

REGENERATION AND LIVEABILITY PORTFOLIO

DECISION SCHEDULE



HARTLEPOOL
BOROUGH COUNCIL

Friday 17th February, 2006

at 10.00 am

in Committee Room "A"

The Mayor Stuart Drummond responsible for Regeneration and Liveability will consider the following items.

1. **KEY DECISIONS**
 - 1.1 None
2. **OTHER ITEMS REQUIRING DECISION**
 - 2.1 Government Consultation on Local Strategic Partnerships – *The Head of Community Strategy*
 - 2.2 Minor Works Proposals – *Head of Environmental Management*
3. **ITEMS FOR INFORMATION**
 - 3.1 Local Enterprise Growth Initiative (LEGI) – *The Assistant Director (Planning and Economic Development)*
4. **ITEMS FOR DISCUSSION**
 - 4.1 Draft North Hartlepool Neighbourhood Action Plan – *The Head of Regeneration*
5. **REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**
 - 5.1 None

EXEMPT ITEMS

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 referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985

6. **KEY DECISION**
 - 6.1 None
7. **OTHER ITEMS REQUIRING DECISION**
 - 7.1 None

REGENERATION & LIVEABILITY PORTFOLIO

Report To Portfolio Holder

17th February 2006



Report of: The Head of Community Strategy

Subject: GOVERNMENT CONSULTATION ON LOCAL STRATEGIC PARTNERSHIPS

SUMMARY

1.0 PURPOSE OF REPORT

1.1 To seek the Portfolio Holder's endorsement of a response to the Government's consultation paper (December 2005) on the future of Local Strategic Partnerships - Local Strategic Partnerships: Shaping their Future.

2.0 SUMMARY OF CONTENTS

2.1 The main report provides background to the consultation and provides detail on the four key chapters of the consultation (shown below). Appendix 1 contains the full consultation document and Appendix 2 sets out Hartlepool's proposed response.

Local Strategic Partnerships: Shaping their Future

Chapter 1	The role of LSPs and Sustainable Community Strategies
Chapter 2	Governance
Chapter 3	Accountability
Chapter 4	Capacity Issues

3.0 RELEVANCE TO PORTFOLIO MEMBER

3.1 The consultation is of strategic significance. It is likely that responses to the consultation will be drawn together with other key policy work in this area, into a white paper on the role and function of local government due out in summer 2006.

4.0 TYPE OF DECISION

4.1 Non-Key

5.0 DECISION MAKING ROUTE

5.1 After consideration by the Portfolio Holder, the consultation response will be discussed at the Hartlepool Partnership meeting on 24th February 2006. Delegated authority is sought in the recommendation to agree any changes arising from this meeting.

6.0 DECISION REQUIRED

6.1 Subject to any amendments the Portfolio Holder may wish to make, the Portfolio Holder is asked to approve the consultation response and authorise the Head of Community Strategy, in consultation with the Portfolio Holder, to agree any further amendments required as a result of the Hartlepool Partnership meeting.

Report of: The Head of Community Strategy

Subject: GOVERNMENT CONSULTATION ON LOCAL STRATEGIC PARTNERSHIPS

1. PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's endorsement of a response to the Government's consultation paper (December 2005) on the future of Local Strategic Partnerships - Local Strategic Partnerships: Shaping their Future.

2. BACKGROUND

- 2.1 The Consultation, which is part of the Government's local:vision debate on the future of local government, re-examines the role, governance and capacity of LSPs and Community Strategies both in terms of short-term changes and more radical longer-term adjustments. It is likely that responses to the consultation will be drawn together in a White Paper in the summer of 2006. The White Paper will bring together the various policy areas that are being explored throughout the local:vision debate and will set out a vision for the future role and function of local government. More information on the local:vision debate can be found on the ODPM's website: <http://www.odpm.gov.uk/index.asp?id=1137789>

- 2.2 Previous Government Guidance on LSPs and Community Strategies was published by the Department of Environment, Transport and the Regions. *Preparing Community Strategies* was published in December 2000 and *Local Strategic Partnerships* was published in March 2001. The new consultation document takes both of these areas of work forward.

- 2.3 The consultation is document is structured around 4 chapters:

Chapter 1	The role of LSPs and Sustainable Community Strategies	Page 13
Chapter 2	Governance	Page 27
Chapter 3	Accountability	Page 36
Chapter 4	Capacity Issues	Page 43

At the end of each chapter are a number of specific questions. A full list of the questions is included in Appendix 2. Responses to this consultation paper need to be received by ODPM no later than 3rd March 2006.

3.0 CHAPTER 1: THE ROLE OF LOCAL STRATEGIC PARTNERSHIPS AND SUSTAINABLE COMMUNITY STRATEGIES

- 3.1 This chapter sets the context for the consultation and introduces the Government's vision of the role of LSPs:

The Role of LSPs

1. To be the partnership of partnerships in an area, providing the strategic co-ordination within the area and linking with other plans and bodies established at the regional and sub-regional and local level;
2. To ensure a Sustainable Community Strategy is produced that sets the vision and priorities for the area agreed by all parties, including local citizens and businesses, and founded on a solid evidence base;
3. To develop and drive the effective delivery of their LAA;
4. To agree an action plan for achieving the Sustainable Community Strategy priorities, including the LAA outcomes.

The chapter also outlines the reasons behind the new commitment to reshaping Community Strategies as Sustainable Community Strategies and includes a definition and components of sustainable communities. In summary, the Government believes a sustainable community to be: Active, Inclusive and safe, Well-run, Environmentally sensitive, Well designed and built, Well connected; Thriving; Well served and; Fair for everyone.

4.0 CHAPTER 2: GOVERNANCE

- 4.1 The consultation document emphasises that the key feature of LSPs is that they should be the overarching partnership in a locality bringing together all local thematic partnerships. In more detail it sets out that for this system of partnerships to operate as an effective co-ordinator of delivery, each LSP needs effective, accepted and transparent governance arrangements. As LSPs move from advisory bodies to commissioning bodies – effective governance arrangements become increasingly vital.
- 4.2 The consultation document suggests a role for the local authority's involvement in LSPs stating that the local authority is vital to the effective operation of an LSP, is also responsible for producing the Sustainable Community Strategy, should be accountable for the LSP's actions and is the accountable body for the LAA. It continues:

the local authority's democratic mandate and accountability provides a clear basis on which to determine priorities across the local area. Therefore we see a clear role for the local authority in initiating and maintaining momentum in the LSP: ensuring appropriate representation across the different sectors including involving local residents; and scrutinising the LSP.

- 4.3 In paragraph 78, the consultation sets out the need for some form of executive board:

We do not believe it is sensible for LSP structures to be specified in detail at national level. However, experience has shown that the basic structure of an LSP should include some form of executive board, which is able to take strategic decisions, underpinned by the local thematic partnerships which will need to feed into the board and which will effectively be the delivery mechanisms for the LSP. The board will need to be made up of all the key interests in an area: elected representatives, the local authority Chief Executive, senior public sector officials, voluntary, community and business sector representatives and local residents. It is important that as far as possible boards and the core membership of LSPs reflect the diversity of their area. The lead representative from each of the main thematic partnerships, such as the children's trust and Crime and Disorder Reduction Partnerships would be expected to be a core member of the board, as would a senior planner.

- 4.4 Another key element of the consultation is the consideration of whether LSPs should be given a more formal role. Paragraph 101 states:

As all LSPs begin to move towards a greater delivery co-ordination role, as opposed to operating in a purely advisory capacity, it is important to consider whether to set them on a firmer footing by clarifying and formalising their role, and ensuring the involvement of key agencies. This could better enable them to fulfil this much more substantive role and could also provide the basis for holding the partnership to account

5.0 CHAPTER 3: ACCOUNTABILITY

- 5.1 Key elements of accountability covered by the consultation are:

- The accountability of the local authority and between partners
- Accountability upwards to central government and between the partners themselves
- Accountability to citizens, including the role of elected politicians both local councillors and MPs and the role of scrutiny of partnerships

- 5.2 Paragraph 121 sets out the possibility of formalising partners partnership working in assessments:

At present, only the local authority is assessed on the quality of its partnership working through the Comprehensive Performance Assessment and the Primary Care Trust through the Healthcare Commission. It may be more effective in securing commitment and the necessary space for collaborative working from the other public sector agencies if partnership working was included as part of other key agencies' assessments.

- 5.3 The role of overview and scrutiny is discussed in paragraph 125 and the involvement of Members of Parliament is set out in paragraph 126.

6.0 CHAPTER 4: CAPACITY ISSUES

- 6.1 Chapter 4 covers the skills needed by LSPs, financial resources available to LSPs and existing training and other support. An emphasis on the increased capacity for LSPs is clear together with the importance of developing a robust national programme of support and training for LSPs.

7.0 KEY QUESTIONS

- 7.1 At the end of each of the four chapters a series of key questions is outlined. A proposed response to the key questions is set out in Appendix 2.

8.0 FINANCIAL AND RISK MANAGEMENT IMPLICATIONS

- 8.1 The response to the consultation itself does not bring additional financial or risk management implications.

9.0 RECOMMENDATIONS

- 9.1 Subject to any amendments the Portfolio Holder may wish to make, the Portfolio Holder is asked to approve the consultation response and authorise the Head of Community Strategy, in consultation with the Portfolio Holder, to agree any further amendments required as a result of the Hartlepool Partnership meeting.



*Local Strategic Partnerships:
Shaping their future*

A consultation paper



Office of the
Deputy Prime Minister

Creating sustainable communities

Local Strategic Partnerships: Shaping their future

A consultation paper

December 2005

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Foreword

Local services are increasingly being delivered in partnership – with local authorities working with other public sector agencies, businesses, and the voluntary and community sectors. Local Strategic Partnerships are the vehicle for this way of working.

The future role of LSPs is central to the Government's vision for the future of local decision-making, in particular to developing a strong leadership role for local authorities. LSPs also provide an important opportunity for realising better quality neighbourhood engagement and bringing together the resulting neighbourhood arrangements.


LSPs play a significant role in the delivery of many of our objectives – providing an opportunity to define and deliver local priorities across the area rather than work being confined to separate agencies. LSPs in areas of high deprivation have a key role in tackling entrenched disadvantage and all LSPs will play a vital role in agreeing and delivering Local Area Agreements.

Community Strategies need to evolve into Sustainable Community Strategies. These will be: based on firm evidence; add value to other local plans; be spatially relevant and robust enough to set the agenda for priorities in Local Area Agreements.

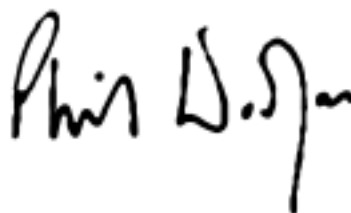
Partnerships only work well where they are developed locally to reflect the local situation. We understand that 'no- one- size- fits- all' and do not want to prescribe how an LSP should work. However, it is critical that LSPs are able to fulfil the new expectations being placed on them and move to genuinely driving better co-ordinated local services. To achieve this, all partners need to see collaboration as the only way to achieve efficient and coherent services and not an addition to the day job. To achieve this major shift, changes will need to be made, not just at a national, but at regional and local levels as well.

LSPs in receipt of Neighbourhood Renewal Fund (NRF) resources have already made the shift from focusing on process to the delivery of outcomes through the introduction of performance management. Local Area Agreements are also clearly focused on outcomes and it is crucial all LSPs now develop this delivery focus in order to achieve the vision set out in their Sustainable Community Strategies.

Your views will be invaluable in shaping the future development of Local Strategic Partnerships.



David Miliband
Minister of Communities and Local Government
Office of the Deputy Prime Minister



Phil Woolas
Minister for Local Government
Office of the Deputy Prime Minister

Next Steps

The Consultation Exercise

In this consultation paper we ask a number of specific questions; you are welcome to respond to them all, to some or not others or to write about other issues that have not been covered. Responses to this consultation paper should be received no later than 3rd March 2006 to:

The LSP Consultation
The Office of the Deputy Prime Minister
Zone 5/K10
Eland House
Bressenden Place
London SW1E 5DU

Tel: 020 7944 4088

Fax: 020 7944 5183

or email your contribution to:

lsp@odpm.gsi.gov.uk

Further copies of this consultation paper are available from the above address Alternatively, you can read this consultation paper online at:

www.odpm.gov.uk

Disclosure

A summary of responses to this consultation will be published. Paper copies will be available on request.

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Department will process your personal data in accordance with the DPA and, in the majority of circumstances; this will mean that your personal data will not be disclosed to third parties.

Ministers may wish to publish responses to this consultation paper in due course or deposit them in the libraries of the House of Parliament. All responses may also be included in statistical summaries of comments received and views expressed.

