despatched to key stakeholders and placed in key venues of public interest for information purposes.

Councillor James commended the report to Council.

RESOLVED – That the report be received.

(ii) Review of Publication Arrangements for Members Allowances and Expenses

Councillor James, Chair of Scrutiny Co-ordinating Committee, presented the proposals from the Scrutiny Co-ordinating Committee for a review of publication arrangements for Members' allowances, expenses and attendances. Background information was provided as detailed in the report and Council was referred to a copy of the report of the Chief Financial Officer considered by Scrutiny Co-ordinating Committee on 17 July 2009. Details of the current publication arrangements for Members' allowances and expenses were set out in the report together with information on statutory requirements.

Over and above these arrangements the Committee discussed in detail options for the development of current practices. These discussions culminated in a proposal from the Committee for an expansion of publication arrangements that further exceeded statutory requirements.

The Committee recommended:-

- (i) *That, exceeding minimum disclosure requirements, details of all categories of expenses and allowances (a) to (j) as outlined in paragraph 3.1 of the report be published in Hartbeat (commencing in September 2009);*
- (ii) *That detail of expenses and allowances (categories (a) to (j)) are published in the finalised version of the Annual Statement of Accounts at the end of September each year;*
- (iii) *That as part of the detailed disclosure of expenses and allowances in Hartbeat and the Annual Statement of Accounts, details of the aggregate annual figure for all Councillors for the previous year also be provided;*
- (iv) *That in relation to allowances for those Councillors serving as representatives on the Police Authority and Fire Authority:*

*- Details of allowances paid by these authorities be added as a footnote to the details published in Hartbeat and the Annual Statement of Accounts in September each year\*;*

*\* This footnote will clearly indicate that these allowances are determined by Police and Fire Authorities and paid from those authorities budgets further detailed disclosure of these allowances can be obtained from these authorities.*

With regard to Members' attendances, the Committee noted that whilst there was no statutory requirement for the publication of Members' attendances at Council meetings, a database of attendances at 'formally constituted' meetings of the Council was compiled and managed through the Democratic Services section. Details of attendances were also available through the formal records of attendance, set out in the minutes/decision records for each meeting which were published after each meeting.

It was evident from discussions that there was a clear desire to produce factual useful information for residents of Hartlepool that accurately reflected what their Councillors do. The Committee recognised that the issue of 'what' and 'how' Members attendances should be recorded and published needed to be explored further. In order to do this, the Committee established a Working Group to look at this issue in greater detail. The Committee recommended that:-

"the working group, explore and agree methods of collation of member attendances which would enable the fullest disclosure possible to be made and that member attendances be published alongside expenses claimed from September 2010."

Members debated this issue in great detail and generally supported the recommendations of the Scrutiny Co-ordinating Committee. During discussions various suggestions were raised for consideration by the Working Group which included the benefits of publishing this information in March, inclusion of attendances on outside body appointments including all other informal meetings of the Council, examples of good practice of Lancaster Council, the importance of the level of contribution by Members at meetings and emphasised the need for accurate publication of statistics.

RESOLVED that:-

- (i) the contents of the report and the views expressed, be noted.
- (ii) the recommendations in paragraphs 3.4 and 4.5 of the report for the development/expansion of publication arrangements for Members' attendances and allowances, be agreed.

## 22. TO RECEIVE REPORTS FROM THE COUNCIL'S COMMITTEES AND WORKING GROUPS

- (i) Report of the Constitution Committee – Business Report

### 1. Planning Code of Practice

The Vice-Chair of the Constitution Committee presented a report which sought the endorsement of Council to the adoption of a Planning Code of Practice, attached at Appendix 1 to the report. The main purpose of the code was summarised in the report together with the risks of failure to abide by the provisions contained within the Planning Code of Practice.

RESOLVED – That the Planning Code of Practice, be adopted.

### 2. Questions of Notice – Rule 11.2 (ii)

The report invited Council to approve amendments to the Councils Procedure Rules 11.2 (ii) - The Constitution Committee proposed that rule 11.2 of the Council procedure rules, which reads -

“The person nominated by the Cleveland Police Authority pursuant to Section 20 of the Police Act, 1996 any question on any matter in relation to the discharge by the Police Authority of its functions; or

A member of Cleveland Fire Authority the questions in relation to any matter contained in minutes of the Fire Authority attached to the agenda of the meeting.

be amended to read:-

“A member of Cleveland Fire Authority any question on any matter in relation to the discharge by the Fire Authority of its functions”

RESOLVED – That the matter stand adjourned to the next meeting of Council for full debate in accordance with Council Procedure Rule 24.2.

### 3. Ward Surgeries and “Purdah” Period

The report invited Council to consider the following recommendations of the Constitution Committee following detailed consideration of the pre-election or “Purdah” period and its relationship with the holding of Ward Surgeries as set out in the report:-

- (i) That in the year where a current Member stands for re-election, they should not participate in any ward surgeries held during the pre-election (purdah) period.
- (ii) That up to 12 surgeries may be held in each ward per year and that any budget implications be forwarded to the relevant Portfolio Holder for consideration.
- (iii) That on occasions when only 1 of the 3 ward Councillors wished to hold a ward surgery, then this be allowed subject to sufficient budget being available.

- (iv) That the Hartlepool Mail be approached to ascertain whether an article could be placed in the 'What's On' column to promote dates of all ward surgeries.

During the debate that followed concerns were expressed by certain Ward Members regarding the lack of community centres in their ward to hold surgeries resulting in payment for hire of premises. The budgetary implications for such wards would therefore be higher than that of other wards. In light of these concerns, it was suggested that the recommendations of the Constitution Committee be further examined.

RESOLVED - That the recommendations, as outlined in the report, be referred back to Constitution Committee, for further examination.

#### 4. Chair's Announcements

The report sought Council's approval that requests for announcements to be made at Council should be received by the Chair of the Council no later than 12 noon on the day of the meeting.

RESOLVED – That requests for announcements to be made at Council be received by the Chair of the Council no later than 12 noon on the day of the meeting.

#### 5. State of the Borough Debate

The report invited Council to approve amendments to the Councils Procedure Rules 15.1 'Calling of Debate. The Constitution Committee proposed that rule 15.1 of the Council procedure rules, which reads -

*'The Mayor will call a state of the Borough debate in the autumn of each year on a date and at a place to be agreed with the Chair.'*

be amended as follows:-

*'The Mayor shall call a State of the Borough Debate in October of each year on a date and at a place to be agreed with the Chair, at 7.00 pm with an additional Debate to be held during the daytime, should the Mayor deem this to be necessary.'*

RESOLVED – That the matter stand adjourned to the next meeting of Council for full debate in accordance with Council Procedure Rule 24.2.

#### 6. Civic Honours Committee

The role, remit of the Civic Honours Committee and nomination process relating to the nomination and election of Honorary Freeman and Alderman were recently considered by Constitution Working Group and Constitution Committee. The nomination process, as agreed, was attached at Appendix 2. In addition, the role and function of the Civic Honours Committee to be included

within the Council's Constitution was also considered and was attached at Appendix 3.

RESOLVED that:-

- (i) the process relating to the nomination and election of Honorary Freeman and Alderman as shown in Appendix 2 of the report, be agreed.
- (ii) the role and function of the Civic Honours Committee, be approved, as shown in Appendix 3 and that this be included within the Council's Constitution, Part 3, Section B.

23. TO CONSIDER ANY OTHER BUSINESS SPECIFIED IN THE SUMMONS OF THE MEETING

None

24. REPORTS FROM THE EXECUTIVE

- (a) Proposals in relation to the Council's budget and policy framework
- (i) Revisions to the Local Development Scheme

The Neighbourhoods and Communities Portfolio Holder presented the report which sought approval of the current Hartlepool Local Development Scheme to take account of changes arising from new Planning Regulations and to reflect the need for additional requirements to secure a robust evidence base in the preparation of planning documents, a copy of which was attached at Appendix 1.

RESOLVED – that the revised Local Development Scheme 2009, be approved and following consultation with the Planning Inspectorate, the revised Local Development Scheme be submitted to the Secretary of State.

- (ii) Tees Valley Joint Minerals and Waste Development Plan Documents: Draft Submission Documents

The Neighbourhoods and Communities Portfolio Holder presented the Tees Valley Joint Minerals and Waste Development Plan draft submission documents which was a requirement under the Budget and Policy Framework, and sought Council's approval to publish and subsequently submit to Government the Development Plan Documents which would guide future minerals and waste development in Hartlepool.

The report included background information relating to the Minerals and Waste Development Plan Documents, details of what the Development Plan Documents would comprise, the next steps and future stages to adoption.

RESOLVED that:-

- (i) The publication of the Tees Valley Joint Minerals and Waste Core Strategy and Policies and Sites Development Plan Documents in so far as they relate to the Borough of Hartlepool, be approved.
- (ii) Subject to no substantive changes to the documents being necessary following publication, approval was granted for subsequent submission to the Secretary of State for Communities and Local Government; and
- (iii) Authority be granted for the Director of Regeneration and Planning services, in consultation with the Cabinet Member with responsibility for Planning Policy, to make any necessary minor amendments to the documents prior to submission.

(b) Proposal for Departures from the Budget and Policy Framework

(i) Strategy for Funding One Off Business Transformation Costs

The Adult and Public Health Portfolio Holder presented the report which sought Council's consideration of Cabinet's following proposed strategy, in priority order, for funding one-off Business Transformation implementation costs and the departmental restructure and management structures and service delivery work-streams up front costs:-

- (i) Use available departmental underspends and reserves (where these exist) to maximise ongoing savings;
- (ii) Use the resources identified in paragraph 3.6 of the report
- (iii) Use loan funding of up to £3.7m repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii)

Following presentation of the report it was highlighted that there were a number of questions relating to the strategy.

RESOLVED – That the report be referred to Scrutiny Co-ordinating Committee to allow consideration of the questions relating to the strategy.

(ii) 2009/10 Capital Programme and Prudential Borrowing Limits

The Adult and Public Health Portfolio Holder sought Council's consideration of the proposed variation to the approved 2009/2010 Capital Programme and Prudential Borrowing Limits to support a bid to the Homes and Communities Agency for Social Housing Grant. Background information relating to the proposal together with the eligibility criteria were set out in the report.

The proposal was to use up to £2,317,860 of Prudential Borrowing to match fund the bid for £2,317,860 HCA Social Housing Grant and approve the resulting amendments of the approved Capital Programme and Prudential

Borrowing Limits. The Prudential Borrowing would only be used if the bid for HCA Social Housing Grant was successful.

RESOLVED that:-

- (i) The proposal to use up to £2,317,860 of Prudential Borrowing to match fund the bid for £2,317,860 HCA Social Housing Grant and resulting amendments of the approved Capital Programme and Prudential Borrowing Limits, be approved.
- (ii) Prudential Borrowing would only be used if the bid for HCA Social Housing was successful.

## 25. MOTIONS ON NOTICE

None.

## 26. MAINTAINING MEMBERS REGISTER OF INTERESTS ELECTRONICALLY

As part of the ethical framework provisions, Members are required to maintain a Register of Interests and also a register relating to gifts and hospitality (currently prescribed as amounts over £25.00). Notification of changes to those Registers must be made to the Council's Monitoring Officer within 28 days of a Member taking office, or alternatively within 28 days of such a change taking place. Presently, these registers were maintained in a "hard copy" format. Increasingly local authorities were moving towards such information being available through electronic means as part of the better promotion and demonstration of the values of good governance. The Standards Board for England had also indicated the importance that the public had knowledge of these interests "*so that decision making was seen by the public as open and honest*".

The Council's Standards Committee did seek the provisional views of Members, but also recognised that Council should formally consider this matter. However, Standards Committee did recommend that such registers should be available through electronic means. For the avoidance of doubt, particularly "sensitive" information can be exempt from the inclusion within a Members Register of Interests, provided that such information is brought to the attention of the Council's Monitoring Officer who has agreed to such a request. It is of course for the individual Member to decide which information should be included upon their own particular Register of Interests as well as that relating to gifts and hospitality.

RESOLVED – That the Register of Members Interests (and that relating to gifts and hospitality) should be made available, through electronic means.

## 27. PARISH COUNCIL REPRESENTATION – STANDARDS COMMITTEE

A previous report to Council (22 May, 2008 refers) considered the increase in the Parish Council representation upon Standards Committee from one to two representatives following the requirements under the Standards Committee (England) Regulations, 2008. At its meeting on 28 April, 2009, Standards Committee considered the present composition of Parish Council representation and whether the number of representatives should be increased from two to three representatives. This accords with guidance issued through the Standards Board for England to allow for greater “flexibility”. It was also a consideration as to whether Parish Council representatives should appoint “substitutes”. Whilst the same practice is not prohibited, it is again the recommendation of the Standards Board for England that the use of substitutes, should if possible, be avoided. The five Parish Councils within the Borough were invited to canvas their opinions upon this particular issue. Of those Parish Councils who responded, there was an inclination to have three Parish Council representatives as opposed to the present two. Presently, the Standards Committee comprises seven Borough Councillors, three Independent Members (one vacancy) and the two Parish Council representatives. Through Regulations, at least 25% of the Members of the Standards Committee must be Independent Members. Accordingly, if the membership relating to Parish Council representation were to be increased there would need to be an increase in the number of Independent Members, from the present three to four, to achieve the required proportionality.

RESOLVED that:-

- (i) The Parish Council representation upon the Standards Committee be increased from two to three Parish Council representatives.
- (ii) The number of Independent Members upon the Standards Committee be increased from three to four.

## 28. APPOINTMENTS TO COMMITTEES, FORUMS AND OTHER BODIES

The Chief Executive reminded Members that a number of nominations for committee seats were agreed at the Annual Council meeting. However, some seats which had been allocated remained vacant. Discussions had taken place in relation to those seats. Details of the vacancies together with any nominations and changes in membership which had been received since the Annual Council meeting were included in the report.

RESOLVED that:-

- (i) Councillor Barker be appointed to the vacancy on the Audit Committee

- (ii) Councillor Coward be appointed to the vacancy on the Adult and Community Services Scrutiny Forum
- (iii) The following changes to nominations from the Liberal Democrat Group, be noted:
  - Councillor Atkinson to replace Councillor Flintoff as Chair of Contract Scrutiny Committee
  - Councillor Preece to replace Councillor Barker on Children's Services Scrutiny Forum
  - Councillor Preece to replace Councillor Atkinson as Vice Chair of Adult and Community Services Scrutiny Forum
  - Councillor Barker to replace Councillor Preece as Vice-Chair of Neighbourhood Services Scrutiny Forum
  - Councillor Barker to replace Councillor Atkinson on Scrutiny Co-ordinating Committee

29. APPOINTMENTS TO JOINT COMMITTEES AND OTHER OUTSIDE BODIES

A number of nominations to Joint Committees and other Outside Bodies had been agreed at the Annual Council meeting. However, there were a number of nominations which were referred to Council for consideration. A schedule, as set out in the report, outlined the nominations which had been received.

RESOLVED. – That the following appointments be approved:-

Captain Cook Tourism Association – Cllr J Marshall  
Hartlepool & District Sports Council – Cllr G Morris  
Hartlepool Access Group – No nominations  
Outdoor Bowls – No nominations  
National Association of Councillors – Cllrs S Akers  
Belcher\*, J Marshall and J Shaw  
National Society for Clean Air – Cllr J Marshall  
River Tees Port Health Authority – Cllrs Richardson and Rogan  
Tees Valley Environmental Protection Group – Cllr J Marshall  
West View Advice and Resource Centre – Cllr Rogan  
West View Project – Cllrs Plant, Rogan and Simmons

\*appointed to organisation at Annual Council meeting held on 25 June 2009

30. RESIGNATION FROM LABOUR GROUP

The Chief Executive reported that he had been informed that Councillor Sutheran had submitted her resignation from the Labour Group.

RESOLVED – That Councillor Sutheran's resignation from the Labour Group, be noted.

31. EXECUTIVE DELEGATION SCHEME

Members were reminded that at the Annual meeting of Council, held on 25 June 2009, the Mayor informed Council about the composition and constitution of the Executive for the coming Municipal Year and the scheme of Executive delegations. Since the Annual Council meeting there had been some minor changes to the Constitution of the executive. A revised schedule was, therefore, appended to the report for the information of Council.

RESOLVED – That the revised schedule, appended to the report, be noted.

The meeting concluded at 8.55 pm.

C RICHARDSON

CHAIRMAN



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## CLEVELAND FIRE AUTHORITY

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### MINUTES OF ANNUAL MEETING HELD ON

FRIDAY, 5 JUNE 2009

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- PRESENT:**
- HARTLEPOOL BOROUGH COUNCIL:**  
Councillors Cook, Fleming, Payne
- MIDDLESBROUGH COUNCIL:-**  
Councillors Brunton, Clark, McTigue, Porley, Rogers, Thompson
- REDCAR AND CLEVELAND BOROUGH COUNCIL:-**  
Councillors Dunning, Forster, Ovens
- STOCKTON ON TEES BOROUGH COUNCIL:-**  
Councillors Beall, Cherrett, Larkin, O'Donnell, Salt, Stoker, Woodhead
- PROPER OFFICERS:-**  
Legal Adviser, Treasurer
- FIRE BRIGADE OFFICERS:-**  
Chief Fire Officer, Director of Corporate Services, Head of Planning and Democratic Services
- APOLOGIES FOR ABSENCE:**  
Councillor Wright (Hartlepool)  
Councillors Briggs, Cooney, Fitzpatrick (Redcar & Cleveland)

**1. APPOINTMENT OF CHAIR**

The Director of Corporate Services sought nominations for the position of Chairman of Cleveland Fire Authority for 2009/10. Councillor Peter Porley was subsequently proposed and seconded whereupon nominations were closed.

**RESOLVED – that Councillor Peter Porley be appointed as Chairman of Cleveland Fire Authority for the ensuing year.**

**Councillor Peter Porley in the Chair.**

The Chairman thanked Members for their nominations and stated that he was looking forward to continuing to work with Members and Officers on the challenges facing the Authority in the coming year. The Chairman asked to be placed on record, the Authority's thanks to Councillors Ken Dixon, Javed Ismail and Maelor Williams for the commitment and support that they have given during their time as Members of Cleveland Fire Authority.

The Chairman also welcomed Councillors Jan Brunton, Joan McTigue and Paul Thompson from Middlesbrough Council and Councillor Andrew Larkin from Stockton on Tees Borough Council to the Authority.

**2. DECLARATIONS OF MEMBERS INTEREST**

It was noted that no declarations of interest were submitted to the meeting.

**3. APPOINTMENT OF VICE CHAIR**

The Chairman sought nominations for the position of Vice Chair to Cleveland Fire Authority for 2009/10. It was subsequently proposed and seconded that Councillor Jean O'Donnell be appointed Vice Chair of Cleveland Fire Authority for the ensuing year.

**RESOLVED – that Councillor O'Donnell be appointed as Vice Chair of Cleveland Fire Authority for the ensuing year.**

**4. MINUTES**

**RESOLVED - that the Minutes of the Cleveland Fire Authority Meeting held on the 27 March 2009 be confirmed.**

**5. MINUTES OF COMMITTEES**

**RESOLVED - that the Minutes of the Executive Committee held on 24 April 2009 and the Policy Committee held on 15 May 2009 be confirmed.**

**6. REPORT OF THE LEGAL ADVISER**

**6.1 Business Report**

The Legal Adviser sought Members views regarding the Governance arrangements, the revised schedule of Authority meetings, role of CFA Members and Committee structure for 2009/10 and sought Member nominations for appointment to Committees and Outside Bodies as outlined at Appendix 1.

**RESOLVED –**

- (i) That the Governance arrangements outlined in paragraph 4 and Appendix A be approved.
- (ii) That the revised schedule of Meetings and Committees of the Authority at Appendix B be approved.
- (iii) That the Role of CFA Members as outlined at Appendix C be approved.
- (iv) That the Cleveland Authority Meeting and Committee structure, terms of reference and membership as defined in Appendix D be approved.
- (v) That Members attendance at meetings of Outside Bodies as outlined at Appendix E be approved.
- (vi) That the Delegation Scheme (Governance Arrangements) as outlined at paragraph 9 and Appendix F be approved.
- (vii) That the updated Financial Procedure Rules as outlined at Appendix G be approved.
- (viii) That the updated Standing Orders for Proceedings and Contract Procedure Rules as outlined at Appendix H be approved and the amendment as outlined in paragraph 12 stand adjourned without discussion to the next ordinary meeting of the Authority.
- (ix) Members approved the endorsement and compliance of the Authority's Code of Conduct for Members, Standards and Partners Policy and the Anti-Fraud and Anti-Corruption Policy as outlined at Appendices I, J and K.
- (x) Members endorsed the existing Authority Policies as displayed on the Authority's website – [www.clevelandfire.gov.uk](http://www.clevelandfire.gov.uk).

## 6.1 Business Report (cont)

- (xi) That Members appointment to committees/groups, Member Champions and Outside Bodies as outlined at Appendix 1 be approved. A copy of Appendix 1 is attached to the Minutes for Members information.
- (xii) That all outstanding nominations for vacant positions be forwarded to the Legal Adviser within 28 days of the meeting.

## 7. REPORTS OF THE CHIEF FIRE OFFICER

### 7.1 Fire Improvement Group

The Chief Fire Officer stated that the Fire Improvement Group is a partnership of high performing Brigades whose aims are:

- To share information and best practice at elected member and officer level and to develop initiatives and resources that would assist each Authority in implementing its improvement programme
- To work with national bodies to share notable and best practice across the wider fire and rescue service and public service sector
- To demonstrate over time the contribution the group has made to the achievements of individual authorities

The Chief Fire Officer reported that the Fire Improvement Group originally consisted of Cleveland, Merseyside and Staffordshire and that Kent and West Yorkshire FRS have now joined the Group.

The Chief Fire Officer asked for Member's comments regarding member representation on the Fire Improvement Group.

Councillor Forster stated that she did not believe that Cleveland Fire Brigade were receiving value for money as we were sending 6 Member representatives, whilst other Authorities were only sending 2. She suggested that 2 or 3 Members with 1 or 2 Officers would be adequate. Councillor Forster confirmed that she thought the Group did have very good benefits including the opportunity to network.

Members agreed that the FIG membership should be reduced from 6 to 2/3 and that nominations would be provided to the Legal Adviser within 28 days of the meeting.

#### **RESOLVED-**

- (a) That Members agreed the numbers attending the Fire Improvement Group should be reduced from 6 to 2/3.
- (b) That Members nominations to the Fire Improvement Group be forwarded to the Legal Adviser within 28 days of the meeting.

### 7.2 Rising to the Challenge

The Chief Fire Officer gave a presentation outlining how well Cleveland Fire Authority performs under the Audit Commission's Rising to the Challenge national report. He stated that the report looked at the £2 billion of public money spent on the 46 fire services in England and challenges fire services to improve in the following five areas:

- The Cost of the Fire Service
- Efficiency Challenge
- Performance Challenge
- Working in partnership
- Managing People

## 7.2 **Rising to the Challenge (cont)**

The Chief Fire Officer confirmed that Cleveland Fire Authority were one of the best performing brigades in the country and that those Services lagging behind will have no choice but to follow our example.