Executive Summary

1. Local Strategic Partnerships (LSPs) and Community Strategies were introduced as a result of the Local Government Act 2000. They have helped make great strides to improve the local quality of life. LSPs are now established in all areas and much progress has been made in terms of representation, establishing a common vision and moving to genuinely collaborative working. Community Strategies and Local Strategic Partnerships have a critical role in further developing coherent service provision and genuinely sustainable communities.
2. LSPs are working in an increasingly complex and challenging environment with important expectations being placed on them. This has increased the need to ensure that LSPs are working effectively and accountably, a theme developed in the Audit Commission's recently published paper "Governing Partnerships."¹ This consultation examines the future role of LSPs, their governance and accountability, and their capacity to deliver Sustainable Community Strategies. It poses a series of questions under each of these headings designed to help us understand how LSPs are operating at present and where changes could be made nationally, regionally and locally to help them develop most effectively.

The consultation's aims

3. This consultation, which is part of the local:vision debate on the future of local government, re-examines the role, governance and capacity of LSPs and Community Strategies both in terms of short-term changes and more radical longer-term adjustments. Discussions with key national, regional and local partners have led us to identify a number of key ambitions for the future development of LSPs. These core objectives are set out below:
 - Commitment amongst central government departments, regional organisations and local partners to the LSP system of partnerships and the Sustainable Community Strategy as the over-arching local plan;
 - An evolved role for the local authority including local authority members in facilitating action through the LSP and Sustainable Community Strategy;
 - LSPs able to effectively identify and deliver against the priorities for joint action in their area through the Sustainable Community Strategy, Local Neighbourhood Renewal Strategy, Local Area Agreement (LAA) and Local Development Framework, in a clearly accountable way;
 - LSPs better able to support neighbourhood engagement and to help ensure the views of neighbourhoods and parish councils can influence strategic local service delivery and spending; and
 - Effective, transparent and accountable governance and scrutiny arrangements for LSPs to enable partners to hold each other to account and local people to hold the partnership to account.

¹ "Governing Partnerships – Bridging the accountability gap" Audit Commission Oct. 2005.

4. Our vision for the role of the LSP is that it takes the strategic lead in the locality by bringing together the views of the local partners, including critically representatives of the private, voluntary and community sectors, with national, regional, and neighbourhood or parish priorities in developing the Sustainable Community Strategy. The strategy would set out the vision and priorities for the area with the Local Area Agreement defining the detailed outcomes, which will be part of the Sustainable Community Strategy's action plan. The Local Development Framework is then the land-use delivery plan for the Sustainable Community Strategy. The outcomes from the LAA would be scrutinised by local authorities and LSPs and then monitored, reviewed and reported on. The Action Plan and its outcomes would then feed into future revisions of the Sustainable Community Strategy and LAA. Diagrams showing these arrangements for different tiers are shown on pages 22-23.

The changing policy environment

5. The Government has now set out its vision for creating genuinely sustainable communities. Delivering sustainable communities is the core purpose of Community Strategies and Local Strategic Partnerships. There are currently over 360 Local Strategic Partnerships (LSPs) in England, 88 of which are in areas that currently receive Neighbourhood Renewal Funding (NRF). Some of these partnerships date back to local initiatives in the early 1990s, others have only been set up relatively recently. Over recent years progress has been made in terms of increasing representation of harder-to-reach groups, joining-up working on cross-cutting themes and using well-being powers to facilitate improved local services.
6. Those areas in receipt of NRF are required to have an LSP but outside those areas, LSPs are entirely voluntary. In the past, their role was to develop a vision for their locality through their Community Strategy. This shared vision for the area remains an important part of their role but LSPs across the country are also increasingly becoming involved in delivery. A lot is expected of all LSPs, in particular, the development and implementation of LAAs. This enhanced role provides new challenges to many LSPs. They need to be capable of attracting senior membership, taking difficult decisions and challenging partner members where necessary, in order to drive forward local public service improvements and manage the performance of the elements of the partnership.
7. This builds on the strong emphasis placed on LSPs in the delivery of Neighbourhood Renewal. LSPs were required to develop a Local Neighbourhood Renewal Strategy and deliver the Neighbourhood Renewal outcomes. LAAs have placed further expectations on the role of LSPs and Community Strategies. First piloted in 21 areas in 2004/05, LAAs are now being rolled out to all upper-tier authorities in England over the next two years. LAAs set out the priorities for a local area negotiated between central government, represented by the Government Office, and a local area, represented by the local authority and LSP. The experience of the pilots bore out the importance of the LSP in bringing together the thematic partnerships in the local area; providing the governance framework for the delivery of the LAA; and ensuring the identification of cross-cutting themes and ensuring community engagement in the LAA. There are also clear links between the LAA and Community Strategy – both of which set out the priorities for the locality – and many areas have taken their Community Strategies as the basis of their LAA.
8. LSPs also have a key role in our proposals to increase the opportunities for neighbourhood engagement and action following the publication of the local:vision document *Citizen Engagement and Public Services: Why Neighbourhoods Matter* (ODPM and Home Office, Jan 2005). It is envisaged that the LSP will have an important

facilitating role in supporting neighbourhood engagement and ensuring that neighbourhoods and parish councils can influence strategic local priorities. *Why Neighbourhoods Matter* states that ‘evidence shows that action at the neighbourhood level is likely to be more effective where councils and the Local Strategic Partnerships (LSPs) have in place effective arrangements at the more strategic level’.² These arrangements should include a co-ordinated approach to community engagement and a commitment to the resources necessary to support it. Neighbourhood management has also proved to be a good way of engaging citizens and influencing service delivery, for example on improving local green spaces.

9. The Government has also set out its commitment to greater involvement of citizens and communities in the improvement of policies and services in the *Together We Can* action plan and the proposals in this document seek to reflect the implementation of that commitment.
10. A further influence on the role of the LSP is the change in focus of Community Strategies to become *Sustainable* Community Strategies. This reflects the increasingly important role of Community Strategies in helping to deliver genuinely sustainable communities which balance and integrate economic, social and environmental goals. Many Community Strategies have, in the past, struggled to articulate how they will address the area's longer-term and cross-boundary issues. Sir John Egan³ found there was a need for local leaders to establish priorities that were sustainable and connected to the anticipated changes in the local area. He recommended that these be brought together in a Sustainable Community Strategy. We believe that the move to Sustainable Community Strategies, as part of the wider role changes for LSPs and local authorities outlined in this paper, will help them fulfil the requirement in the Local Government Act 2000 to produce Community Strategies, which contribute to sustainable development in the UK.
11. The local:vision document *Vibrant Local Leadership*⁴, published in January 2005, also demonstrated a commitment to developing this co-ordinating community leadership role of each local authority. It suggested that a long-term objective for the next ten years should be:

‘...developing the effectiveness of the community leadership role of councils in relation to the range of local services that contribute to the well-being of an area and strengthening the relationships between local partners’.
12. This emphasis on the ‘community leadership’ role of the local authority is vital as it points to the way in which this leadership should be exercised i.e. in partnership rather than by command. The benefits of partnership working in addressing difficult issues are widely recognised and we have placed increasing emphasis on partnership working across government, for example, through Crime and Disorder Reduction Partnerships and, more recently, Children’s Trusts. We have also recognised that, to be effective, these different partnerships and their plans must be co-ordinated. This role as the “partnership of partnerships” was always envisaged for LSPs. It is now imperative that this becomes a reality.

2 The local:vision document “Citizen Engagement and Public Services: Why Neighbourhoods Matter” ODPM Jan. 2005.

3 “The Egan Review Skills for Sustainable Communities” ODPM 2004.

4 *Vibrant Local Leadership*, ODPM, 2005

See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_034875.pdf

‘Undertaking these roles effectively is likely to require an increasingly strong focus for dealing with cross-cutting issues at local level, for which the main vehicle is the LSP.’
(Vibrant Local Leadership ODPM, 2005)

13. The local authority’s involvement is vital to the effective operation of an LSP. The local authority’s democratic mandate and accountability provides them with a clear basis on which to determine priorities across the local area. Therefore, we see a clear role for the local authority in initiating and maintaining momentum in the LSP; ensuring appropriate representation across the different sectors including involving local residents; and scrutinising the LSP. The local authority is also responsible for producing the Community Strategy and is ultimately accountable for the LSP’s actions.
14. The local authority role is especially vital given the statutory power local authorities have to secure the economic, social and environmental well-being of the local areas. This power is critical as it enables local authorities to step outside the narrow provision of a range of services they are directly responsible for, to look more widely at community needs, such as promoting community cohesion and tackling social exclusion and discrimination. The powers provide greater freedom for local authorities to adopt new and innovative ways of improving quality of life and securing a more sustainable future for the area.

Our vision of the role, accountability and governance of LSPs

15. We believe it is crucial for the success of LSPs that they are able to co-ordinate delivery of the Sustainable Community Strategy and LAA.

We want LSPs...

1. To be the partnership of partnerships in an area, providing the strategic co-ordination within the area and linking with other plans and bodies established at the regional, sub-regional and local level.
2. To ensure a Sustainable Community Strategy is produced that sets the vision and priorities for the area agreed by all parties, including local citizens and businesses, and built on a solid evidence base.
3. To develop and drive the effective delivery of their Local Area Agreements.
4. To agree an action plan for achieving the Sustainable Community Strategy priorities, including the LAA outcomes.

In two-tier areas we expect:

County-level LSPs to agree the LAA and relevant action plan, taking into account priorities identified by District local authorities and LSPs in their Sustainable Community Strategies.

District-level LSPs (and their Sustainable Community Strategies) to be fully considered and involved in the drawing-up and implementing of the county-wide Sustainable Community Strategy and LAA. Relevant LAA outcomes should also be reflected in the District LSPs’ action plans and future iterations of all District-led plans, including Local Development Frameworks.

16. As indicated above, the LSP must take an oversight role, ensuring that the lines of responsibility between partners and thematic sub-partnerships are clear and that duplication is avoided. In essence the LSP needs to be the ‘partnership of partnerships’ encompassing all thematic partnerships in the area. For example Children’s Trusts will be expected to be integrated within the LSP system of partnerships whilst retaining their responsibility for co-ordinating children’s services.

17. Some of this shift will, and is, coming with time. The process will be significantly enhanced if members of the LSP see their part in the partnership as a key way for them to achieve their goals rather than as an addition to the 'day job'. This requires a joint coherent approach from central government as collaborative working is also hampered by the sheer weight of central target-setting. It is integral to the vision for the future of LSPs, and local governance more generally, that the space for individual local agencies to act innovatively and collaboratively is increased through a reduction in the level of organisation-based/national targets.
18. Performance management by the LSP is a key part of the partnership approach. In NRF areas performance management has helped increase accountability between partners. All partners within an LSP are expected to be accountable for their contribution to the delivery of the Sustainable Community Strategy. They are also expected to play their part in ensuring all partners take an active and effective role. To increase the LSPs' effectiveness it may be appropriate to place obligations on key partner agencies to participate. This model of a statutory 'duty to co-operate' has been adopted in the context of Crime and Disorder Reduction Partnerships. Similarly, the Children Act 2004 requires wide co-operation arrangements in the context of Children's Trusts. The Scottish equivalents of LSPs, Community Planning Partnerships, are also underpinned by statutory co-operation arrangements with named agencies having a 'duty to participate' in the community planning process. Imposing a statutory requirement upon local authorities and specified bodies to work together would in our view send a strong signal that LSPs have a very significant role in co-ordinating delivery locally. To ensure wide representation there could be a parallel duty on local authorities to involve the business, voluntary and community sectors. We are seeking views on this proposal.

Securing the capacity to deliver

19. To deliver this challenging agenda it is increasingly important that LSP members and staff possess skills in performance management, negotiation, policy development, implementation and community engagement. Training and support packages provided nationally, regionally and locally will need to support the development of this new skill set for some LSPs. We need to learn from and build on the skill development already put in place for those LSPs in receipt of NRF.
20. There is a wide range of support and training presently available for partners of LSPs, some directly focused on LSPs. However, this training to date has been provided by a number of different sources, in a number of different ways, based on a number of different criteria. It is crucial that the support provided is made available to all LSPs, not just those in areas receiving NRF, and that it is provided in a coherent way ideally with one access route.
21. In light of the responses to this consultation paper it may be appropriate to publish Sustainable Community Strategy and Local Strategic Partnership guidance as required by Section 4 of the Local Government Act 2000.