The Chief Fire Officer highlighted that Cleveland Fire Authority had achieved the fourth highest efficiency savings over a 4 year period, making Cleveland the 4<sup>th</sup> most efficient Brigade. He stated that our savings were made through changes to crewing arrangements and that Cleveland now has 11% less Firefighters than 10 years ago, whilst Corporate Staff have increased by 54%, which reflects the changes in the way that we work.

Councillor McTigue asked what criteria is applied to classify Cleveland Fire Authority as a high risk. The Chief Fire Officer explained that under the government grant, Cleveland received approximately £21-£22 million based on risk in the area. The Treasurer clarified that the government grant is issued per head of population and is risk based dependent upon the number of COMAH sites (of which Cleveland have the highest amount), make up of population which takes into account deprivation, Houses in Multiple Occupation and employment and also an element for education.

Councillor Thompson asked if the BME target reflects the 'make up' of the local community. The Chief Fire Officer confirmed that the BME targets do not reflect BME representation in the local community.

Councillor Rogers congratulated the Brigade on the results contained in the report and asked if Cleveland Fire Authority would be penalised with regard to funding in the future because of its success. The Chief Fire Officer commented that he did not believe that Cleveland would be penalised and it will be those Services who have not grasped the efficiency agenda who will be targeted via inspection.

Councillor Cook asked for clarification with regard to day crewing and self-rostering. The Chief Fire Officer explained that self-rostering had been implemented at 9 stations in Merseyside. He continued that self-rostering means the station is regarded as one shift thus reducing the number of Firefighters required. He explained that day crewing is possible for stations that are busy during the day but have a low number of fires at night and the shifts could be 8 or 12 hours with cover provided by neighbouring Fire Stations at night.

Councillor Forster urged Members to highlight any efficiency savings.

### **RESOLVED-**

- (i) that Members note the report**
- (ii) that an efficiency strategy be developed to identify further efficiency savings across the organisation**

## 7.3 **Energy and Environment Strategy and Action Plan 2009-2012**

The Chief Fire Officer informed Members that the Energy & Environment Strategy and Action 2009-2012 had been presented to the Policy Committee at their meeting on 15 May 2009 where it recommended its adoption. He reiterated that the premise of the Energy and Environment Strategy and all environmental impact reviews falling out of the action plan will bring no additional financial burden and there are demonstrable efficiency savings.

### **7.3 Energy and Environment Strategy and Action Plan 2009-2012 (cont)**

The Chief Fire Officer continued by highlighting the main areas of the Energy and Environment Strategy and Action Plan 2009-2012.

Councillor Cherrett asked if the Fire Authority had considered using Fairtrade Tea and Coffee rather than using the current hot beverage machines. She commented that Tristar had recently changed to using Fairtrade and had experienced cost reductions. Councillor Cherrett commented that both Hartlepool and Stockton have changed to Fairtrade and Middlesbrough and Redcar & Cleveland are working towards this. The Chief Fire Officer stated that he will provide information regarding this at a future meeting.

Councillor Rogers asked if a reduction in street lighting by Councils, in order to assist in their environmental impact, is affecting the number of fires. The Chief Fire Officer stated that the Brigade works alongside Local Authorities and tracks the impact of their policies and any changes are noted and then the Brigade can work in partnership with the Local Authority to ensure that policies are aligned.

Councillor Thompson raised the issue of energy savings and the Chief Fire Officer stated that the PFI project would provide opportunities in this area as currently the majority of buildings are over 50 years old and are not energy efficient. He explained that although energy efficiency is not a criteria set by Government in PFI projects, Cleveland Fire Brigade have built in sustainable energy reductions.

#### **RESOLVED-**

- (i) that the Energy and Environment Strategy and Action Plan 2009-2012 be approved.**
- (ii) that the use of Fairtrade tea and coffee within the Brigade be reported at a future meeting.**

### **7.4 Health & Safety Strategy 2009-2012**

The Chief Fire Officer informed Members of the aims of the Health & Safety Strategy and that a Health & Well Being Strategy will be presented at a future date.

The Chief Fire Officer advised that the Policy Committee recommended that the Statement of Intent would be strengthened by stating that violence or aggression towards their employees would not be tolerated and therefore the following paragraph was added to the Strategy:

'Any person or persons who obstruct Cleveland Fire Brigade employees in their duties or subject them to any form of violence or aggression will be pursued through all legal channels to secure successful prosecution'.

#### **RESOLVED-**

- (i) That Members approved the Health and Safety Strategy 2009-2012.**
- (ii) That the Chair of the Authority sign and date the Health and Safety Policy document to endorse the Authority's approval and commitment to the Policy**
- (iii) That Members noted that the Welfare Policy when completed be presented to the Policy Committee prior to being presented to Cleveland Fire Authority for approval.**

**7.5 Chief Fire Officer's Information Pack – June 2009**

- 7.5.1 Fire and Rescue Service Circulars
- 7.5.2 Employers Circulars
- 7.5.3 National Joint Circulars
- 7.5.4 Stonewall 'Top 100' Employers List for 2009
- 7.5.5 Freedom of Information Statistical Report 2008
- 7.5.6 Cleveland Fire Brigade : Community Awards 2009

**RESOLVED – that the report be noted.**

**8. REPORTS OF THE DIRECTOR OF CORPORATE SERVICES**

**8.1 Member Development Plan 2009/10**

The Director of Corporate Services sought Members approval of the Member Development Plan for 2009/10 which has been updated to reflect updated guidance, good practice, organisation changes, revised corporate objectives, updated Member roles and terms of references for Cleveland Fire Authority meetings.

The Director of Corporate Services reported that on 24 June 2009, the Authority were being assessed on their application for Member Development Charter Status.

**RESOLVED – that Members approved the Member Development Plan 2009/10.**

**8.2 Corporate Governance Information Pack**

- 8.2.1 Member Attendance at Conferences
- 8.2.2 Ministerial Visit to Redcar and Cleveland Safer Partnership Meeting – 7 April 2009
- 8.2.3 LGA Fire Services Forum Meeting – 3 April 2009

**RESOLVED – that the report be noted.**

**9. VERBAL BRIEFING ON THE NE FIRE CONTROL COMPANY BOARD**

Councillor Forster updated members on progress in respect of the establishment of a North East Local Authority Fire Control Company (LACC). She confirmed that Board Directors have now been confirmed from Northumberland and that Director nominations from Durham and Tyne & Wear are still to be announced.

Councillor Forster highlighted the Governments commitment to support Fire and Rescue Services directly through annual fire control payments to ensure that no Authority will pay more for the Regional Control Centre (RCC).

Councillor Forster stated that according to the Business Case the running costs for the four existing control centres in the North East is currently £4,684,000 and that this is expected to rise to £5,358,000 when the RCC is fully operation in November 2010. She explained that using the current calculation, Cleveland Fire Authority will save £35,000 per annum, following the move to RCC, however further work is required to confirm the actual RCC operating budget which, when complete, will validate the potential saving.

**RESOLVED – that Members noted the briefing.**

**10. REPORT OF THE CHAIR OF AUDIT & GOVERNANCE COMMITTEE**

**10.1 Information Pack**

- 10.1.1 External Audit: Audit Fee Letter for the Authority's 2009/10 Audit
- 10.1.2 Cleveland Rises to the Challenge
- 10.1.3 External Improvement Action Plan
- 10.1.4 Comprehensive Area Assessment: CFA Arrangements 2009/10
- 10.1.5 Internal Audit Outturn Report 2008/09
- 10.1.6 Review of the effectiveness of the System of Internal Audit
- 10.1.7 Review of the Authority's Annual Governance Statement 2008/09

**RESOLVED – that the report be noted.**

**11. CHAIR OF THE OVERVIEW & SCRUTINY COMMITTEE**

**11.1 Information Pack**

- 11.1.1 Presentation Regarding Deliberate Fires
- 11.1.2 Occupation Health
- 11.1.3 Presentation Regarding Flooding – Water Rescue
- 11.1.4 Fire Fatality

**RESOLVED – that the report be noted.**

**12. REPORT OF THE TREASURER**

**12.1 Members Allowance Scheme**

The Treasurer presented the recommendations of the Independent Remuneration Panel (IRP) who had undertaken a review of the Members Allowances Scheme. The current Members Allowance Scheme had been approved by the Authority on 25 July 2008 and continues to operate until any amendments to the scheme are approved.

The Treasurer informed Members the IRP had considered the current level of allowances, roles, duties and responsibilities, and the views of Members given via a questionnaire which had achieved a response rate of 35%. The IRP reviewed the role and responsibility of all CFA Members under the Governance arrangements, and had also considered the allowances paid by other Fire Authorities.

The Panel confirmed that the Special Responsibilities Allowances were appropriate for the Chair and Vice Chair of the Authority and the Chairs of the Audit & Governance Committee and Overview & Scrutiny Committee. The IRP further discussed an SRA for LACC Members and it was agreed that Members and in particular the Chair are becoming increasingly involved in activities. Consequently it was recommended that the 3 other Fire & Rescue Authorities involved in the LACC be contacted with a view to discussing the need and, if applicable, the level of SRAs for Board Members.

**12.1 Members Allowance Scheme (cont)**

The Treasurer informed Members that the IRP had recommended a 3.1% inflation increase be added to the basic and special responsibility allowances and if approved commence from 5 June 2009.

The Treasurer confirmed that the 3.1% increase would cost just over £2,000 extra per annum.

**RESOLVED –**

- (i) That Members agreed with the recommendations by the IRP
- a. That the 3.1% inflation increase be added to the basic allowances resulting in the following:
    - i. Basic Allowance £2,194/annum
    - ii. Audit & Governance Chair £2,742/annum
    - iii. Overview & Scrutiny Chair £2,742/annum
    - iv. Vice Chairman £4,388/annum
    - v. Chairman £8,776/annum
  - b. That the increased Basic Allowance commence from 5 June 2009
  - c. That the Treasurer contact the other 3 FRA's to discuss whether SRA's should be paid to LACC Directors and alternate Directors
  - d. That an SRA be paid to at least one Member who is not a member of the "controlling" group to facilitate compliance with statutory requirements
  - e. That the IRP review the Members Allowance Scheme in 12 months time or earlier if required
- (ii) That the Members Allowance Scheme be amended to reflect the above amendments

13. LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) (VARIATION ORDER) 2006  
RESOLVED - "That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs below of Part 1 Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006".  
Minute Number 14

Paragraph 1 – namely information relating to any individual

Paragraph 3 – namely information relating to the financial or business affairs of any particular person (including the authority) holding that information

14. CONFIDENTIAL MINUTES

RESOLVED – that the Confidential Minutes of the Cleveland Fire Authority meeting held on 27 March 2009 be confirmed.