Chapter 1: The role of Local Strategic Partnerships and Sustainable Community Strategies

This section looks at the following issues:

- The strategic leadership role of LSPs
- The current role and expectations on LSPs
- Moving to a commissioning or delivery co-ordination role
- The move to *Sustainable* Community Strategies
- The links between the regional and sub-regional tiers
- The impact of the Local Area Agreements
- Local Development Frameworks
- The roles of LSPs in two-tier authority areas

The strategic leadership role

22. The main objective of LSPs is to set out the vision of an area and co-ordinate and drive the delivery of local services leading to improved outcomes for citizens that go beyond the remit of any one partner. Other benefits of partnership working include increased opportunities for joint provision of services, the ability to attract external funding and increased influence over the policies and structures of partner agencies.
23. Individual partnerships do realise some of the benefits of partnership working including avoiding duplication and creating more seamless services. However, focussing on a defined thematic area can mean that wider opportunities and benefits are missed. LSPs, with their over-arching remit, can add even greater benefit by enabling different agencies from the public, private and voluntary and community organisations to work together effectively to improve services. The LSP must take an oversight role, ensuring that the lines of responsibility between partners and partnerships are clearly drawn and that duplication is avoided.

The current role and expectations of LSPs

24. Section 4 of the Local Government Act 2000 placed a duty on every local authority to prepare a **Community Strategy** for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. Statutory guidance on Community Strategies, to which local authorities must have regard, was published in 2000. This guidance set out that these strategies were to be produced in partnership with all local delivery agencies and their communities. The guidance also formally introduced the concept of **Local Strategic Partnerships** and placed an expectation on local authorities to seek the participation of local stakeholders in this process, via an LSP where possible.

25. Further non-statutory guidance on LSPs was issued in 2001. Since then, LSPs have been established in the vast majority of local authority areas. The guidance describes them as voluntary, non-executive partnerships and only 2% of LSPs have chosen to alter this position by establishing themselves as a company limited by guarantee. A small number of areas have also established Local Public Service Boards – a model discussed in more detail later.

Local Neighbourhood Renewal Strategy

26. The **88 areas in receipt of Neighbourhood Renewal Funding** were required to have a LSP before they could receive NRF. The LSP then has a formal role in agreeing to the expenditure of Neighbourhood Renewal Fund. LSPs in receipt of NRF must also produce a **Local Neighbourhood Renewal Strategy**, often as part of the Community Strategy, setting out how they will narrow the gap between the most deprived neighbourhoods and the rest.
27. LSPs pooling NRF within their Local Area Agreement must include six mandatory neighbourhood renewal outcomes within the agreement. These outcomes cover the six key neighbourhood renewal themes (crime; education; health; housing; liveability and worklessness). These outcomes are designed to bring about a narrowing of the gap between the most deprived neighbourhoods and the rest of the district. They build upon the national floor targets, which will be included in the Local Neighbourhood Renewal Strategy (LNRS). This bringing together of NRF within LAAs is in light of the fact that many LSPs have merged their LNRS and Community Strategy. Neighbourhood renewal should be delivered through the Sustainable Community Strategy and the Local Area Agreement.
28. Government Offices (GOs) formerly accredited NRF LSPs (in 2002 and 2003). Since then, annual accreditation has been replaced by a performance management approach, under which NRF LSPs self-assess their progress in achieving delivery on neighbourhood renewal objectives. To ensure robustness of the performance management process the Audit Commission has validated 60 LSP performance management frameworks and the GOs also have a key role in challenging LSP performance and local targets, together with making an assessment of partnership working.
29. The Audit Commission validation found that “in the last 12 months LSPs have made significant progress in implementing performance management systems. This is a notable achievement given the complexity and sensitivity of developing performance management in a partnership context. It marks a further stage of development in the life-cycle of LSPs and demonstrates a level of organisational maturity which is reassuring given their relative youth”.⁵

Moving to a commissioning or delivery co-ordination role

30. Two main roles have been adopted by LSPs – **advisory** and **commissioning**. Advisory LSPs typically have a large membership working to build consensus and acting to co-ordinate and make recommendations. A commissioning LSP, on the other hand, makes decisions, commissions action and is actively involved in the delivery of the Community Strategy and Neighbourhood Renewal floor targets. This is a less common model outside NRF areas.

⁵ See: <http://www.neighbourhood.gov.uk/document.asp?id=1366>

31. Our research⁶ shows that LSPs themselves regard their biggest progress as having been made in establishing a collective vision and co-ordinated strategy, which reflects the emphasis placed on developing the Community Strategy/Local Neighbourhood Renewal Strategy. Significantly less progress has been made in establishing genuinely collaborative ways of working: for example, the least progress was assessed as having been made in mapping partners' spending programmes and pooling budgets.
32. Prior to the development of LAAs, the role of LSPs in non-NRF areas was primarily developing a vision for their locality through their Community Strategy. Increasingly, however, LSPs across the country are moving towards a delivery co-ordination role in particular through the development and delivery of Local Area Agreements.
33. We recognise that partnerships take time to build and that a mature partnership may be better able to achieve the greater delivery expectations now placed on LSPs.⁷ It takes time to create solutions locally that are sufficiently sophisticated to work with the complexity of the relationships and issues involved.⁸
34. Also having a mature partnership does not ensure clarity of purpose across the different member partners, nor does it inevitably produce the ability to genuinely co-ordinate or commission action. The movement from advising to commissioning is not a matter of inevitable evolution, but reflects the expectations placed on the role of the LSP.
35. Research conducted with LSPs in London⁹ highlighted a lack of clarity, for many LSPs, about their overriding purpose and the roles and responsibilities of the different partners. It was stated this had led to tensions between partners who had different perceptions about what the LSP was for and how they could benefit from participation. It is critical that we provide a clear view of the role of LSPs, the expectations of all partners, including the private, voluntary and community sectors, and the benefits participation are likely to produce. Our vision of the role of LSPs is outlined below:

The Role of LSPs

1. To be the partnership of partnerships in an area, providing the strategic co-ordination within the area and linking with other plans and bodies established at the regional and sub-regional and local level
2. To ensure a Sustainable Community Strategy is produced that sets the vision and priorities for the area agreed by all parties, including local citizens and businesses, and founded on a solid evidence base
3. To develop and drive the effective delivery of their LAA
4. To agree an action plan for achieving the Sustainable Community Strategy priorities, including the LAA outcomes

6 LSPs self-assessments of progress, 2004 Survey of all English LSPs, ODPM 2005.

7 National Evaluation of Local Strategic Partnerships: Report on the 2004 Survey of all English LSPs (March 2005) ODPM.

8 Evaluation of Local Strategic Partnerships: Governance Action Learning Set ODPM 2005.

9 LSPs and Neighbourhood Renewal in London: the story so far. Association of London Government. 2003.

36. The provision of specific staffing and support materials to NRF LSPs has undoubtedly aided these partnerships' development (for more details see chapter 4 and Annex C).

*"In general, NRF LSPs claim to have achieved more outputs/outcomes than those in non-NRF areas."*¹⁰

37. However, clarity of purpose itself can help speed up the partnership-forming process and ensure the necessary internal structures are in place. This pattern has been demonstrated through LSPs in areas receiving Neighbourhood Renewal Funding and the LAA process and was recorded in the evaluation of the LAA pilot process:

*'It is evident that the LAA process has the capacity to help build stronger and more effective partnerships. The process has begun to strengthen LSPs, given focus to existing theme partnerships and helped stimulate the establishment of new ones where necessary'*¹¹

The move to Sustainable Community Strategies

38. As described above, the central role of all LSPs is to produce and deliver a Community Strategy. Since the original guidance was written in 2000 we have gained extensive experience of what makes an effective Community Strategy. Developing a common vision for a more sustainable future is important and it is crucial that this vision is based on an in-depth analysis of the specific needs of the area and results in priorities which must be able to translate into meaningful outcomes. This is particularly important given the need for the Community Strategy to reliably inform the Local Area Agreement.
39. The on-going evaluation of Community Strategies¹² provides us with a picture of gradual improvement in the quality of Community Strategies but mixed success when measured against the above criteria. It found that:
- Almost all local authorities have now formally adopted a Community Strategy and approximately 40 per cent have undergone a process of partial or complete revision of the strategy.¹³
 - Whether the LSP led in the development of the strategy reflected the development and resourcing of the LSP. Larger authorities typically have more established LSPs, leading to a more 'partnership-orientated' document; in contrast, smaller authorities, typically rural districts, have often led the development of the Community Strategy themselves.
 - Many Community Strategies contain little analysis of evidence to back up proposed actions. They tend to rely largely on community aspirations and make few references to available baseline data that should inform priorities for action.

10 National Evaluation of LSPs: Report on the 2004 survey of all English LSPs.

11 Process evaluation of the negotiation of the pilot Local Area Agreements, OPM for ODPM P116.

12 Process evaluation of Plan Rationalisation and Community Strategy Survey, ODPM December 2004.

13 Process evaluation of Plan Rationalisation and Community Strategy Survey, ODPM December 2004.

- Nearly three-quarters of LSPs have an implementation or Action Plan in place – in the remainder the process is underway. Just over two-thirds of authorities also have a system in place for monitoring the Community Strategy – although typically, few details on this are provided in the strategy itself.
40. LAAs enable a renewed focus on the Community Strategy as the overarching visioning document for the area, underpinned by the specific outcome targets agreed and delivered as part of the LAA.
 41. In response to the Egan Review¹⁴ and the publication of the Government's new UK Sustainable Development Strategy¹⁵ we have committed to reshaping Community Strategies as Sustainable Community Strategies. The key point of Egan's recommendation was to re-emphasise the need for local leaders to take a more cross-disciplinary and integrated approach to social, economic and environmental issues. This also led on to recommendations regarding the skills required to deliver sustainable communities.
 42. We have now set out a definition and components of sustainable communities,¹⁶ which is reproduced in annex A of this document. In summary the components relate to a community being: Active, Inclusive and safe; Well-run; Environmentally sensitive; Well designed and built; Well connected; Thriving; Well served and; Fair for everyone.
 43. Sustainable communities balance and integrate social, economic and environmental components of their community; meet the needs of existing and future generations; and respect the needs of other communities in the wider region or internationally to make communities sustainable. As such, the definition and components provide a guide for LSPs as they put together their Sustainable Community Strategies.

¹⁴ "The Egan Review – Skills for Sustainable Communities" ODPM 2004.

¹⁵ Securing the Future – www.sustainable-development.gov.uk

¹⁶ ODPM's 5-Year Plan 'People, places and Prosperity' and the UK Sustainable Development Strategy, 2005.

Sustainable Community Strategies

Sustainable Community Strategies are an evolution of the Community Strategy requirement introduced in the Local Government Act 2000. They take on board policy developments arising from the introduction of Local Area Agreements, Local Development Frameworks, the Government's new Sustainable Development Strategy and the Government's desire to see Sustainable Communities in every place – communities where people want to live and work. In effect, this evolution will give teeth to the process.

A Sustainable Community Strategy will need to be developed through a number of stages. We have proposed a series of stages below and would welcome views on these proposals.

1. *Baselining current performance.*

- The strategy should outline a long-term vision for the area, using the definition and components of sustainable communities¹⁷. This should not be a tick-box exercise, but an accurate consideration of how the components should contribute to communities with their own unique identities – a positive sense of place.
- It will need to be built on robust data available from such sources as the Neighbourhood Statistics and Area Profiles websites (see below), individual local partners, as well as surveys and discussions with local citizens and businesses.
- It needs to establish baselines where data is new and map trends and trajectories where data has been available for a while.
- Where possible, surveys and area data should disaggregate demographic and socio economic information into race, gender, disability, faith, age and sexual orientation.

2. *Evidence: analysis of performance and local conditions.*

- This vision needs to be explicitly grounded in an analysis of the local area's needs and ideally an understanding of the totality of resources coming into the area.
- **Forecasting:** This should produce a medium-term plan for the next 5-10 years which builds upon the evidence and data referred to above and an evaluation of priorities identified in other local and regional partnerships' plans and strategies (including those of District LSPs in 2-tier areas).
- Wherever possible, it should also relate closely to Local Development Frameworks in the area, ideally using common data (e.g. from Geographical Information Systems), and common consultation mechanisms.
- As previously recommended by the Government, planning relating to neighbourhood renewal, culture & biodiversity should be subsumed within Sustainable Community Strategies at this stage.

3. *Local Area Agreements* – the outcomes and targets included in the LAA should reflect this overarching vision.

4. *Revised action plan:* The current Community Strategy Action Plan and the LAA delivery plan will become one and the same.