**COUNCILLOR PETER PORLEY  
CHAIRMAN**

## APPENDIX 1

### APPOINTMENTS - 2009/10

#### 1. APPOINTMENT TO AUTHORITY POSITIONS

Chairman 2009/10  
Vice Chair 2009/10

Councillor Porley  
Councillor O'Donnell

#### 2. APPOINTMENT TO COMMITTEES

##### **POLICY COMMITTEE (4:1:1:1)**

HARTLEPOOL BOROUGH COUNCIL:-  
MIDDLESBROUGH BOROUGH COUNCIL:-  
REDCAR & CLEVELAND BOROUGH COUNCIL:-  
STOCKTON ON TEES BOROUGH COUNCIL:-

Councillor Payne  
Councillor Porley  
Councillors Forster, Ovens  
Councillors Larkin, O'Donnell, Woodhead

##### **EXECUTIVE COMMITTEE (4:1:1:1)**

Membership to be the same as the Policy Committee

##### **TENDERS COMMITTEE (2:1)**

Chair or Vice Chair -  
Vice Chair or 1 majority Member-  
Minority Member

Councillor Porley  
Councillor O'Donnell  
Councillor Woodhead

##### **STANDARDS COMMITTEE (2:1:1) plus 3 independent persons**

Majority Member:-  
Majority Member:-  
Minority Member:-  
Minority Member

Councillor Beall  
Councillor Clark  
Councillor Rogers  
Councillor Ovens

##### **OVERVIEW & SCRUTINY COMMITTEE (4:1:1:1)**

HARTLEPOOL BOROUGH COUNCIL:-  
MIDDLESBROUGH BOROUGH COUNCIL:-  
REDCAR & CLEVELAND BOROUGH COUNCIL:-  
STOCKTON ON TEES BOROUGH COUNCIL:-

1 Independent Member - TBA  
Councillor  
Councillors Brunton, Clark  
Councillors Cooney, Dunning  
Councillors Beall, Cherrett

##### **AUDIT & GOVERNANCE COMMITTEE (4:1:1:1)**

HARTLEPOOL BOROUGH COUNCIL:-  
MIDDLESBROUGH BOROUGH COUNCIL:-  
REDCAR & CLEVELAND BOROUGH COUNCIL:-  
STOCKTON ON TEES BOROUGH COUNCIL:-

1 Liberal Democrat Member - TBA  
Councillor Cook  
Councillors McTigue, Thompson  
Councillor Briggs  
Councillors Salt, Stoker

##### **APPEALS COMMITTEE (4:1:1:1)**

HARTLEPOOL BOROUGH COUNCIL:-  
MIDDLESBROUGH BOROUGH COUNCIL:-  
REDCAR & CLEVELAND BOROUGH COUNCIL:-

1 Independent Member - TBA  
Councillor  
Councillors Rogers, Thompson  
Councillor Briggs

STOCKTON ON TEES BOROUGH COUNCIL:-

Councillors Beall, Cherrett, Stoker

**JOINT CONSULTATIVE COMMITTEE (4:1:1:1)**

HARTLEPOOL BOROUGH COUNCIL:-  
MIDDLESBROUGH BOROUGH COUNCIL:-  
REDCAR & CLEVELAND BOROUGH COUNCIL:-  
STOCKTON ON TEES BOROUGH COUNCIL:-

1 Liberal Democrat Member - TBA  
Councillors Cook, Fleming  
Councillor Porley  
Councillor Forster  
Councillors O'Donnell, Salt

**MEMBER DEVELOPMENT GROUP (4:1:1:1)**

HARTLEPOOL BOROUGH COUNCIL:-  
MIDDLESBROUGH BOROUGH COUNCIL:-  
REDCAR & CLEVELAND BOROUGH COUNCIL:-  
STOCKTON ON TEES BOROUGH COUNCIL:-

1 Independent Member - TBA  
Councillor Payne  
Councillors Porley, Rogers  
Councillor Forster  
Councillors Cherrett, O'Donnell

**3. MEMBER CHAMPIONS**

Hartlepool Community Leadership Champion  
Middlesbrough Community Leadership Champion  
Redcar & Cleveland Com Leadership Champion  
Stockton Community Leadership Champion  
Safer Communities Champion  
Children and Young People Champion  
Healthier Communities Champion  
Neighbourhoods Champion  
Employer of Choice Champion  
Partnership Champion  
Diversity Champion  
Improvement and Value for Money Champion

Councillor Payne  
Councillor Porley  
Councillor Forster  
Councillor Stoker  
Councillor Cook  
Councillor Beall  
Councillor Brunton  
Councillor Forster  
Councillor Porley  
Councillor Payne  
Councillor Forster  
Councillor O'Donnell

**4. OUTSIDE BODIES**

Local Government Association Fire Forum  
Substitute

Councillor Porley  
Councillor Forster

**Regional Management Board**

One Labour Member  
One Labour Member  
One Labour Member substitute  
One Labour Member substitute

Councillor Forster  
Councillor Porley  
Councillor Briggs  
Councillor Dunning

One Conservative Member  
One Conservative Member substitute

Councillor Cooney  
Councillor Woodhead

One Liberal Democrat Member  
One Liberal Democrat Member substitute

Councillor To Be Advised  
Councillor Cherrrett

**Safer Partnership Forums (CDRP's or equivalent**

Hartlepool Community Leadership/  
Safer Partnership/CDRP representative)

Councillor Cook

Middlesbrough Community Leadership/  
Safer Partnership/CDRP representative)

Councillor Brunton

Redcar & Cleveland Community Leadership/  
Safer Partnership/CDRP representative)

Councillor Forster

Stockton Community Leadership/  
Safer Partnership/CDRP representative)

Councillor Stoker

**Local Strategic Partnerships Board – Hartlepool**

Councillor Payne

**I&DeA**

NE Improvement and Efficiency Partnership )  
Community Engagement and Empowerment)  
Programme Member Sounding Board )

Councillor Forster



**Report of:** Constitution Committee

**Subject:** Business Report

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**1. QUESTIONS ON NOTICE – RULE 11.2 ii)**

1.1 At its meeting on the 7<sup>th</sup> November, 2008, the Constitution Working Group requested a report to be prepared on the apparent contradiction, relating to questions on notice to the Cleveland Police Authority and to those questions to a member of the Cleveland Fire Authority pursuant to Council Procedure Rule 11.2(ii)

1.2 Members will be aware, that a question on notice at Council, needs to be in writing and given to the Chief Executive Officer before midday on the Friday before the meeting (or, in the case of the meeting held otherwise than on a Thursday, three clear working days before the meeting) and where such a notice is also signed by a Member. Specifically, Rule 11.2(ii) relates a question to a member appointed on such an outside body, as follows:

- *The person nominated by the Cleveland Police Authority pursuant to Section 20 of the Police Act, 1996 any question on any matter in relation to the discharge by the Police Authority of its functions; or*
- *A member of the Cleveland Fire Authority the question in relation to any matter contained in minutes of the Fire Authority attached to the agenda of the meeting.*

1.3 Members will also be aware, that a response under Rule 11.4 to a question can take the form of either a direct oral answer which will then allow for open debate in Council or where the matter cannot be conveniently be given by way of an oral answer, through a written response circulated to all Members of the Council. At the discretion of the Chair, the questioner may ask a supplementary question in accordance with Rule 11.2 at the next ordinary meeting of the Council about the issues related to that written answer.

Under the Fire Services Act, 1947 (as amended through the Fire and Rescue Services Act, 2004), the power given to the establishment of Fire Authorities can be exercised through a combination of representatives appointed on behalf of the constituent local authorities. As is the case with the Police

Authority, the statutory requirement of the Fire Authority is to maintain “economy, efficiency and effectiveness” and, in the case of the Fire Authority the maintenance of public safety. Furthermore, such an Authority in operating a fire and rescue service has the following functions;

- promoting fire safety in its area,
- making provision for the purpose of extinguishing fires in this area and protecting life and property in the event of fires in its area,
- provision for rescuing people in the event of road traffic accidents and protecting people from serious harm, to the extent that it considers it reasonable to do so, in the event of road traffic accidents in its area,
- at the discretion of the Secretary of State, the provision of emergency services.

1.5 Members of the Constitution Working Group at their meeting on 15<sup>th</sup> January 2009, clearly expressed a view that a wider definition of questioning should be available to members of the Borough Council towards representatives of a Council who sit upon the Cleveland Fire Authority. This is not currently the case, with the restriction to questions being related to the minutes of Fire Authority meetings, specifically attached to the agenda of a Council meeting. Members also noted that they would not wish to see a situation whereby Members were providing questions covering the operational and related activities of the Fire Authority and the Cleveland Fire Brigade but the present limited nature and scope of questioning undermined principles of accountability and transparency. This view was also expressed by the Chair of the Cleveland Fire Authority who indicated that the constituent members of the Authority as drawn from the four Borough Councils lent itself to general questioning, comparable to that which existed (albeit under a statutory requirement) to those members serving upon the Cleveland Police Authority. It was therefore his view, that such general questions subject to the caveats such questions should not be of a defamatory or otherwise frivolous basis should be allowed under the Council’s procedural rules.

1.6 Members must also have regard to matters of procedural fairness with adequate notice being provided to those Members of the Council who represent the Fire Authority through appointment to that particular body. Furthermore, questions should not be given which are of a nature of being defamatory, frivolous or otherwise being offensive and clearly should not relate to matters which could compromise a Member and possibly undermine the relationships between authorities. In addition, there may well be questions particularly of an “operational” nature which should be properly best directed to the Fire Authority as a corporate body, as opposed to questions to a Member of that entity, depending on the nature of the questions and its likely impact.

1.7 It is therefore suggested that an amended wording under Rule 11.2(ii) should be as follows;

- *“A member of the Cleveland Fire Authority any question on any matter in relation to the discharge by the Fire Authority of its functions”.*

## **RECOMMENDATION**

That Council approve the amendment to Rule 11.2(ii) in accordance with paragraph 1.7 of this report, the recommendation having stood adjourned under Council Procedure Rule 24.2 from the Council meeting held on 30 July, 2009.

## **2. STATE OF THE BOROUGH DEBATE**

2.1 Members of the Committee have considered Council Procedure Rule 15.1 ‘Calling of Debate’ which presently states;

*‘ The Mayor will call a state of the Borough debate in the autumn of each year on a date and at a place to be agreed with the Chair.’*

2.2 In order to provide more certainty, it was recommendation of the Committee that an emphasis upon the obligatory nature of this process should be highlighted, given that the results of the debate are designed to assist the formulation of the budget and policy framework (Rule 15.8 refers). Further, that additional certainty would be achieved in specifying a particular month (October) when the Debate should be called and also an indication of the time (7.00 pm).

2.3 Accordingly, the following amendment was recommended;

*‘The Mayor shall call a state of the Borough debate in October of each year on a date and at a place to be agreed with the Chair, but at a time of 7.00 pm.’*

## **RECOMMENDATION**

That Council approve an amendment to Rule 15.1 in accordance with paragraph 2.3 of this report, the recommendation having stood adjourned under Council Procedure Rule 24.2 from the Council meeting held on 30 July, 2009.



**Report of:** Scrutiny Co-ordinating Committee

**Subject:** COUNCIL REFERRAL - STRATEGY FOR FUNDING ONE OFF BUSINESS TRANSFORMATION COSTS

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## **1 PURPOSE OF THE REPORT**

- 1.1 To report the Scrutiny Co-ordinating Committee's recommendation(s) in relation to the proposed strategy for the funding of Business Transformation one-off costs, referred by Full Council on 30<sup>th</sup> July 2009 to the Overview and Scrutiny Function.

## **2 BACKGROUND INFORMATION**

- 2.1 Council, at its meeting held on the 30 July 2009, received a report requesting approval for the implementation of a revised strategy for the funding of Business Transformation one-off costs. Given the importance of the strategy, it was agreed by Council that the report should be referred to Scrutiny for detailed examination of the proposals before a decision is made.
- 2.2 In accordance with the process for consideration of mandatory referrals from Council, a meeting of the Scrutiny Co-ordinating Committee was convened on the 11 September 2009. At this meeting a detailed report was received from the Chief Financial Officer to assist the Committee in the formulation of its views, conclusions and recommendations, as set out in Sections 3 and 4 of this report.
- 2.3 A copy of the report considered by the Scrutiny Co-ordinating Committee at its meeting on the 11 September 2009 is attached at **Appendix I** for Members information.

## **3 VIEWS AND CONCLUSIONS**

- 3.1 In considering the referral, the Scrutiny Co-ordinating Committee was aware of the significant pressures facing the Council in coming years, and recognised the importance of the Business Transformation Programme in helping deal with these pressures. The Committee also recognised the

importance of the implementation of a clear strategy for the implementation of the Business Transformation Programme.

- 3.2 During presentation of his report, the Chief Financial Officer clarified that approval had been obtained in February 2009 for the principle of funding one-off Business Transformation severance costs. This being on the basis of a loan to be repayable over a five year period from the gross savings achieved from implementing the Business Transformation Programme.
- 3.3 Members learned that the identification of a number of one-off benefits (including a more favourable 2008/09 outturn) had, however, provided an opportunity to devise an alternative / improved funding strategy for Business Transformation one-off cost. The Committee noted with interest that the benefits of this alternative strategy would be:-
- (i) The ability to take Business Transformation savings to the revenue budget earlier, increasing the Programme's contribution towards solving the budget shortfalls in 2010/11 and 2011/12; and
  - (ii) The retention of the "borrowing facility" from reserves as a means of addressing the costs arising from the Service Delivery review.
- 3.4 Following an explanation of the process and benefits behind the proposed alternative strategy, Members expressed their support for the implementation of the strategy as the most appropriate way forward. Members were also of the view that if the report had been more explicit in identifying these benefits it may have been possible for Full Council to make a decision at that time.
- 3.5 During the course of wider discussions on the allocation of resources for the Business Transformation Programme, in particular the £500,000 previously allocated for its development. It became clear that Members were not fully aware of how resources identified for the Business Transformation Programme are being used and as such that clarification of this needed to be provided. In doing this, it was suggested by the Committee that in order to demonstrate to Members that the programme is being effective in offering value for money:-
- (i) Details of how the £500,000 originally allocated to the Business Transformation Programme have been spent to date be circulated to Members before the next meeting of Council; and
  - (ii) A process be put in place to ensure that in the future details of the costs and savings generated through the Business Transformation Programme are reported to Members in a clear format, at regular intervals.
- 3.6 In relation to the provision of information in the future regarding the costs/saving generated through the Business Transformation Programme, Members welcomed indications that the development of a process was already in hand. Expanding on discussions regarding the format and transmission of information, the Committee drew attention to the way in which

budget information in general is presented. Whilst it was recognised that the process for budget reporting had moved on considerably, it was noted that budget documentation could still be difficult for a 'lay' person to understand. In light of this, it was suggested that in conjunction with the detailed budgetary reports currently provided, an executive summary should also be produced to assist Members.

- 3.7 In summary, the Scrutiny Co-ordinating Committee recognised the many benefits of implementing the proposed strategy and acknowledged the need for one-off expenditure through the Business Transformation Programme in order to generate recurring savings that will then be placed in the General Fund for allocation in accordance with the wishes of Council.

#### **4 RECOMMENDATION**

- 4.1 That the views and comments of the Scrutiny Co-ordinating Committee, as detailed in the report, be noted.
- 4.2 That Council be recommended to approve the proposed Strategy for the funding of Business Transformation one-off costs.

**COUNCILLOR MARJORIE JAMES  
CHAIR OF SCRUTINY CO-ORDINATING COMMITTEE**

Contact:- Joan Wilkins – Scrutiny Manager  
Chief Executive's Department - Corporate Strategy  
Hartlepool Borough Council  
Tel: 01429 284142  
Email: joan.wilkins@hartlepool.gov.uk

#### **BACKGROUND PAPERS**

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

- (i) Reports and Decision record for Cabinet – 13 July 2009.
- (ii) Chief Executives report Council Entitled 'Council Referral - Strategy for Funding One-Off Business Transformation Costs ' presented to the Council on the 30 July 2009
- (iii) Chief Financial Officers Report Entitled 'Council Referral - Strategy for Funding One-Off Business Transformation Costs ' presented to the Scrutiny Co-ordinating Committee held on 11 September 2009

# SCRUTINY CO-ORDINATING COMMITTEE REPORT



**Report of:** Chief Financial Officer

**Subject:** COUNCIL REFERRAL - STRATEGY FOR FUNDING  
ONE OFF BUSINESS TRANSFORMATION COSTS

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## 1. PURPOSE OF REPORT

- 1.1 To seek Members views on the proposed strategy for the funding of Business Transformation one-off costs and formulate a response to the referral from Council on 30<sup>th</sup> July 2009.

## 2. BACKGROUND INFORMATION

- 2.1 Following receipt of a report outlining the proposed strategy for the funding of Business Transformation one-off costs Council, on the 30<sup>th</sup> July 2009, agreed that Scrutiny views should be sought on the proposals before a decision is made. In accordance with this, the proposed strategy was referred to Scrutiny for consideration, with no defined timescale for its consideration.
- 2.2 A copy of the report considered by Council on the 30<sup>th</sup> July is attached at **Appendix A**.
- 2.3 As outlined within the Authority's Constitution, the Scrutiny Co-ordinating Committee has a mandatory obligation to consider referrals from Council within the timescale prescribed. In accordance with this, the Scrutiny Co-ordinating Committee, on the 31<sup>st</sup> July 2009, formally received the above referral.
- 2.4 In order to progress the referral, it was agreed that an additional meeting of the Scrutiny Co-ordinating Committee be convened today with the aim of formulating a response for submission to Council on the 17 September 2009. To assist in doing this, the Chief Financial Officer will be in attendance at today's meeting to outline the proposed strategy and answer questions from Members.

**3. CONSIDERATION OF ISSUES**

3.1 As part of the detailed budget recommendations approved by Cabinet and Council in February Members approved the principle of funding one-off Business Transformation severance costs (£3.14m) and one-off implementation costs (£0.68m) on a loan basis repayable over a five year period from the gross savings achieved from implementing the Business Transformation Programme (BTP).

3.2 The Business Transformation severance costs of £3.14m related primarily to the Departmental Restructure and Management Structures work-stream as at that stage no detailed work in relation to the Service Delivery work-stream had been done.

3.3 Since that time a number of one-off benefits have been identified, including a more favourable 2008/09 outturn than expected. Therefore, an alternative strategy for funding Business Transformation one-off cost has been proposed. This proposal would alleviate the need to pay the monies back to reserves and increase the contribution the Transformation Programme can make towards solving the budget shortfalls in 2010/11 and 2011/12. This proposal would then leave the “borrowing facility” from reserves as a means of addressing the costs arising from the Service Delivery review. Details of this proposal were reported to Members as follows:

- to the Business Transformation Board on 29<sup>th</sup> June 2009;
- to Cabinet on 13<sup>th</sup> July 2009. A copy of the Cabinet report is attached at **Appendix B**;
- to Council on 30<sup>th</sup> July 2009.

3.4 The key benefit of the revised proposal for funding one-off Business Transformation (BTP) costs is that it enables Business Transformation savings to be taken to the revenue budget earlier, as summarised in the table below:

	2010/11	2011/12
Value of BTP efficiency if one-off costs funded on a loan basis	£2.088m	£3.245m
Value of BTP efficiency if one-off costs funded from one-off resources	£2.515m	£3.825m
Additional ongoing BTP efficiency released to General Fund	£0.427m	£0.580m

3.5 The proposed funding strategy involves allocating a number of one-off benefits, including £1.113m from the 2008/09 outturn position in relation to the following items:

- Lower 2008/09 Departmental Overspend - £0.924m
- Underspend on Area Based Grant - £0.189m

- 3.6 At the end of 2008/09 these amounts had been temporarily transferred to Unearmarked General Fund Balances as these benefits had not previously been identified. Therefore Cabinet and Council had not had the opportunity to determine a strategy for using these monies. As a result the total value of Unearmarked General Fund Balances at 31<sup>st</sup> March 2009 technically increased to £4.575m, as detailed below:

Unearmarked General Fund Balances 1 <sup>st</sup> April 2008	£4.506m
LESS – Use approved by Council 14 <sup>th</sup> February 2008 (Actual expenditure incurred 2008/09)	
• Emergency Coast protection Seaton Carew	(£0.094m)
• Memorial Testing/Property Database	(£0.036m)
LESS – Use approved by Council 12 <sup>th</sup> February 2009	
• Budget Support Fund	(£0.790m)
• Supported Bus Services	(£0.124m)
ADD – 2008/09 Underspends	
• Lower 2008/09 Departmental Overspend	£0.924m
• Underspend on Area Based Grant	<u>£0.189m</u>
Actual Unearmarked General Fund Balance at 31.03.09	<u>£4.575m</u>

- 3.7 If no action is taken the Unearmarked General Fund Balance of £4.575m will equate to 4.6% of the General Fund Budget, which is well above the 3% good practise level. This level of Unearmarked General Fund Balance is also above the anticipated level of £3.462m and the increase reflects the year end accounting treatment of the unanticipated benefits of £1.113m identified in paragraph 2.5.
- 3.8 As reported to Council on 30<sup>th</sup> July 2009 it is proposed that the unanticipated benefits should be used to fund one-off Business Transformation costs, which will facilitate up to £0.58m of additional Business Transformation costs being taken by 2011/12. This proposal will help address the budget deficit for 2011/12, which is the first year of the next three year Comprehensive Spending Review period which it is anticipated will be the start of a period of public sector austerity lasting for many years.
- 3.9 The strategy will return Unearmarked General Fund Balances to the anticipated level of £3.462m, which equates to 3.5% of the General Fund Budget. This is slightly above the minimum recommended level of 3% (i.e. £3m). In the current economic climate it is appropriate to maintain slightly higher Unearmarked General Fund Balances to manage risks to the Council's income streams, including future grant allocations and demand on care services.

#### **4.0 CONCLUSION**

- 4.1 Since the initial strategy for funding one-off Business Transformation costs was approved in February 2009 a number of one-off unanticipated benefits have arisen. These factors enable a revised funding strategy for one-off Business Transformation costs to be developed. This strategy increases the value of the Business Transformation efficiencies which can be taken to help balance the budgets in 2010/11 and 2011/12. This therefore reduces the need for more difficult decisions, although it will not remove the need for difficult decisions. The proposal also means that the borrowing facility is available for the one-off costs of arising from the Service Delivery Options.

#### **5.0 RECOMMENDATION**

- 5.1 That Members formulate a view on the proposed strategy for funding Business Transformation costs for inclusion in the referral response to be considered by Council on the 17 September.

# APPENDIX A

## COUNCIL REPORT 30 July 2009

**Report of:** Executive

**Subject:** STRATEGY FOR FUNDING ONE OFF BUSINESS TRANSFORMATION COSTS

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### 1. PURPOSE OF REPORT

1.2 To provide Council with details of Cabinet's proposed strategy for funding one off Business Transformation costs.

### 2. REASON FOR SUBMITTING REPORT

2.1 In accordance with the constitution Cabinet is responsible for proposing changes to the approved Budget and Policy Framework, which are then referred to Council for consideration. Details of Cabinet's proposal are set out in the following paragraphs.

### 3. CABINET PROPOSAL

#### 3.1 BACKGROUND

3.2 As part of the detailed budget recommendations approved by Council in February Members approved the principle of funding one-off Business Transformation severance costs (£3.14m) and one-off implementation costs (£0.68m) on a loan basis repayable over a five year period from the gross savings achieved from implementing the Business Transformation Programme (BTP). The Business Transformation severance costs of £3.14m related primarily to the Departmental Restructure and Management Structures work-stream at that stage no detailed work in relation to the Service Delivery work-stream had been done.

3.3 As the funding strategy for the above costs was only agreed in principle and only dealt with a part of the Transformation Programme Council needs to review this proposal and determine an approved funding strategy.