5. *The Sustainable Community Strategy/LAA Action Plan*

- This should state who is accountable for what actions, with what resources and to what timescale. Where appropriate, these should be neighbourhood or area-specific (this last point will be particularly important as it relates to District Sustainable Community Strategy Action Plans and Local Development Frameworks). The plan should also state how progress will be monitored, reviewed and reported on to citizens, businesses, partner organisations and, where appropriate, to central government. There is no need for the action to duplicate the work already done in the development of other plans e.g. the Children and Young People's Plan could become the children and young people's part of this Action Plan.
 - In turn, future iterations of theme, area or service-based plans should take into account the overall Sustainable Community Strategy and vice versa.
- 6.** In line with the LAA review timetable we would expect a Sustainable Community Strategy to be refreshed on an annual basis and reviewed every three years.

¹⁷ These components have been agreed with the Government and the Local Government Association.

44. One of the key weaknesses of many current Community Strategies is their lack of a reliable evidence-base. In future achieving an evidence-base should be considerably easier, due to the developments described below:
45. **Neighbourhood Statistics**¹⁸ – the on-line service developed by the Office for National Statistics enables users to download a vast range of social and economic datasets and analyse this data on a consistent small area geography.
46. **Area Profiles and Quality of Life Indicators**¹⁹ – The Audit Commission has piloted Area Profiles for two years in dozens of local areas. This project has now enabled a detailed picture of quality of life and local services to be drawn up against ten themes for each local authority area. Area Profiles provide data and information against those themes that will be of particular help to LSPs. The project highlights 45 local Quality of Life Indicators, which measure a wide range of issues covered by each of the ten themes. All the indicators draw on national data sources and are available on the Area Profiles section of the Audit Commission's website.

Links to regional, sub-regional and local activities

Regional/cross-boundary working

47. To be effective – and genuinely sustainable – a Sustainable Community Strategy, should influence, and be influenced by, the content of other key local, regional and sub-regional plans. The current version of the Community Strategy guidance outlines the organisations that LSPs are encouraged to engage with at the regional and sub-regional level. In addition, the LSP guidance highlights the role of Government Offices as facilitators and mediators between these bodies and LSPs. However, the 2004 survey of all Community Strategies²⁰ has shown in general that there is relatively little evidence that links are being made between Community Strategies and regional and sub-regional strategies.
48. There are significant benefits to be gained by planning and delivering policy beyond local authority boundaries in a way that corresponds to the functioning geographies of economies and societies. These might include travel-to-work areas, retail catchments, housing market areas and strategic transport links.
49. It is therefore essential that the Sustainable Community Strategy is developed in a way that fully addresses needs and opportunities across administrative boundaries. As the overarching partnership for a local area, the LSP is ideally placed to facilitate cross-boundary collaboration and communication at the appropriate sub-regional level.

18 See <http://www.neighbourhood.statistics.gov.uk/dissemination/>

19 See <http://www.areaprofiles.audit-commission.gov.uk/>

20 "Formative Evaluation of Community Strategies – Review of Community Strategies: Overview of All and more detailed assessment of 50", ODPM 2005.

50. The development of Local Area Agreements has brought LSPs and regional and sub-regional organisations into a closer working relationship. This means that there is greater opportunity for Sustainable Community Strategies, Regional Spatial Strategies, Regional Economic Strategies, Regional Housing Strategies and Regional Sustainable Development Frameworks, amongst others, to be more closely aligned. One way to achieve close working relations is through a agreement or protocol between neighbouring LSPs and the relevant regional/sub-regional organisations. An Action Learning set of LSPs²¹ produced a model of what such an agreement might look like which establishes agreed ways of working and respective responsibilities regarding strategic co-operation, information-gathering and resources, information-gathering and resources.

Identifying opportunities for local collaboration

51. The Sustainable Community Strategy adds value in an area by being the over-arching plan and by drawing out those key priorities and actions that require a collaborative approach. It was always envisaged that the Community Strategy would perform this role. However, in practice – and often as a result of centrally-set target regimes – individual agencies or thematic partnerships have developed many local plans entirely separately and the key actions are not picked up in the Community Strategy. To help ensure the most effective and transparent allocation of resources in the locality, the LSP may wish to consider setting up mechanisms for individual partners to share performance data and levels of resourcing.
52. In addition, the Government has succeeded in reducing the number of separate plans required from local partners but to ensure this synergy of priorities and activities we suggest that local plans should be developed with reference to the Sustainable Community Strategy and vice versa, for example:
- PCT Local Delivery Plans
 - Local Transport Plans
 - Housing Strategies
 - Community Safety/Drug Action Plans

Basingstoke and Deane LSP

The LSP has had direct involvement in the ongoing work of the Local Development Framework and the Regional Spatial Strategy (the 'South East Plan'). This has demonstrated the benefits of an integrated approach to LSP partners and has led to a series of joint projects working towards:

- Joint community engagement between the local authority, police and PCT based around a broadened Statement of Community Involvement. The aim is for this to develop into a full engagement strategy for the LSP
- Joint commissioning of research and agreed data-sharing across functions and sectors
- A common set of performance measures shared across partners to measure improvements in the delivery of public services and community outcomes

²¹ 'LSPs and the regional and sub-regional agenda – towards a more joined up approach' Report of the Action Learning Set, ODPM 2005.

Neighbourhood engagement

53. We also believe that LSPs will have an important role in supporting neighbourhood engagement and ensuring that neighbourhoods can influence strategic local priorities. This is already happening in many NRF LSPs.
54. The discussion document *Citizen Engagement and Public Services: Why Neighbourhoods Matter* (ODPM and Home Office, January 2005) looked at how local authorities and their partners would be expected to provide opportunities for neighbourhood engagement and the empowerment of local people. Neighbourhood arrangements currently take a variety of forms and we will continue to encourage local variety and innovation. For example, there are already parish and town councils in some areas, and we are considering neighbourhood charters, neighbourhood forums, local action planning, and much more.
55. It is essential that mechanisms and activities at neighbourhood level are linked effectively with decision-making and planning at the strategic local level. They also need to reflect national policies where relevant, such as those relating to planning or housing, so expectations need to be managed. Therefore, it is envisaged that the LSP will have an important facilitating role in supporting neighbourhood engagement, listening to the views of the neighbourhoods in a locality, and ensuring that neighbourhoods can influence wider priorities in service delivery and the allocation of resources. The LSP, in developing the Sustainable Community Strategy in partnership with local people, should set out the visions and plans for neighbourhood engagement in the locality. The following example illustrates how this may operate. In engaging with any new neighbourhood arrangements it will be important for LSPs to look beyond formal neighbourhood structures, to ensure less vocal, less organised minority voices are heard.

Bradford Vision

In Bradford, the LSP (Bradford Vision) has supported local people to develop neighbourhood plans in around 60 neighbourhoods and developed a system of area conferences through which they directly influence borough-wide priorities. There is high awareness of neighbourhood action planning and clear political support from the Cabinet and council directors, who are keen to incorporate plans into the wider planning process.

56. In two-tier areas, the district level LSP may be best placed to ensure engagement of their local neighbourhoods, although there will also be merit in county authorities involving neighbourhoods and parishes in their LSP arrangements.
57. In some areas parish councils have also been closely involved in making links to specific neighbourhoods, often supported by the principal authority to develop parish plans. This can result in a more effective Local Strategic Partnership and may feed into the service delivery plans of LSP partners. The following example illustrates the potential for involving parishes and parish planning²².

²² "What makes a good Parish Plan" – The Countryside Agency.

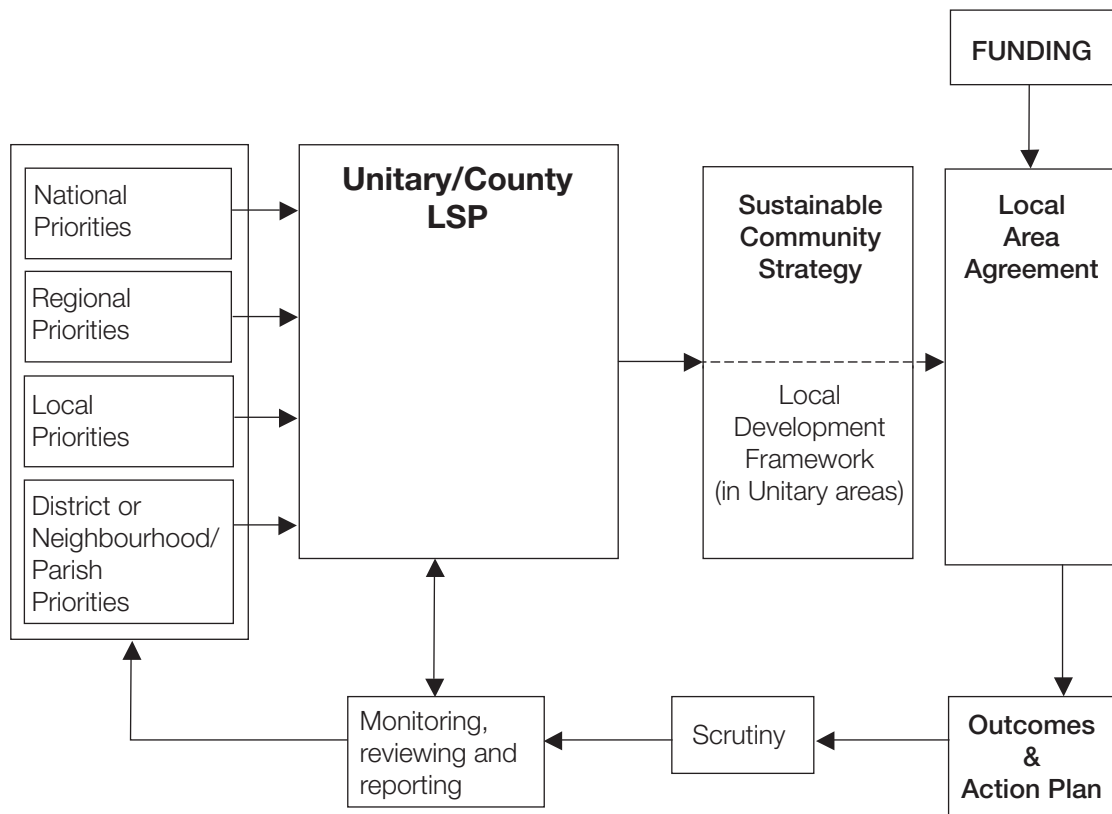
Caradon District Council

In Caradon the Parish Plan Action Group Chairperson is a member of the LSP. This ensures close working links with all projects and actions that have arisen from the Community Strategy. It also serves to position the parish planning process alongside the key issues, such as transport, health & housing, the local economy and vulnerable people, that make up the headings of the Community Strategy. It ensures that the interests of parishes are represented in the Community Strategy.

The impact of Local Area Agreements

58. As LAAs become part of the local landscape it becomes increasingly important to consider their relationship to the Sustainable Community Strategy. The approach suggested in the LAA guidance²³ is that the Sustainable Community Strategy sets out the overarching vision and priorities for the area and the LAA sets out the detailed outcomes, indicators and targets which relate to the strategy. This ensures that the targets agreed as part of the LAA flow directly from the analysis and priorities agreed as part of the vision and strategy.
59. Set out below in figures 1, 2 and 3 is our vision of the relationship between Sustainable Community Strategies, LAAs and the LSP's action planning.