#### 3.4 DETAILED PROPOSAL

- 3.5 Cabinet has reviewed the initial funding strategy for the one-off Business Transformation Programme (BTP) costs to reflect the wider financial position of the Council and changes which has arisen since February 2009. This review has identified one-off resources of some £2.5m which are potentially available to fund BTP costs, as detailed at Appendix 1.
- 3.6 The availability of the above resources provides an opportunity to review the existing strategy for funding the BTP one-off costs. If these resources are used to fund the costs outright this alleviates the need to pay the monies back to reserves and increases the contribution the Transformation Programme can make towards solving the budget shortfall. This then leaves the “borrowing facility” from reserves as a means of addressing the costs arising from the Service Delivery review.
- 3.7 If these resources are all used to fund BTP one-off costs this would enable the BTP savings to be taken to the revenue budget earlier than previously planned. Given the financial outlook for the next few years this would help balance future years budgets and reduce the need for more difficult decisions. Because the one-off costs are phased over two years this proposal would produce benefits in the order of £0.4m in 2010/11 and up to a further £0.15m in 2011/12.
- 3.8 This proposal would also leave £2.5m of the initial borrowing facility available to cover costs arising from the Service Delivery Programme. Whilst there will be costs in relation to the Service Delivery options work stream these have not been quantified at this stage and further work as part of each review will need to be undertaken. Regular review of this will need to be undertaken. These costs would need to be repaid from the savings achieved over a 5 year period.
- 3.9 In considering a strategy for funding such significant costs it is appropriate that this be used only as a last resort and that departments’ be required to use any internal funding flexibility that they might have initially and the corporate funds only be accessed as a last resort. Cabinet have therefore proposed a revised following strategy for funding these costs as detailed in the next section.

#### 4. PROPOSAL

- 4.1 Council is requested to consider the following strategy, in priority order, for funding the one-off BTP implementation costs and the Departmental Restructure and Management Structures and Service Delivery work-streams up front costs:
- i) Use available departmental underspends and reserves (where these exist) to maximise ongoing savings;
  - ii) Use the resources identified in paragraph 3.6;
  - iii) Use loan funding of up to £3.7m repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii) (note that this includes the service Delivery Costs also).

**APPENDIX 1****SCHEDULE OF AVIALABLE ONE OFF RESOURCES**

Lower 2008/09 Departmental Overspend £0.924m

It was reported to Cabinet on 18<sup>th</sup> May 2009 the 2008/09 Departmental overspend was lower than anticipated. Cabinet agreed to capitalise expenditure of £2.6m, the level of the forecast overspend, and to fund this amount from Prudential Borrowing. This released £2.6m of revenue resources and after reflecting the actual 2008/09 departmental overspend an uncommitted balance of £0.924m was transferred to General Fund Balances at 31<sup>st</sup> March 2009.

Underspend on Area Based Grant £0.189m

On 18<sup>th</sup> May 2009 Cabinet were also advised that there was an under-spend on the Area Based Grant. This amount has also been transferred to General Fund Balances.

Job Evaluation – pre 2009/10 costs £0.300m

Further work has now been completed on the cumulative costs of JE for 2007/08 back-pay, 2008/09 pay costs and whilst there are some risks still to be addressed it is likely that they will be incorporated within the overall position on appeals for which an annual provisions of £0.4m for the ongoing costs of appeals backdated to 1<sup>st</sup> April 2007 exists. Accordingly it is suggested that the uncommitted resources of £0.3m can be released.

Job Evaluation – temporary saving 2009/10 and 2010/11 £0.900m

In looking at Job Evaluation (JE) costs for future years it is anticipated that costs will be within the projected budget by 2011/12. This assumes actual pay awards are in line with forecasts and more importantly the annual cost of appeals (including NI and pension costs) do not exceed about £0.4m per year.

In implementing the details of the scheme however the rate at which individuals were expected to proceed through the incremental points has been slower than expected when the budgets for 2008/09 and 2009/10 were prepared. These forecasts assumed increments would be greater in the earlier years as lower bands have less incremental points. Further work has now been completed to roll forward future years salary budgets on the basis of actual year one JE salaries and future incremental progression. This has identified that incremental costs will be phased differently owing to changes in the grades staff have been allocated to and the impact of career graded posts. These changes mean that in budget terms incremental costs will be incurred later than expected. Therefore, there will be a temporary benefit to the budget in 2009/10 and 2010/11. In total this temporary benefit is expected to be £1.2m, over the two financial years - assuming appeals don't exceed the £0.4m level.

There are still risks around the resources available from Job Evaluation and the key risk relates to the cost of appeals. Thus whilst in total some £1.2m of resources could be made available to assist the one funding of Business Transformation it would be appropriate to withhold say some £0.3m of this as a means of mitigating any risks of appeals exceeding the budget position until these risks are resolved. This would leave a sum of £0.9m that could be used to fund outright the up front costs of Business transformation

Uncommitted Severance Funding

£0.200m

As part of the 2008/09 budget strategy resources of £0.7m were set aside for severance costs in 2008/09 and 2009/10 arising from the implementation of 3% efficiencies. At the end of 2008/09 £0.2m of these resources are uncommitted. As costs in 2009/10 are being funded differently the uncommitted resources can there be released.

## APPENDIX B

# CABINET REPORT 13 July 2009

**Report of:** Chief Financial Officer

**Subject:** STRATEGY FOR FUNDING ONE OFF BUSINESS TRANSFORMATION COSTS

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### SUMMARY

#### 1. PURPOSE OF REPORT

To consider funding proposals for the one off costs for Business Transformation.

#### 2. SUMMARY OF CONTENTS

As part of the detailed budget recommendations approved by Cabinet and Council in February Members approved the principle of funding one-off Business Transformation severance costs (£3.14m) and one-off implementation costs (£0.68m) on a loan basis repayable over a five year period from the gross savings achieved from implementing the Business Transformation Programme (BTP).

#### 3. RELEVANCE TO CABINET

Change to Budget and Policy Framework proposal.

#### 4. TYPE OF DECISION

Key. Test 1 applies.

#### 5. DECISION MAKING ROUTE

Cabinet and then Council.

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

It is recommended that Members approve the following strategy, in priority order, for funding the one-off BTP implementation costs and the Departmental Restructure and Management Structures and Service Delivery work-streams up front costs:

- iv) Use available departmental underspends and reserves (where these exist) to maximise ongoing savings;
- v) Use the resources identified in paragraph 1.5
- vi) Use loan funding repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii) (note that this includes the service Delivery Costs also).

**Report of:** Chief Financial Officer

**Subject:** STRATEGY FOR FUNDING ONE OFF BUSINESS TRANSFORMATION COSTS

---

**1. PURPOSE OF REPORT**

- 1.3 As part of the detailed budget recommendations approved by Cabinet and Council in February Members approved the principle of funding one-off Business Transformation severance costs (£3.14m) and one-off implementation costs (£0.68m) on a loan basis repayable over a five year period from the gross savings achieved from implementing the Business Transformation Programme (BTP).
- 1.4 The Business Transformation severance costs of £3.14m related primarily to the Departmental Restructure and Management Structures work-stream at that stage no detailed work in relation to the Service Delivery Workstream had been done.
- 1.3 As the funding strategy for the above costs was only agreed in principle and only dealt with a part of the Transformation Programme Cabinet needs to review this proposal and then refer a final proposal to Council for consideration in order to maximise the revenue benefit to be obtained from the Transformation Programme. In undertaking this review Cabinet need to consider the wider financial position of the Council and changes which has arisen since February.

**2. BACKGROUND**

- 2.1 The revenue outturn for 2008/9 was slightly more favourable than expected and resources of £2.813m are potentially available to fund one-off Business Transformation costs. If these are used to fund the costs outright this alleviates the need to pay the monies back to reserves and increases the contribution the Transformation Programme can make towards solving the budget shortfall. This then leaves the “borrowing facility” from reserves as a means of addressing the costs arising from the Service Delivery review.
- 2.2 The resource availability mentioned in the previous paragraph arise from the following issues:

<u>Lower 2008/09 Departmental Overspend</u>	£0.924m
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As reported to Cabinet on 18<sup>th</sup> May 2009 the 2008/09 Departmental overspend was lower than anticipated. Cabinet agreed to capitalise expenditure of £2.6m, the level of the forecast overspend, and to fund this

amount from Prudential Borrowing. This released £2.6m of revenue resources and after reflecting the actual 2008/09 departmental overspend an uncommitted balance of £0.924m was transferred to General Fund Balances at 31<sup>st</sup> March 2009.

Underspend on Area Based Grant £0.189m

On 18<sup>th</sup> May 2009 Cabinet were also advised that there was expected to be an under-spend on the Area Based Grant, although this amount had not been quantified at that time. Cabinet determined to also transfer this amount to General Fund Balances.

Job Evaluation – pre 2009/10 costs £0.300m

Further work has now been completed on the cumulative costs of JE for 2007/08 back-pay, 2008/09 pay costs and whilst there are some risks still to be addressed it is likely that they will be incorporated within the overall position on appeals for which an annual provisions of £0.4m for the ongoing costs of appeals backdated to 1<sup>st</sup> April 2007 exists. Accordingly it is suggested that the uncommitted resources of £0.3m can be released.

Job Evaluation – temporary saving 2009/10 and 2010/11 £1.200m

In looking at Job Evaluation (JE) costs for future years it is anticipated that costs will be within the projected budget by 2011/12. This assumes actual pay awards are in line with forecasts and more importantly the annual cost of appeals (including NI and pension costs) do not exceed about £0.4m per year.

In implementing the details of the scheme however the rate at which individual were expected to proceed through the incremental points has been slower than expected when the budgets for 2008.09 and 2009.10 were prepared. These forecasts assumed increments would be greater in the earlier years as lower bands have less incremental points. Further work has now been completed to roll forward future years salary budgets on the basis of actual year one JE salaries and future incremental progression. This has identified that incremental costs will be phased differently owing to changes in the grades staff have been allocated to and the impact of career graded posts. These changes mean that in budget terms incremental costs will be incurred later than expected. Therefore, there will be a temporary benefit to the budget in 2009/10 and 2010/11. In total this temporary benefit is expected to be £1.2m, over the two financial years - assuming appeals don't exceed the £0.4m level.

Uncommitted Severance Funding £0.200m

As part of the 2008/09 budget strategy resources of £0.7m were set aside for severance costs in 2008/09 and 2009/10 arising from the implementation of 3% efficiencies. At the end of 2008/09 £0.2m of these resources are

uncommitted. As costs in 2009/10 are being funded differently the uncommitted resources can there be released.

- 2.3 The availability of the above resources provides an opportunity to review the existing strategy for funding the existing BTP one-off costs. If these resources are all used to fund BTP one-off costs this would enable the BTP savings to be taken to the revenue budget earlier than previously planned. Given the financial outlook for the next few years this would help balance future years budgets and reduce the need for more difficult decisions. Because the one-off costs are phased over two years this proposal would produce benefits in the order of £0.4m in 2010/11 and up to a further £0.15m in 2011/12.
- 2.4 There are still risks around the resources available from Job Evaluation and the key risk relates to the cost of appeals. Thus whilst in total some £2.813m of resources could be made available to assist the one funding of Business Transformation it would be appropriate to withhold say some £0.3m of this as a means of mitigating any risks of appeals exceeding the budget position until these risks are resolved. This would leave a sum of £2.5m that could be used to fund outright the up front costs of Business transformation whilst leaving the initial borrowing facility of £3.7m available to cover costs arising from the Service Delivery Programme. The latter £3.7 would need to be repaid from the savings achieved over a 5 year period. In considering a strategy for funding such significant costs it is appropriate that this be used only as a last resort and that departments be required to use any internal funding flexibility that they might have initially and the above corporate funds only be accessed as a last resort. The following strategy for funding these costs is therefore suggested, in priority order:
- i) Use available departmental underspends or reserves (where these exist) in order to maximise ongoing savings;
  - ii) Use the resources identified in the above paragraphs
  - iii) Use loan funding repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii).
- 2.5 Whilst there will be costs in relation to the Service Delivery options work stream these have not been quantified at this stage and further work as part of each review will need to be undertaken. Regular review of this will need to be undertaken.