Figure 1: Unitary & County LSP Framework



23 www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_038736.pdf

Figure 2: District LSP Framework

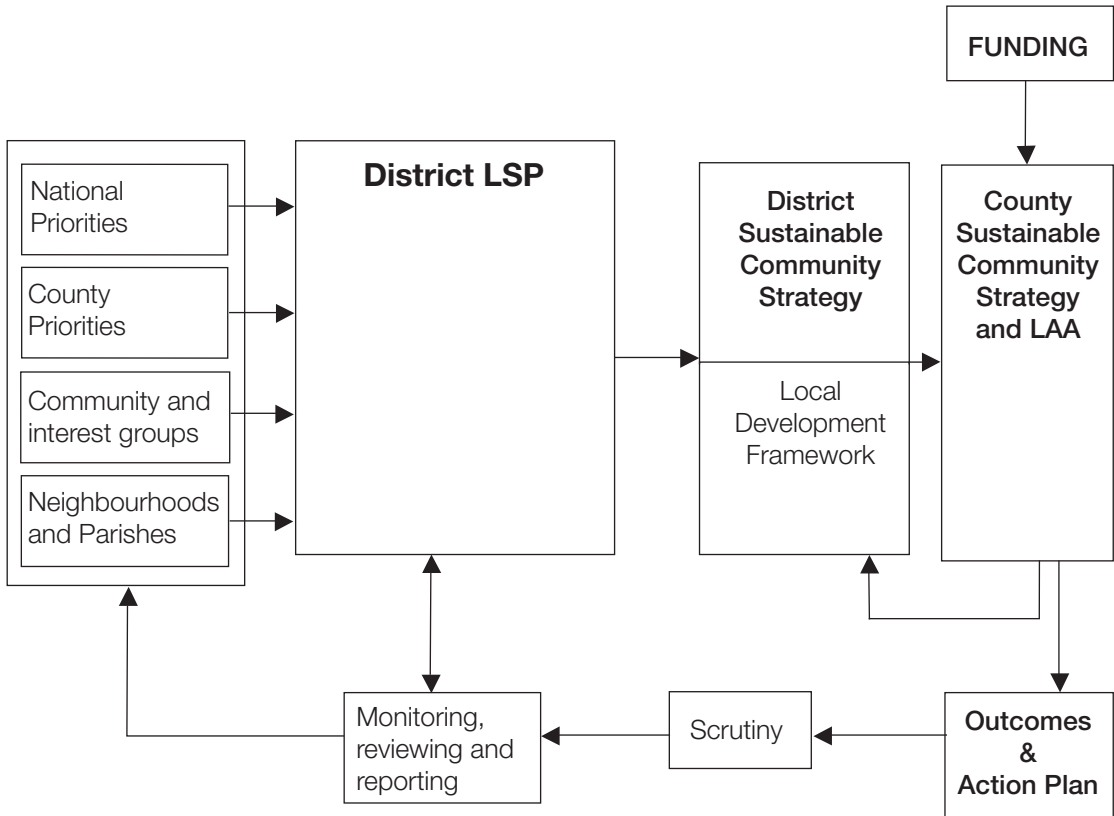


Figure 3: The relationship between Sustainable Community Strategies, Local Area Agreements and local action planning



Local Development Frameworks

60. The Local Development Framework must be a key component in the delivery of the Sustainable Community Strategy, setting out its spatial aspects and providing a long-term spatial vision. LDFs go beyond traditional land use planning and should integrate policies for the development and use of land with other policies and programmes that influence areas and how they function, including those for supporting infrastructure and service delivery. In order for them to do this effectively the Planning and Compulsory Purchase Act 2004 requires the Local Development Framework to have regard to the Community Strategy
61. In practice, this linkage is often not very apparent. The evaluation of Community Strategies concluded that in Community Strategies “There were few references to spatial strategies (either Regional Spatial Strategies or Local Development Frameworks/Local Development Documents) and whether the area would face specific spatial challenges in the future.”²⁴
62. This may not be surprising given the relative newness of LDFs. However, it is important that we establish more firmly the nature of the relationship and how links might be achieved in practice. This is particularly important given that this constitutes a new role for LSPs and requires a new way of working for both the partnership and planners. For the new system to work, planners are required to see land use planning in much broader terms, whilst LSPs need to see land-use planning as much more important to the delivery of local priorities. This requires planners to be much more involved in local area priority setting and vice versa.
63. The different stages of the Local Development Framework process have many linkages with the production of Sustainable Community Strategies and Local Area Agreements. These include: surveying and gathering evidence; involving the local community and other stakeholders in working up proposals and appraising alternative options; writing core strategies and thematic and area action plans. The expertise in the fields of analysis, assessment and geographic information systems in many plan-making teams can provide a valuable support to the production of more evidence-based Sustainable Community Strategies. The close links to a variety of service providers and the community, which LSPs deliver, can in turn assist plans to be more firmly integrated within and owned by the community and key stakeholders.
64. To ensure that the LDF can become the spatial expression of the Sustainable Community Strategy links need to be made throughout the process and most importantly LSPs and local planning authorities need to work closely together throughout the planning and delivery cycles of these plans and strategies.²⁵ The Royal Town Planning Institute (RTPI) has been commissioned by ODPM to provide advice for LSP partners and planning practitioners on how to make the most of opportunities presented by reforms to the planning system and highlight the benefits of collaborative working. The RTPI would welcome contributions from consultees to this. Please contact Louise Waring on 0207 929 9485 or louise.waring@rtpi.org.uk. The following case study gives an example of this joint working:

24 “Formative Evaluation of Community Strategies – Review of Community Strategies: Overview of All and more detailed assessment of 50” ODPM 2005.

25 For more detailed information about this see...
http://www.odpm.gov.uk/stellent/groups/odpm_planning/documents/page/odpm_plan_024497.pdf

Hambleton District Council, North Yorkshire

Since the introduction of Community Strategies in 2000, the Community Strategy team within the Council has been an integral part of the wider Department dealing with spatial planning. This has resulted in close collaboration in the production of the Community Strategy and LDF. The LDF Core Strategy Preferred Options document demonstrates this as its themes closely correlate with those in the Community Strategy. The consultation on the Preferred Options is now informing the review of the Community Strategy.

Roles of LSPs in two-tier local authority areas

65. Establishing clear roles and responsibilities in two-tier local authority areas can be problematic.
66. Two-tier LSPs have expressed mixed views as to whether or not working across two-tier areas poses a significant problem. 50% state that the LSP represents a forum where county/district tensions are avoided but 42% disagree. Similarly, 52% feel that there is effective collaboration between county and district LSPs but 40% disagree. Action Learning Research conducted by LSPs themselves has indicated that the problems are not substantially more complex within a two-tier structure than in a unitary structure, but reflect common difficulties of differing administrative boundaries which all LSPs face to some degree²⁶.
67. Our LSP evaluation programme has identified three main ways of working²⁷:
 1. **Aggregation model** – where district-level Community Strategies are aggregated to form an overarching strategy, at county level
 2. **Added Value model** – county Community Strategy focuses on areas where it can add value to district strategies – creating more strategic focus, avoiding duplication and with an emphasis on sub-regional issues
 3. **Separatist model** – where the county strategy has been developed with few linkages and in isolation to district strategies
68. While retaining scope for local discretion, there may be value in being clearer about the roles of different LSPs across a county. We would want to encourage more areas to move to a combination of the ‘added value’ and ‘aggregation’ models.
69. A possible model in two-tier areas could therefore be to develop a strategic Sustainable Community Strategy at county level, with a remit to engage with the regional, sub-regional tiers and district authorities/LSPs to reflect their priorities. District-level LSPs could then focus on local/neighbourhood engagement and establishing an analysis of the needs of their population. Evidence suggests that in several places this model has evolved naturally. There is also evidence of a similar structure being established in unitary areas with local area partnerships for specific parts of the authority working within the strategic overview of the LSP. This model is based upon a presumption that each local authority should have its own LSP which can determine the specific priorities for that area.

²⁶ Evaluation of Local Strategic Partnerships: Two Tier Action Learning Set, ODPM 2005.

²⁷ Evaluation of Local Strategic Partnerships:
http://www.odpm.gov.uk/stellent/groups/odpm_control/documents/contentservertemplate/odpm_index.hcst?n=5112&l=4

70. Whatever models are adopted, LSPs in two-tier areas are encouraged to use existing opportunities to foster effective working relationships between tiers. For example using the joint working arrangements between tiers for the production of local development frameworks or developing children's services.

Key Questions – The role of LSPs and Sustainable Community Strategies

LSPs, Sustainable Community Strategies and LAAs

- 1: Do you agree that the key role of the LSP should be to develop the vision for the local area, through the Sustainable Community Strategy and the 'delivery contract' through the LAA (as set out in figures 1 & 2)

Regional/sub-regional engagement

- 2: We believe it is important that LSPs reflect regional/sub-regional plans where relevant in their Sustainable Community Strategy priorities and that regional organisations and partnerships take account of key local needs. How can this greater co-ordination best be facilitated?

Links to local plans

- 3: Would a requirement on bodies producing theme or service-based plans to 'have regard' to the Sustainable Community Strategy in doing so and vice versa, increase the LSP's ability to take the over-arching view in an area?

Sustainable Community Strategies

- 4: Are the proposed steps in the development of a Sustainable Community Strategy correct? (See box on page 18)
- 5: What more could be done to ensure Sustainable Community Strategies are better able to make the links between social, economic and environmental goals and to deal more effectively with the area's cross-boundary and longer-term impacts ?

Neighbourhood Engagement

- 6: What should be the role of the LSP in supporting neighbourhood engagement and ensuring the neighbourhood/parish voice, including diverse and minority communities, is heard at the principal local level?
- 7: In two-tier areas, is it most appropriate for the responsibility for neighbourhood engagement to rest with the district level LSP?

Links with Local Development Framework

- 8: How can spatial planning teams best contribute to Sustainable Community Strategies through the LSP and ensure that LDFs and Sustainable Community Strategies are closely linked?
- 9: How could revised guidance and accompanying support materials best ensure that Sustainable Community Strategies and Local Development Frameworks join up effectively?

Two-tier areas

- 10: Should every local authority area have its own LSP?
- 11: Would the establishment of a greater delineation of roles between county and district LSPs as suggested be sensible? (See paras 65 to 69)

Chapter 2: Governance

This chapter explores the following issues:

- Governance of the LSP: in particular, the relationship between the LSP with other thematic partnerships and the role of the executive board
- Geographic boundaries of partners
- Ways of ensuring wide representation
- A possible legislative foundation

Governance of the LSP

71. The key feature of LSPs is that they should be the overarching partnership in a locality bringing together all local thematic partnerships. For this system of partnerships to operate as an effective co-ordinator of delivery, each LSP needs effective, accepted and transparent governance arrangements.
72. As LSPs move from advisory bodies to commissioning bodies – effective governance arrangements become increasingly vital. A recent Audit Commission report²⁸ on this subject takes this argument further to commend a formal partnership agreement between partners to cover the nature of governance. This would be expected to reflect the local situation but cover role, membership, responsibilities and accountability between partners.
73. There is no one model for the governance of an LSP. They reflect the variety of local circumstances, and often derive from what was there before, such as Single Regeneration Budget partnerships or New Commitment to Regeneration partnerships, amongst others. In general, LSP structures are becoming more sophisticated: 82% of LSPs now have an executive/board; 78% distinguish between core and other membership; and in over 79% core membership includes Local Authority councillors and officers, health, police and voluntary sector umbrella groups (Survey of All English LSPs, ODPM 2004).
74. The local authority's involvement is vital to the effective operation of an LSP, the local authority is also responsible for producing the Sustainable Community Strategy and is accountable for the LSP's actions. The local authority is also the accountable body for the LAA. The local authority's democratic mandate and accountability provides a clear basis on which to determine priorities across the local area. Therefore we see a clear role for the local authority in initiating and maintaining momentum in the LSP: ensuring appropriate representation across the different sectors including involving local residents; and scrutinising the LSP.
75. LSPs were originally envisaged as the partnership of partnerships. This role was clearly set out in the 2001 Local Government White Paper 'Strong Local Leadership – Quality Public Services' which stated that the: *'Proliferation of these separate partnerships can lead to fragmentation, duplication and inefficiency. LSPs were established in part to bring some order to this situation by placing themselves at the apex of local partnership arrangements... LSPs will be able to slot any statutory partnerships into their emerging structure'*²⁹ LSPs must ensure that partnership arrangements are inclusive. This means that members from all sectors of the LSP should agree the partnership structure and have adequate opportunity to influence and hold to account members of the executive.

28 Audit Commission – "Governing Partnerships" Oct 2005.

29 The 2001 Local Government White Paper.

76. The Audit Commission has highlighted subsequently the importance of ensuring that partnerships are effective and avoid duplication³⁰. The LSP as a 'partnership of partnerships' must provide the overview and strategic co-ordination that effective partnership working within a locality requires. Annex B describes a selection of the huge range of existing partnerships which exist at local level, which is by no means exhaustive. This proliferation of local partnerships is likely to make the overview and co-ordination job of the LSP substantially more difficult.
77. There are also different circumstances in different parts of the country regarding the geographic coverage of local authorities and their partner organisations which can have implications for the LSP providing effective co-ordination. Many local authorities have made representations on this point to central government. Consideration is beginning to be given to the issue of the **geographic boundaries of partner organisations** and whether these can be aligned. As an example Strategic Health Authorities are starting the process of reviewing PCT boundaries.
78. We do not believe it is sensible for LSP structures to be specified in detail at national level. However, experience has shown that the basic structure of an LSP should include some form of executive board, which is able to take strategic decisions, underpinned by the local thematic partnerships which will need to feed into the board and which will effectively be the delivery mechanisms for the LSP. The board will need to be made up of all the key interests in an area: elected representatives, the local authority Chief Executive, senior public sector officials, voluntary, community and business sector representatives and local residents. It is important that as far as possible boards and the core membership of LSPs reflect the diversity of their area. The lead representative from each of the main thematic partnerships, such as the children's trust and Crime and Disorder Reduction Partnerships would be expected to be a core member of the board, as would a senior planner. See Figure 4 on page 31 for more details.
79. In response to the introduction of performance management many LSPs in receipt of Neighbourhood Renewal Fund have already developed 'delivery teams' and/or 'executive boards' to enable them to deliver LNRS priorities effectively. The Audit Commission has also confirmed that a delivery team and/or executive board does assist an LSPs in delivering improvements³¹.
80. A small number of areas are trying out forms of **local public service board**, building on the ideas developed by the Innovation Forum. These partnership bodies have generally been established within the over-arching LSP framework. Their focus is on bringing together the major public sector partners in the locality, to map and influence the totality of public expenditure, and to co-ordinate joined-up public service delivery. In many ways these boards have the same role as an LSP executive board but tend to have less broad representation. The Local Government Association believes that Local Public Service Boards help achieve stronger local leadership for localities, with visible and accountable political direction of their activities. We believe it is crucial that any Public Service Board is set up within the LSP rather than as a rival to it or lines of accountability and decision-making will inevitably become blurred.