### **3. RECOMMENDATIONS**

- 3.1 It is recommended that Members approve the following strategy, in priority order, for funding the one-off BTP implementation costs and the Departmental Restructure and Management Structures and Service Delivery work-streams up front costs:
- vii) Use available departmental underspends and reserves (where these exist) to maximise ongoing savings;
  - viii) Use the resources identified in paragraph 1.5

- ix) Use loan funding repayable from the gross BTP efficiencies for any residual costs not funded from (i) or (ii) (note that this includes the service Delivery Costs also).



**Report of:** Constitution Committee

**Subject:** Business Report

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**1. HARTLEPOOL WAR MEMORIAL AND CROSBY HOMES**

As part of the review of outside bodies undertaken in 2001, the above organisation was removed from the list to which Council appoint representatives on an annual basis. In March 2009, Members of the Constitution Committee agreed the reinstatement of the above organisation to the Outside Body list to which the Council appoint on an annual basis.

**RECOMMENDATION**

That the Hartlepool War Memorial and Crosby Homes be reinstated to the outside body list to which the Council appoint on an annual basis, with one nomination being appointed.



**Report of:** The Cabinet

**Subject:** Corporate Plan 2009/10

---

**1. PURPOSE OF REPORT**

1.1 Present the Corporate Plan 2009/10 for Council's approval.

**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 The Corporate Plan outcomes and actions will be incorporated into the Council's performance management system and progress reported quarterly to Cabinet.

**3. DECISION MAKING ROUTE FOR THE PLAN**

3.1 The Corporate Plan is part of the Council's Budget and Policy Framework and therefore requires the involvement of Scrutiny and approval by the full Council.

3.2 The Plan was considered by Cabinet on 9 February, 18 May and 17 August 2009, and the Scrutiny Co-ordinating Committee considered the Plan 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 2009.

**4. HARTLEPOOL'S APPROACH TO THE CORPORATE PLAN**

4.1 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.

4.2 The 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.

**5. RECOMMENDATIONS**

5.1 The Council approves the draft Corporate Plan, 2009/10.

**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:

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

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

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

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

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

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

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

**b) Consultation and working in partnership**

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

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

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

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

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

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

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

<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.

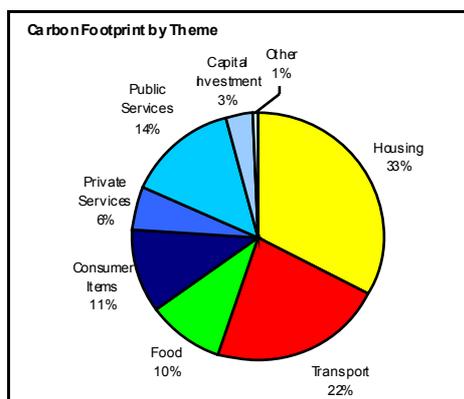
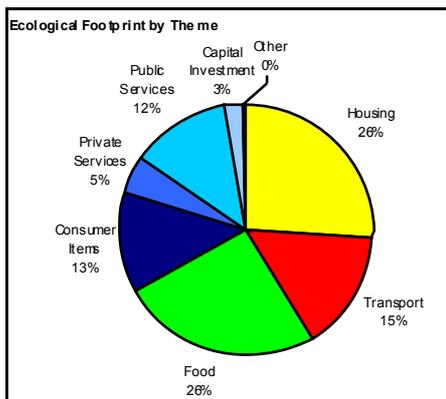
The council has a leading role to play in creating sustainable communities. This includes supporting job creation in environmental services, promoting the social benefits of improving housing and reducing fuel poverty, and championing the health benefits of good-quality green space. The Council is committed 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 to have had significant success in narrowing the gap between crime levels in Hartlepool and national averages; this was recognised in the last CPA inspection by the Audit Commission saying “multi-agency work to reduce offending and anti-social behaviour is good.”

In its most recent (this relates to performance in 2007/8) review of progress the Audit Commission said “Hartlepool’s achievement of a 34 per cent reduction in 10 different crime types compares favourably to a government target to reduce them by 15 per cent over three years ending in 2007/08. This year there were substantial reductions in violent crime, sexual offences, robberies and domestic burglaries, but a slight increase in vehicle crime. There has been a 19 per cent decrease in first time entrants to the criminal justice system, as well as a larger reduction in re-offending than similar councils. However, fear of crime is high in some areas of Hartlepool. There are high levels of alcohol misuse, binge drinking and under-age drinking.”

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

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

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

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

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

The Annual Priorities identified for 2009 -2010 are:

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

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

Progress to date in this theme over the past year includes

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

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

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

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

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

### Environment- Current position

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

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

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

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

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

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

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

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

Headline achievements in this area include:

- The Government expects local authorities to maximise the percentage of waste reused, recycled and composted. The annual target for 2008/09 is 35% and the output for the full year was 37.3%
- The council extended the grass cutting season for open spaces and estates within the town as a response to resident concerns regarding grass clippings left on the highway.
- Work is progressed to establish a 'sound' evidence base to support the Core Strategy which will provide the overarching policy framework within the Local Development Framework
- Hartlepool and other Tees Valley authorities agreed an enhanced concessionary fares scheme for 2009/2010 allowing free travel in the Tees Valley for over 60s and the disabled at all times rather than just off peak times
- The Council provided support to a range of bus services including Headland to town and between Hartlepool Hospital and North Tees Hospital
- The Council continues to respond to residents concerns over litter. Recent survey results have shown a reduction in the levels of litter across the town, with increase enforcement activity helping to reduce these levels.
- The Council made progress in addressing its own environmental foot print installing water meters and monitoring equipment in primary schools, conducting energy audits in all schools and identifying actions and introducing paper recycling into schools.
- Pride in Hartlepool campaign continued with supported events including 4 Big Tidy Up events across Hartlepool, Beach Watch organised by the Marine Conservation Society, various litter picks and 2 family events.
- Work continues on the campaign to promote Fairtrade with support for Fairtrade Fortnight between 23rd February and 8th March and supporting development of the Fairtrade website.
- Completion of contaminated land remediation works to 96 properties at Seaton Carew.

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

### Housing – Current Position

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

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

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

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

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

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

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

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

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

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

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

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

- Access to Housing

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Progress in this theme over the past year includes:

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

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

### Strengthening Communities - Current position

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

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

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

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

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

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

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

In addition the Council has identified a further outcome:

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

Progress in this theme over the past year includes:

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

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

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

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

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

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

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

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

Looking ahead the Council has identified six priorities:

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

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

**Improve Performance Management and risk management arrangements**

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

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

#### **Improve Governance Arrangements**

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

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

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

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

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

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

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

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

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

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

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

- Maintain and continue to improve service performance

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

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

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

### **Conclusion**

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

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

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

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

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

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

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

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

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

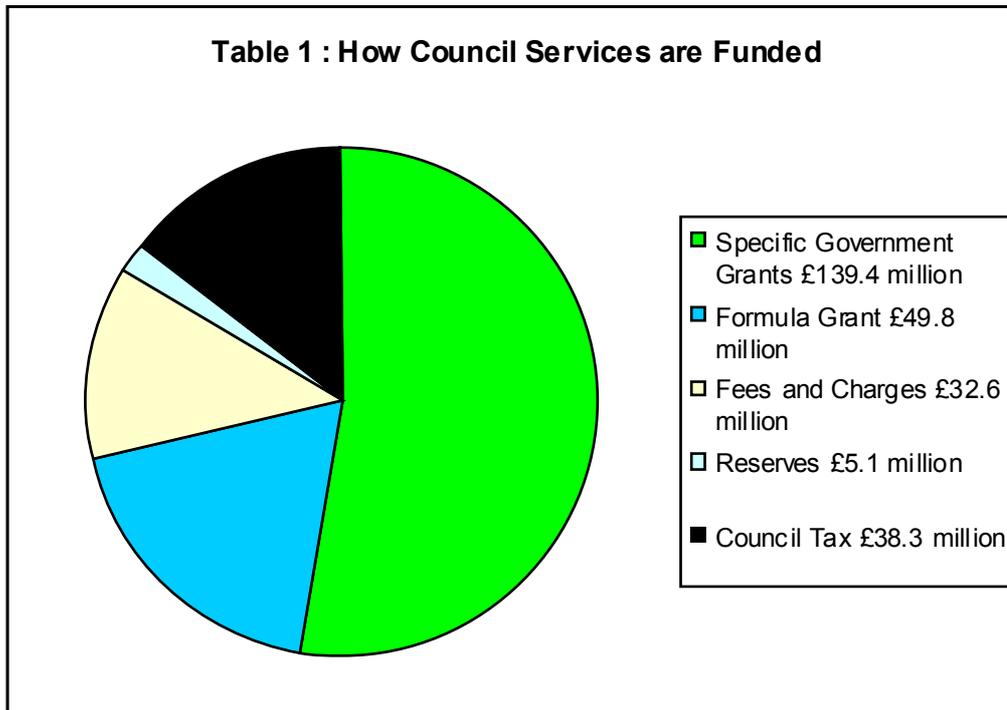
#### **Specific Grants**

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

#### **Area Based Grant**

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

**Table 1 – How the Council’s Gross Budget is Funded**



**Formula Grant**

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

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

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

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

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

### **Council Tax**

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

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

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

### **Locally Derived Income**

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

### **Use of Reserves**

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

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

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

### **Economic Outlook and Inflation**

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

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

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

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

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

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

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

### **Demographic and Service Pressures**

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

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

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

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

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

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

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

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

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

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

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

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

### Human Resources (HR) Planning

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

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

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

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

### **Risk Areas and Strategies**

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

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

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

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

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

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

### **Summary**

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

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

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

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

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

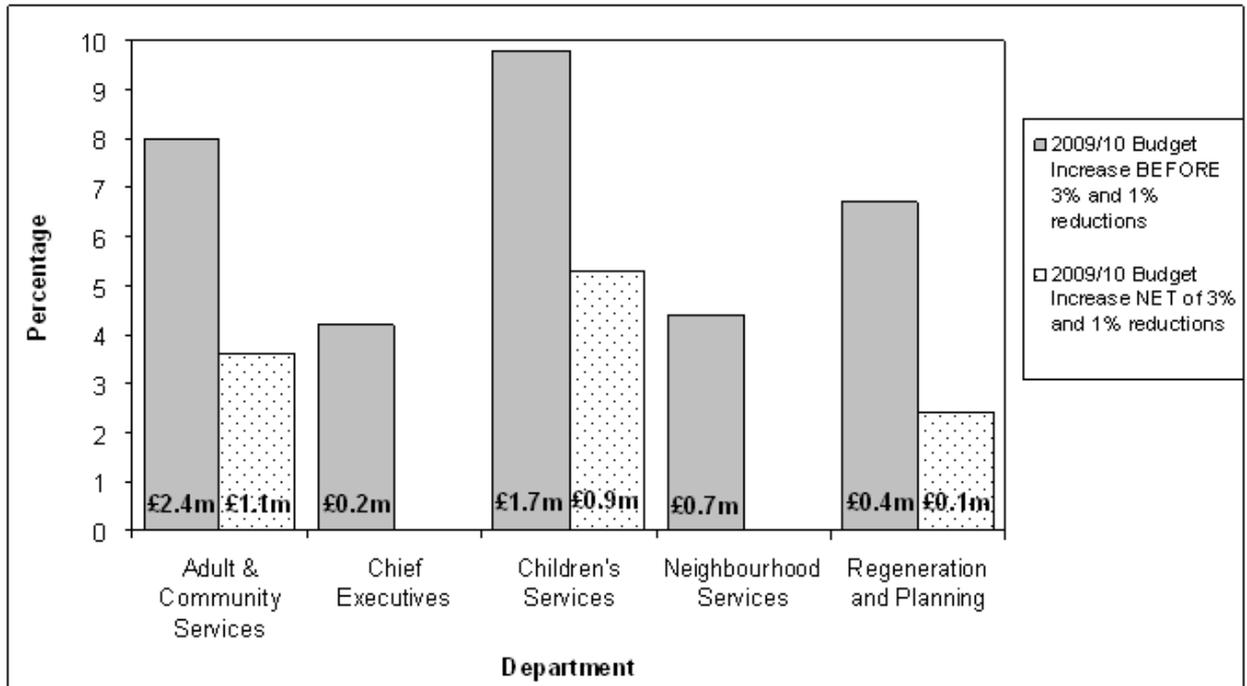
For 2009/2010 the Council has given the highest percentage increase to Children's Services which makes a major contribution to two Community Strategy themes – Lifelong Learning and Skills and Health and Well-being. These additional resources reflect the Council's commitment to protect vulnerable young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

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

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

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

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



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

**Jobs and the Economy**

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

**Lifelong Learning and Skills**

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

**Health and Well-Being**

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

#### **Community Safety**

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

#### **Environment**

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

#### **Housing**

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

#### **Culture and Leisure**

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

**Strengthening Communities**

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

**Capital programme 2009/10**

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

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

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

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

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

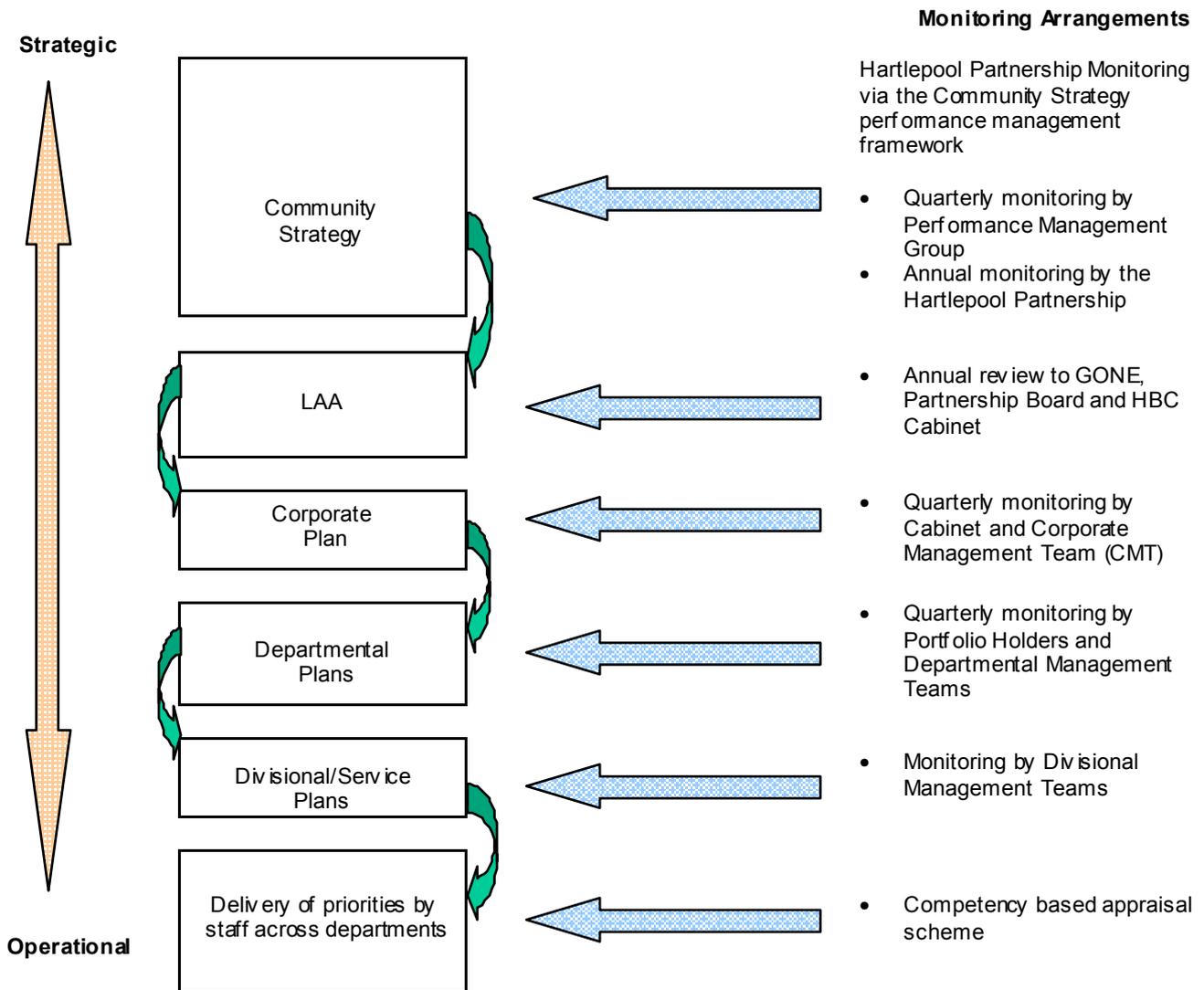
The Council’s Capital Programme for the three years 2009/2010 to 2011/2012 was approved in February 2009. Over this period the Council will invest over £83.1m, which includes Building Schools for the future investment in 2010/2011 and 2011/2012. A breakdown of the 2009/2010 Capital Programme is detailed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

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

## 4. Managing Performance and Risk

### a) Performance Management Framework

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



### Performance Management Arrangements

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

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

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

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

**Audit and inspection**

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

Report	Areas for improvement and recommendations	Process for improvement
Use of Resources and Annual Audit Letter March 2009	The recommendations addressed improving financial reporting; strengthening the medium-term financial strategy; and looking further ahead, demonstrating the Council's action in relation to sustainability in its use of resources.	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.  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
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

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

Outcome: <b>Be globally competitive</b>			
Code	Action	Date to be Completed	Responsible Officer
CORP JE03	Support the local economy through discretionary rate relief mechanisms; the promotion of the small business rate relief scheme; accelerating invoice payment procedures to businesses within the Borough	31/03/2011	John Morton
CORP JE04	Continued development of Hartlepool's Business Incubation System and business support programme including the development of the visitor economy network	31/03/2010	Mick Emerson
CORP JE05	Develop and facilitate entrepreneurial activities including working with young people to foster the enterprise culture in the town	30/09/2009	Mick Emerson

### Associated Performance Indicators

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

Outcome: Create more employment opportunities for local people			
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: Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life			
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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
CSD P006	All key stage 4 pupils undertake work related learning and useful work experience (LAA JE14)	98	99	99	This is the percentage of Key Stage 4 who have undertaken both authorised Education Business Partnership (EBP) placements as well as unauthorised work placements.	99	99
CSD P007	Careers education & guidance is provided to all young people aged 13-19 (LAA JE15)	100	100	99.5	This is the number of young people aged 13-19 who are allocated a Connexions personal advisor against the number of young people who are aged 13-19 who are resident in Hartlepool	99.5	99.5
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: **Enjoy and Achieve**

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.</p> <p>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

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

### Outcome: Transform teaching and learning opportunities, supported by £100m+ investment from Building Schools for the Future and the Primary Capital Programme

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

## Associated Performance Indicators

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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		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: Easier Access to Services			
Code	Action	Date to be Completed	Responsible Officer
CORP HW13	To ensure that carers are supported effectively to support their family members for as long as they wish	31/03/2010	Jill Harrison; John Lovatt
CORP HW14	To evaluate the Connected Care Scheme in conjunction with Turning Point and University of Durham	31/03/2010	Jill Harrison
CORP HW15	To ensure that services are culturally sensitive and are able to respond flexibly to the diverse needs of the community	31/03/2010	Jill Harrison; John Lovatt
CORP HW16	To ensure easier access to both universal and targeted services that are tailored to individual needs	31/03/2010	Jill Harrison; John Lovatt
CORP HW17	To develop appropriate partnerships with the voluntary sector by setting up the Steering Group and implement the Strategy	31/03/2010	Jill Harrison
CORP HW18	Improve access to psychological interventions	31/03/2010	Carl Bashford
CORP HW19	To ensure integrated services are delivered in conjunction with Health where appropriate	31/03/2010	Jill Harrison; John Lovatt

## Associated Performance Indicators

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

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

**Associated Performance Indicators**

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

**Outcome: Reducing offending and re-offending**

Code	Action	Date to be Completed	Responsible Officer
CORP CS07	Improve the effectiveness of criminal justice interventions for adult offenders who are supervised by the Reduction of Re-offending team.	31/03/2010	Chris Catchpole; Leanne Henderson
CORP CS08	Promote integrated offender management	31/07/2009	Chris Catchpole; Leanne Henderson
CORP CS09	Support the implementation of the 'Team Around the School' model and extend the early identification and support for those children and young people who are at risk of offending	30/09/2009	Danny Dunleavy

## Associated Performance Indicators

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%

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		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 number of children affected 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%

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

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

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

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

## Associated Performance Indicators

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
LAA Env P003	Bus passenger satisfaction	n/a	n/a	n/a	Survey conducted every 3 years - next due 2009/10	65	Not set

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
LAA Env 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**

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

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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		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 : Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security**

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

**Associated Performance Indicators**

<b>Code</b>	<b>Indicator</b>	<b>Outturns</b>		<b>Target</b>	<b>Further explanation</b>	<b>Future Targets</b>	
		<b>2007/08</b>	<b>2008/09</b>	<b>Annual 2008/09</b>		<b>Annual 2009/10</b>	<b>Annual 2010/11</b>
		<b>Value</b>	<b>Value</b>				
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: Improving the quality of existing housing			
Code	Action	Date to be Completed	Responsible Officer
CORP HO03	Encourage improvements to homes to meet and exceed 'decent homes standards'	31/03/2010	Penny Garner-Carpenter
CORP HO04	Improve the energy efficiency of houses	31/03/2010	John Smalley

Outcome: Changing housing needs and Meeting the Housing Needs of Vulnerable People			
Code	Action	Date to be Completed	Responsible Officer
CORP HO05	Provide support services to increase the opportunity for residents to live independently in the community	31/03/2010	Penny Garner-Carpenter

### Associated Performance Indicators

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

Code	Indicator	Outturns		Target	Further explanation	Future Targets	
		2007/08	2008/09	Annual 2008/09		Annual 2009/10	Annual 2010/11
		Value	Value				
ACS P016	Engagement in museum outreach activity by under-represented groups (LAA CL1)	1124	1,157	350	1157 participants were from people within Social Groups C2DE, People with Disabilities, & Black and Minority Ethnic groups. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	375	390
ACS P017	Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey) (LAA CL2)	n/a	n/a	41	The information is collected through surveys managed by the Museums, Libraries and Archives Council and information has not yet been provided to the Council. Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	42	43
LAA CL P001	Number of people from vulnerable groups engaged in culture, leisure activities and sport	n/a	2,219	954	Targets set as part of LAA and will be reviewed as part of annual LAA refresh process.	1,030	1,110
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: Cultural and leisure services, better meet the needs of the community, especially those from disadvantaged areas			
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

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

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

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

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

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

## Associated Performance Indicators

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

<b>Outcome : Improving Financial Inclusion</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
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

<b>Outcome : Freedom from discrimination and harassment</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
CORP SC17	Enhance Equality and Diversity arrangements and mainstream into all Council service activities	31/03/2011	Joanne Machers

<b>Outcome : Ensure communities are well prepared to respond to emergency situations</b>			
<b>Code</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
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