³⁰ Audit Commission "Governing Partnerships" 2005.

³¹ Audit Commission validation of NRF LSPs 2004.

81. Another approach to developing effective governance arrangements may be to introduce **single delivery vehicles/service delivery partnerships** which could focus on the delivery of specific issues under the umbrella of the LSP. While LSPs can join up strategy and commissioning they are not direct delivery bodies. Examples include models such as INclude, a non-profit company jointly owned by Liverpool City Council and a Registered Social Landlord which does a variety of regeneration activities. LSP partners could choose to pull together some of their budgets and assets and contract with a single delivery vehicle to ensure clearer joint delivery arrangements for particular issues. If such an approach were to be adopted we would expect the LSP to oversee the activities of the single delivery vehicle to ensure they fit with the priorities identified in the Sustainable Community Strategy and LAA. Guidance on forming and working within a range of service delivery partnership models can be found in the Final Report of the ODPM's Strategic Partnership Taskforce and its knowledge programme.

The LAA structure and its relation to the LSP

82. LSPs are best placed to decide the partnership arrangements that are most appropriate to their local circumstances. Whatever arrangements are put into place, LSPs will wish to keep these under review and ensure sufficient flexibility to respond to changing needs over time.
83. Local Area Agreements put LSPs at the centre of negotiation, delivery and monitoring of the priority outcomes of a local area. Most LAAs are focused around four blocks: Safer and Stronger Communities; Children and Young People; Healthier Communities and Older People and Economic Development and Enterprise. Many areas have begun to cluster local partnerships around these four thematic areas to enable more focused discussion and decision-making in the LSP. This clustering of partnerships around blocks is a useful approach though we do not want to prescribe the structure of LSPs and local areas will wish to develop partnerships that best meet local needs.
84. Moreover, it is vital that partnership arrangements for LSPs reflect the full remit of their Sustainable Community Strategies. This means ensuring themes such as the environment, transport, culture, and adult learning are catered for effectively in the partnership arrangements. Cross-cutting themes such as sustainable development would need to be considered their core business. It would be expected that the Executive Board or equivalent and the local authority Overview and Scrutiny Committee, would be responsible for ensuring that all cross cutting issues are picked up. The following sections set out some of the key partnerships that have an important bearing on the development of LAAs:

Children and Young People

85. The primary partnership vehicle for this block would be children's trusts. Children's Trusts bring together all services for children and young people in an area, underpinned by duty to cooperate set out in the Children Act 2004. They focus on improving outcomes for all children and young people. They aim to integrate key children's services within a set of locally determined arrangements to achieve better outcomes for children and young people.
86. The local authority is responsible for the production of a Children's and Young People's Plan. We would expect this plan to both inform and take account of the Sustainable Community Strategy and the Every Child Matters outcomes framework underpinning the Children and Young People's block of the LAA, and this in turn should be integrated

within the Every Child Matters improvement cycle. The CYPP determines the commissioning activities of the children's trust. The children's trust should be a commissioning body with its own governance and accountability arrangements through the Director of Children's Services and lead member. It is expected that the key representatives of the children's trusts would be core members of the LSP.

Safer and Stronger Communities

87. There may be several thematic partnerships within this block. The major partnership would be the Crime and Disorder Reduction Partnerships with their focus on community safety issues. The other elements within this block such as fire and road safety, increased community volunteering, local environmental quality and ability to access services may be picked up within a broadly-defined CDRP or with separate thematic partnerships.

Crime and Disorder Reduction Partnerships (CDRPs)

88. Crime and disorder reduction partnerships (also known as "community safety partnerships") were established in response to the duty to co-operate imposed on responsible authorities and specified bodies, under the Crime and Disorder Act 1998. The partnership provisions in that Act have recently been reviewed. The review examined the existing legislation relating to CDRPs to discern which aspects had been successful and aimed to make recommendations for legislative and other changes to enable agencies to work together more effectively to tackle crime, anti-social behaviour and substance misuse in local communities. The Government intends to announce the proposals arising from the review shortly.
89. CDRPs will be one of the LSP thematic partnerships. It would be expected that the key representatives of the CDRP, such as the Chief Executive(s) and local senior police officer, would be core members of the LSP. The key outcomes relating to the CDRP should also be reflected in the Safer and Stronger Communities block of the LAA.
90. The Government is considering how the accountability arrangements for CDRPs (which have been looked at as part of the review referred to above) might sensibly be linked to those of LSPs. We hope to be able to say something more about that shortly.

Economic Development and Enterprise

91. Partnerships relating to economic development are not prescribed at a national level. Most LSPs have a thematic sub-group reflecting the priorities within their Community Strategy related to the local economy. The fourth block of LAAs will, over time, serve to emphasise the leadership role of localities in tackling local economic issues and improving prosperity. It will bring funds together and help to strengthen partnership working between local authorities, businesses and other partnerships.
92. The guidance on Regional Economic Strategies³² encourages Regional Development Agencies to involve local authorities and LSPs in determining the strategies and ensuring that their plans and priorities are shared. Most RDAs have established sub-regional investment partnerships to facilitate these links; this should be encouraged in all localities and be built into the role of the LSP. It is clear that issues relating to the economy can extend beyond the immediate locality and this reinforces the importance of making links to the regional and sub-regional levels.

32 <http://www.consumers.gov.uk/rda/info/res.htm>

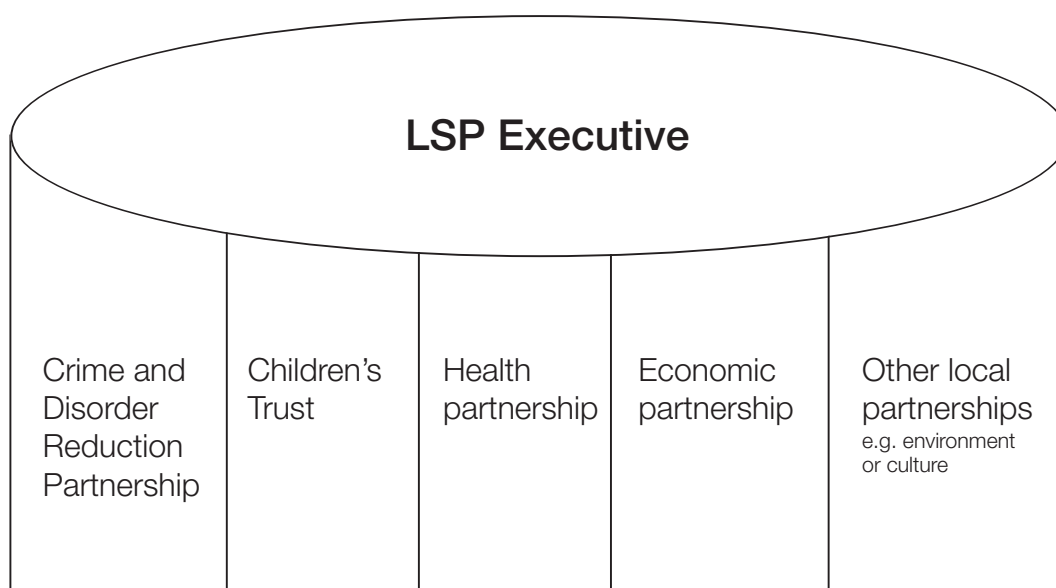
Healthier Communities and older people

93. Again, the partnerships relating to health and older people are not prescribed at a national level. The Department of Health has encouraged NHS bodies, particularly Primary Care Trusts, to use LSPs as the main partnership forum to conduct local health business and research has shown that almost all LSPs have NHS representation at some level. Frequently there is a health and well-being thematic partnership advising the LSP core and their plans and priorities are expected to inform the Sustainable Community Strategy and LAA.

Environmental Partnerships

94. As with health and economic development, partnerships relating to the environment are not prescribed at a national level. Many areas, for example, have established environment thematic partnerships which feed into the LSP focusing on such issues as biodiversity, energy and waste. There is not a specific LAA environmental or cultural theme block, as such it is vital that both environmental well-being and culture, among others, are themes that cuts across all four blocks.

Figure 4: A basic LSP governance structure



Ensuring wide representation

95. The active representation of all different sectors on the LSP is key to effective governance. Most NRF LSPs have now established a wide-ranging membership base, although the business sector remains significantly under-represented. For non-NRF LSPs membership is gradually becoming more representative. Concerns have been expressed by non-NRF LSPs themselves about the representation of the business sector, the voluntary sector and the community sector.³³ Of course, active engagement as well as fair representation is important, these issues are dealt with in chapter 3.

³³ The business sector (by 57 per cent), the voluntary sector (by 20 per cent) and the community sector (by 40 per cent). National Evaluation of LSPs: Report on the 2004 survey of all English LSPs.

The voluntary and community sectors

96. LSPs are well placed to encourage wider **community involvement** in developing a vision for the area's future as well as **community action** which helps deliver a genuinely sustainable community. However, to make this a reality it is important that representatives from the voluntary and community sector are included on LSPs and relevant sub-groups, both in their roles as service deliverers and as representatives of the local community. Representatives need to reflect all the community including a diverse range of minority voluntary and community sector interests. Their representation on both the board and its sub-thematic partnerships will be critical to ensuring LSPs can tackle the increasingly important challenges of achieving community cohesion and tackling social exclusion.
97. Many LSPs support the involvement of the voluntary and community sector through the development of a local compact³⁴. These are formally agreed ways of working between the voluntary and community sector and the local statutory bodies which can help clarify acceptable ways of working, respective roles, etc. It is important, however, that Compacts are not seen as a substitute for establishing good working relationships over time. In NRF areas Community Empowerment Networks co-ordinate, on behalf of all partners, the involvement of the variety of different community groups in the LSP's activities.
98. The Government's revised Sustainable Development Strategy, Securing the Future³⁵, has also recognised the contribution which communities can make to the delivery of a more sustainable future for all. Therefore we have launched "Together we can secure the future" as part of the cross-government "Together we can" action plan³⁶ which brings together local people and Government and encourages local communities to get involved in Sustainable Community Strategies, Local Development Frameworks and Parish Plans to help shape a more sustainable future for their area. Local Strategic Partnerships should fully embrace and build upon Local Agenda 21 initiatives or equivalent community activity on sustainable development. This will be needed to help shape Sustainable Community Strategies.

The private sector

99. The original Community Strategy and LSP guidance anticipated that the private sector would also be fully involved in the community planning process and the scrutiny of it. To date, the evidence suggests that this has been patchy. While most Community Strategies have sections about the local economy and employment, and two thirds of Community Strategies had moderate or significant input from Chambers of Commerce, only around half had involvement from individual private sector bodies. There are a number of reasons for this such as the perceived limited role and effectiveness of many LSPs, particularly those without additional funding. However, economic development should be recognised as a key part of the Sustainable Community Strategy and LAA and therefore it is critical that individual local business together with their umbrella organisations are represented on both the board and its sub-thematic partnerships. A number of recent initiatives provide greater local discretion over spending on economic development so there is an additional incentive for private and business sectors to become more involved. These include the Economic Development and Enterprise Block in LAAs and Business Improvement Districts.

34 See <http://www.thecompact.org.uk>

35 'Securing the future' UK Sustainable Development Strategy 2005. See <http://www.sustainable-development.gov.uk>

36 See <http://communities.homeoffice.gov.uk/civil/together-we-can/>

100. Given that social, economic and environmental components together help create sustainable communities, it is important that all of these perspectives or disciplines are equally represented in the community planning process and the LSP. Unbalanced representation in the process will significantly hinder the development of an effective Sustainable Community Strategy.

A possible legislative foundation for LSPs

101. As all LSPs begin to move towards a greater delivery co-ordination role, as opposed to operating in a purely advisory capacity, it is important to consider whether to set them on a firmer footing by clarifying and formalising their role, and ensuring the involvement of key agencies. This could better enable them to fulfil this much more substantive role and could also provide the basis for holding the partnership to account (an issue discussed in more detail in chapter 3).
102. There are various policy areas in which partnership working has been encouraged and strengthened. Where the intention has been to establish a partnership on a firm legal footing the model adopted has typically been to impose a duty on the key public service agencies to co-operate with the local authority. Whilst a statutory duty to co-operate in the production of the Sustainable Community Strategy (and LAA) can only be placed on key statutory agencies, in practice the partnership would need to encompass a much wider group of partners and it may therefore be helpful to also require the local authority, as part of their initiation role to involve the voluntary, community and private sectors. It would also be possible to specify in more detail what the named partners would need to do to meet this duty, for example in terms of frequency of attendance or providing some form of financial or support in kind.
103. The main benefits of providing the LSP with some form of legislative foundation would be:
- a) to send a strong signal from national government that partnership working across the whole set of issues in an area is important;
 - b) to reinforce and clarify the LSP's role as the 'partnership of partnerships' particularly in relation to individual thematic partnerships with a statutory foundation;
 - c) to provide an opportunity to reiterate the centrality of the local authority's role to the LSP by giving them a clear initiation role;
 - d) to set out the minimum expectations being placed on partner members and thereby avoid confusion; and
 - e) in areas of poorer partnership working, to ensure that the key public sector agencies are engaged in the LSP.

104. We recognise that securing the attendance of member organisations does not on its own ensure their active engagement or the effective delivery of the LSP's objectives and that the introduction of LAAs provides an additional catalyst for partners to participate. However, this model has the advantage of providing the partnership with greater legitimacy without creating a whole new entity or 'statutory LSP'. Creating a statutory LSP would in effect create a new layer of local bureaucracy and therefore a rival bureaucracy to the democratically elected local authority. As such it is not a model we would wish to pursue. The duty to co-operate follows the model applied to thematic partnerships including CDRPs and children's Services, and the model applied in Scotland to Community Planning Partnerships, the equivalent of LSPs. Details are given below:

The children's trust model

The new duties in the **Children Act** 2004 require local authorities and their "relevant partners" to co-operate to improve children's well being. Local authorities have a duty to promote the participation of the relevant partners and other people or bodies that are engaged in activities related to children in the area.

County or unitary authorities must take a lead in making arrangements to promote co-operation between local agencies whose work impacts on children within the authority's area. As joint stakeholders, the relevant partners must co-operate with the authority in the making of those arrangements.

The specific relevant partners cited are: the district council (in two-tier areas), the police authority, the local probation board, the youth offending team, the Strategic Health Authority and Primary Care Trust and the Learning and Skills Council.

The Scottish Model

'Community Planning' is essentially the Scottish equivalent of preparing the Community Strategy. It was established by the Local Government in Scotland Act 2003. The local authority is required to initiate, maintain and facilitate such a process in their area. They also have a responsibility to determine the means of consultation and co-operation.

Local authorities are required to invite and encourage all public bodies in their area, and appropriate community bodies, to participate in Community Planning jointly.

There is a requirement on a number of public sector bodies to participate with the local authority in the planning process and assist the local authority in its initiation, maintenance and facilitation role. These include Health Boards, joint police boards, Joint Fire Boards, Scottish Enterprise and the Transport Authority.

The impact of Community Planning Partnerships and the underpinning legislation is currently being evaluated by Audit Scotland.

Key Questions – Governance of LSPs*LSP as the partnership of partnerships*

- 12: We believe that it is important that the LSP is made up of the thematic partnerships in the area together with an LSP board. What is your view?
- 13: We believe that a rationalisation of local partnerships would help the LSP executive take an effective overview. Would clustering partnerships around the four LAA blocks be a sensible way to achieve this?
- 14: We believe that the geographic boundaries of partners within LSPs is important. What do you see as the opportunities for, and barriers to, co-terminosity shared geographic boundaries?
- 15: Within the LSP framework and its established priorities, would the creation of single delivery vehicles to tackle particular issues be helpful?

Ensuring wide representation

- 16: How can the neighbourhood and parish, tiers be involved most effectively on the LSP on a) the executive and b) individual thematic partnerships?
- 17: How can the private, voluntary and community sectors be involved most effectively on the LSP as a) the executive and b) individual thematic partnerships?

Providing a legislative foundation

- 18: Would a duty to co-operate with the local authority, in producing and implementing the Community Strategy, help to set LSPs on a firmer footing and better enable their enhanced delivery co-ordination role?
- 19: If so, what obligations, such as attendance, financial or staff support, would be useful to place on partners?
- 20: If so, which public sector agencies would the duty be most sensibly placed on?
- 21: Should there be a statutory duty on local authorities and named partners to promote the engagement of the voluntary and community sectors in the LSP?

Chapter 3: Accountability

This chapter explores the following:

- The accountability of the local authority and between partners
- Accountability upwards to central government and between the partners themselves
- Accountability to citizens, including the role of elected politicians both local councillors and MPs and the role of scrutiny of partnerships

Accountability of the local authority and between partners

105. For LSPs to be effective and agree local priorities and actions that improve local services, all parties need to be clear what is expected of them and deliver relevant actions. As discussed earlier, clarifying the role of the LSP and ensuring strong positive leadership from the local authority is also crucial. However, clarity of role and effective leadership alone will not ensure clear and transparent lines of accountability. Clear accountability requires:
- Mutually understood and accepted ways of working
 - Internal performance management to check progress
 - External scrutiny
106. Earlier, we set out our expectations of LSPs. In summary these are that they provide the strategic co-ordination for the area, ensuring a Sustainable Community Strategy is produced, and the LAA is agreed and delivered.
107. Within the LSP, each partner is responsible for the actions that they agree to undertake, and as such are accountable for the delivery of those actions to the LSP, to their parent organisation and to the local community. It is essential that this accountability between partners is clarified and understood. Formal agreements or protocols between partners can be an effective way of ensuring clarity about who is responsible for the different elements of the Sustainable Community Strategy and the LAA delivery.
108. The LSP is accountable to different audiences:
- a) To local people through the democratic process through the local authority and, more directly, in listening to and informing local communities. The Overview and Scrutiny role of backbench ward councillors has a clear role here.
 - b) Central government in relation to outcomes agreed in the LAA.
 - c) To the local authority executive, as ultimate responsibility for the LSPs actions rests here.

109. Local authorities are democratically elected. As such they have the mandate to improve social, economic and environmental outcomes across the local area. LSPs are therefore ultimately accountable to the local authority. LSPs are voluntary unincorporated partnerships which do not discharge any statutory functions. Although we are considering creating a duty on some public sector bodies to participate with local authorities in regard to Community Strategies, to ensure the LSPs have the ability to lead work across different services, we have no plans to make LSPs statutory bodies. Local authorities with their democratic mandate and community leadership role are ultimately the body responsible for the LSP, Sustainable Community Strategy and the delivery of the LAAs (including NRF) as a whole.
110. Establishing clear lines of accountability within and from the LSP will enable a clear focus on delivery of agreed outcomes and thereby support good performance. It will also enable targeted action to be taken in any areas of under-performance. Clarity of accountability between partners will enable the partnership to address such issues collectively in advance of any external action from government. Clear accountability and greater transparency will also enable local people and service users to play a key role in holding the LSP to account.
111. As set out previously, LSPs in NRF areas have been required to have a Performance Management Framework in place since October 2003. They were able to use any system or framework they chose as long as it met 3 core requirements:
- A review of outcomes
 - A review of partnership working, and
 - An improvement plan
112. Performance management has enabled partners within NRF LSPs to be more accountable to one another by allocating delivery of outcomes to partners and monitoring progress and performance. This has driven forward delivery of LNRS targets. Performance management will be crucial to all LSPs as they deliver their LAA. Many NRF LSPs are building upon the performance management arrangements they already have in place to monitor the whole of the LAA.
113. Prior to the introduction of LAAs, less than half of those LSPs not in receipt of NRF had a performance management system. With the introduction of Local Area Agreements (LAAs) all LSPs must now be able to manage their performance effectively. The LAA guidance³⁷ sets out the key elements of performance management.
114. The LAA performance management framework is based around effective performance management by the LSP and an ongoing relationship between the partnership and the Government Office (GO). The LSP will report formally to the GO on performance against the outcomes and indicators in the LAA every six months. At those points in the year there will also be a dialogue between the LSP and the GO about progress in implementing the LAA, how the LSP intends to tackle any problems and support which the GO can offer. Following these dialogues GOs will, in turn, report on progress to central Government Departments.

³⁷ This guidance can be found on the ODPM website www.odpm.gov.uk

Accountability upwards to central government and between partners themselves

115. To effectively co-ordinate service delivery in an area partners within an LSP need to be able to hold each other to account for the commitments they make, especially those actions committed to as part of the Sustainable Community Strategy and LAA.

“...the aim is for partners to determine performance management systems to suit local needs and conditions that will underpin delivery These will require partners to share accountability more clearly, which will reinforce the interest in challenging each other's performance³⁸”

116. However, we recognise that pressures that exist between local agencies and their parent departments/organisations often do not provide incentives for partnership working. Instead many local partnerships are driven by specific national priorities and find it difficult to devote sufficient attention to the delivery of LSP objectives. This contributes to the impression that LSPs sometimes operate more as talking shops with lip service paid to partnership working.
117. This is not the case in all areas and many excellent partnerships operate well in spite of the tensions between the priorities and targets from within individual organisations and those of the LSP. However, the research into Community Strategies³⁹ indicates that for the majority, achieving buy-in and accountability between partners is an issue. Gaining commitment from local partners was cited as the most significant barrier to developing a successful strategy. A key issue was a lack of information on partners' performance and the absence of mechanisms through which pressure could be exerted (especially via the LSP). Partnership working was viewed as an addition to the 'day job' rather than core business.
118. It may be helpful to clarify this further through partnership agreements or protocols between partners. Partnership agreements, can define the role of the partnership, its Terms of Reference, and the expected and agreed contribution from all partners. This might include seniority of those attending, financial and staff contributions to the operation of the partnership. However, partnership agreements should not be seen as a substitute for the effort needed to build trust.
119. To enable accountability between partners to be strengthened requires a lessening of the purely organisation-based accountability between an agency and its central department. It is integral to our vision for the long-term future of LSPs, and local governance more generally, that the space for individual local agencies to act innovatively and collaboratively is increased through a reduction in the level of organisation-based/national targets. This method of working is being facilitated by the area-based approach to performance management introduced by the LAA and a similar approach in specific areas, for example, children's trusts are moving to an area based approach to performance management. This is underpinned by cross-agency working with a duty to improve children's well-being.

38 The Local:vision document – Securing better outcomes: developing a new performance framework, ODPM/HMT 2005.

39 Process Evaluation of Plan Rationalisation – Formative Evaluation of Community Strategies, Dec. 2004.

120. The longer-term aim of the LAA performance management framework is to reduce the burden of reporting on local areas – thus enabling a focus on the agreed priorities set out in the LAA. It, in turn, also aims to increase the horizontal accountability between partners. This reflects, and is supported by, the underlying aims of the proposed new performance framework as set out in *“Securing better outcomes: developing a new performance framework”*.
121. At present, only the local authority is assessed on the quality of its partnership working through the Comprehensive Performance Assessment and the Primary Care Trust through the Healthcare Commission. It may be more effective in securing commitment and the necessary space for collaborative working from the other public sector agencies if partnership working was included as part of other key agencies’ assessments. This and other related issues are explored as part of the Government’s Reducing Inspections consultation.

Accountability to citizens

Involvement of elected members

122. Elected members of local authorities have a unique role in carrying responsibility for the overall balance of governance in an area and being directly accountable to citizens. As such, their support to the LSP and Community Strategy process is crucial to achieving success.
123. Currently, there is a high level of local authority representation on LSPs (99 per cent of LSPs have councillors represented). However, the function they are performing is not always the most appropriate one and existing council mechanisms like the Overview and Scrutiny Committee are not being used to greatest effect. Research into the current progress made by LSPs on Community Strategies⁴⁰ suggests that the precise role of elected members of the local authority, both the executive and backbenchers, is currently not understood.

⁴⁰ Plan Rationalisation and Community Strategies survey, ODPM December 2004.

Different roles currently adopted by elected officials within LSPs

Source: "National Evaluation of LSPs, Interim project report and interim case study report, ODPM, 2004."

"Beyond representation on the LSP Board, councillors are present on a range of LSP structures. For example:

In East Durham, the Leader of Easington District Council chairs the LSP, the Deputy Leader chairs the Children and Families Group and other cabinet members and a few non-executive members are involved in some of the implementation groups. In contrast, in Herefordshire, the chief executive chairs the Board, with cabinet members chairing a number of the "Ambition Groups".

The majority of the case studies demonstrate a clear predominance of cabinet members in member representation on the LSPs. This was the case in East Durham and Herefordshire. Similarly, in Southwark the council is represented by the Leader and a further cabinet member. In Tameside cabinet members dominate member involvement in the LSP. It appears in some cases (Tameside, Herefordshire) that cabinet involvement is aligned with cabinet portfolios, in theory providing a powerful link between executive decision-making in key areas on the council and the operations of the LSP.

One potentially negative consequence of such cabinet dominance is the marginalisation of non-executive members which is a feature of member representation in all areas studied in detail."

124. The current Community Strategy guidance⁴¹ outlines that local authority member executives will wish to draw on the expertise and skills of all members of the council and explicitly states that this should involve councillors:

- In their role as community or ward representatives
- As members of overview and scrutiny committees
- As members of area and neighbourhood forums and committees.
- Formally adopting the Community Strategy as part of the full council
- Monitoring the achievements of the LA and other partners within the LSP against delivery of the Sustainable Community Strategy action plan.

Role of Overview and Scrutiny

125. The current Community Strategy guidance also explains in depth the wide role that overview and scrutiny committees have: "*Overview and scrutiny committees have an invaluable role to play in working with the executive (in councils operating executive arrangements) and the council to identify community needs and initiatives. This role could involve scrutinising the stated plans and priorities of the council(s) and other provider agencies, commenting on the results of local consultation, and initiating audits of resources to meet expressed needs. They may also wish to play a role in evaluating the strategy as it develops, for example against sustainable development criteria.*" This role has the potential to extend therefore to scrutinising the four blocks of the LAA because they set out the outcomes for delivering the Sustainable Community Strategy. Councillors, however, have limited powers to require partners other than the local authority and health to attend and recognise their recommendations. It may be useful to extend this to other sectors. There is also potential for the neighbourhood/parish sector to have wider involvement in overview and scrutiny where their local knowledge, could be of benefit.

⁴¹ Preparing Community Strategies, ODPM 2000
http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_605670.hcsp

Involvement of Members of Parliament

126. Unlike councillors, Members of Parliament are not well represented on LSPs – only 6 per cent of LSPs regard their MP as being a core member and a further 16 per cent have their MP represented as part of the partnership. As LSPs have become the key strategic partnership in an area, it is important that they involve MPs. MPs have substantial democratic legitimacy in the local area and the ability to bring a wide range of partners to the table to produce genuinely collaborative working. There is no set way to do this and current practice varies between the MP chairing the LSP to receiving papers and attending an annual event. Each area will need to consider the most appropriate mechanism for them.

Accountability to, and engagement of, the communities served

127. For LSPs to be effective the local community, voluntary and private sectors must be engaged and their needs, priorities and views taken into account. To meet this criterion, LSPs need to be actively involving back bench and executive councillors, resident and community representatives in their decision-making. The increased importance of LSPs also means they have a responsibility to inform users and local communities how the LSP works, where responsibility and accountability lie, and how complaints can be made. One of the 3 overarching objectives of community strategies is to promote social wellbeing – through facilitating community cohesion, reducing social exclusion and narrowing inequalities. This requires LSPs to be accountable to the wider community as well as partner bodies.
128. It is crucial that local residents are involved in a coherent way which makes most efficient use of partner resources and residents' time. Under both the Local Area Agreement and Local Development Framework processes the local authority is required to set out how the local community is involved in determining priorities and actions. The Community Strategy guidance also requires the local authority to consult local stakeholders when producing the Community Strategy. We believe it is critical that these different processes for involving the local community are complementary. For some time now it has been good local authority practice to work up with the community a policy for community engagement across all sectors of their work. Some local authorities are aligning the production of their LDF Statement of Community Involvement with a review or creation of such a policy. This could provide an opportunity for local authorities to create a joint Statement of Community Involvement for the Sustainable Community Strategy, LAA and Local Development Framework.
129. There is a wide range of different activities that can be deemed “consultation” or “involvement”, from annual questionnaires, to events aimed at reaching specific groups, through to specific local area partnerships such as those created in Tower Hamlets (see below).

In **Tower Hamlets** local partners are commissioning the VCS to support the delivery of safer and stronger outcomes. Measures include:

1. Targeting crime prevention capacity gaps by providing training to voluntary and community groups
2. Involving local people in decisions over the use of grants (the Safer Neighbourhoods Community Chest)
3. Increasing the involvement of victims and community volunteers in responding to crime
4. Establishing a partnership target to strengthen local engagement through outreach events.

130. The 2004 survey of all Community Strategies shows that the community was involved to a moderate or great extent in 88% of strategies. Community Strategies have, in the past, not always been well publicised. This is often the result of limited resources. This lack of visibility may reduce the credibility and impact of the Community Strategy amongst LSP partners and the general public. As Sustainable Community Strategies and LAAs continue to grow in importance LSPs should consider how to better promote the Sustainable Community Strategy in their area. By contrast, the level of publicity already operating for Local Development Frameworks is generally a lot higher. There could be some useful opportunities for joint use of resources for community engagement, especially on Local Development Framework Core Strategies.

Key Questions:

Accountability between partners

- 22: Should each partnership be encouraged to produce protocols or 'partnership agreements' between partners to ensure clear lines of accountability for the delivery of agreed outcomes?
- 23: We believe that if partnership working was included as part of other key agencies' assessments it would be effective in securing greater commitment from other public sector agencies. What are your views?

Involvement of local councillors

- 24: What do you see as the key role for executive councillors within LSPs?
- 25: What do you see as the appropriate role for backbenchers particularly in ensuring a high quality of local engagement?
- 26: What would make councillors' powers of overview and scrutiny more effective in scrutinising the 4 blocks of the LAA?

Involvement of Members of Parliament

- 27: What would be the most appropriate way for a Member of Parliament to be involved with the LSP and how can we ensure that it is complementary to the role of local councillors?

Involvement of Communities Served

- 28: How can we promote effective community engagement and involvement, from all sections of the community in shaping local priorities and public services?
- 29: How can we maximise the opportunities for joint policy and joint activity on community engagement, including the LDF, the LAA and the Sustainable Community Strategy?
- 30: How can accountability to local people and businesses be enhanced?

Chapter 4: Capacity Issues

This chapter explores the following issues:

- The skills needed by LSPs
- Financial resources available to LSPs
- Existing training and other support

The skills needed by LSPs

131. Due to the shift in role towards co-ordinating delivery for all LSPs, their capacity is becoming increasingly important. The recent LAA pilots indicated that LAAs provided a new focus for LSPs but that some LSPs followed the LAA process, rather than led it. It is vital that all LSPs develop the capacity to succeed against the expectations placed on them.
132. When LSPs were first set up it was important that local areas focused on developing robust partnership arrangements with clear governance and structures. Now, as LSPs are becoming more focused on delivery of outcomes, the skills needed to develop and maintain effective LSPs have developed. LSPs now also need skills in performance management, planning, data collection, analysis and use of evidence and evaluation⁴². Influencing and collaboration skills are also vital in ensuring strong, effective leadership by the LSP. It is also recognised that with the increasing emphasis on engaging communities, LSPs need to develop the skills to ensure that this happens. There is a need for many LSPs to develop new approaches to involve the private sector and community sectors. LSP members and staff might also benefit from a development of specialist skills related to equality impact assessments and mainstreaming equalities.
133. The 2004 survey of all English LSPs also highlighted a number of consistent gaps across most, but not all, Community Strategies. They tended to make little sustained reference to the available local evidence thereby prohibiting the accurate identification of areas/groups of multiple-need. Setting meaningful targets, milestones and trajectory planning was also difficult for some LSPs. These skills are vital for the development of effective Sustainable Community Strategies and LAAs.
134. Sir John Egan's review of skills for sustainable communities identified LSPs as being key stakeholders who would require learning opportunities to improve skills in joining-up social, economic and environmental disciplines. The Academy for Sustainable Communities, Defra and ODPM are now exploring the learning opportunities which would best support LSPs in their work to help create genuinely sustainable communities.⁴³ Initial research has found that significant gaps exist in LSP skills and learning, particularly in their capacity to integrate social, economic and environmental issues to address the area's wider or more long-term environmental impacts. This skills gap must be filled if LSPs are to be able to deliver genuinely sustainable communities.⁴⁴

⁴² National Evaluation of Local Strategic Partnerships Report of 2004 Survey of all English LSPs, March 2005.

⁴³ Further information on this work will be posted on the Academy's website and will form part of the package of support measures on offer to LSPs during 2006 to help them deliver sustainable communities which embody the principles of sustainable development locally.

⁴⁴ Research undertaken for ODPM, Defra and ASC found that the topics most commonly engaged in by LSPs were community safety (66%), healthy lifestyles (62%), social inclusion (55%) and community engagement in decision making (55%). The topics that LSPs were least engaged with were sustainable consumption (10%); reducing pollution (17%); fuel poverty (21%); sustainable economy (21%); sustainable procurement (21%); sustainable design and construction (24%); climate change (28%); energy efficiency and renewable energy (28%).

It also reflects work going on across the public sector to improve skills and knowledge about delivering genuinely sustainable communities; for example the National School for Government's work to include sustainable communities in its training portfolio for civil servants.

135. Experience of the NRF LSPs and the broader evaluation of all LSPs have identified the following key building blocks for successful LSPs:

- **Leadership** – Clarity of vision, commitment of all partners to agreed priorities / targets and embedding these within partners' own business plans.
- **Delivery manager** – A senior manager and small team is needed to enable and drive implementation of the local strategy. This involves planning, co-ordinating action with priority places and groups, project management, overcoming obstacles and tracking progress.
- **Delivery system** – a system with sufficient analytical capacity is needed to collate and analyse data, appraise options and provide evidence-based management information to drive and monitor performance.
- **Communication** – across the partnership, with all sectors and with the public is vital so there is awareness of goals, actions and achievement.

Resources available to LSPs

136. There is a wide variation in the level of resources made available for developing the Sustainable Community Strategy. Over half of local authorities (57%) had a specific budget for developing the Community Strategy⁴⁵ but the remaining had no budget for the development of the Community Strategy. There is a similarly wide range of staff levels. 69% of LSPs have only 1 or 2 people involved in development of the Community Strategy. In comparison NRF LSPs have, on average, 5 support staff and generally indicate that they have sufficient staff.
137. We expect LSPs to be supported by partners within existing budgets as partnership working should be a more efficient way of delivering outcomes. Currently, local authorities provide the vast majority of LSP support and resources (the average annual budget for LSPs is £78,000⁴⁶ (excluding those in areas in receipt of Neighbourhood Renewal Funding)). However, partners are beginning to recognise the importance of ensuring an effective LSP and to contribute financially to achieving this. For example, following a self-assessment and peer review, the LSP in Thurrock, "Shaping Thurrock", decided that a Partnership Director should be appointed. Thurrock Council, the Urban Development Corporation, Thurrock PCT and Essex Police jointly fund this post.
138. Where it is clear that actions agreed by the LSP will have a beneficial financial knock-on effect to partners, resources should be allocated by those partners up front to ease the burden on any one agency that would traditionally be expected to fund the action. For major actions this may require a cost/benefit analysis or impact assessment to be carried out.

45 National Survey of all LSPs in England, ODPM, 2004.

46 National Evaluation of Local Strategic Partnerships Report of 2004 Survey of all English LSPs, March 2005.

139. Some LSPs have also made creative use of other sources of funding to support the partnership and implement their Community Strategies, for example the reward grant from Local Public Service Agreements, extra funding from the reduced discount on council tax from second homes and charges from discretionary services have all been used in this way.

Existing support and training

140. There is a wide range of support and training available for partners of LSPs. Some is directly focused on LSPs. Other training develops capacity in areas that have a strong impact on the effectiveness of an LSP, such as leadership, negotiation and partnership-building skills. However, this training to date has been provided by a number of different sources, in a variety of different ways, based on several different criteria. It is crucial that the support provided is made much more available to all LSPs, not just those in areas receiving neighbourhood renewal funding and that it is provided in a coherent way ideally with one access route.
141. A summary of the support available to LSPs and key partners is set out in annex C. This includes training to develop capacity in areas that have a strong impact on the effectiveness of an LSP, such as leadership, negotiation and partnership building skills.
142. As part of the wider local government capacity building programme, there are a number of National Programmes with scope for the support to LSPs to be aligned and integrated. This is an area that can be explored further to seek to address the need to develop capacity and address skills gaps.
143. Following the Spending Review in 2004, £57 million of the capacity building fund was allocated over the next 3 financial years to Improvement Partnerships. Improvement Partnerships have been established in the North East, North West and most recently the West Midlands, with others likely to follow shortly. Improvement Partnerships are proving to be an effective mechanism through which authorities can share experiences and good practice. These partnerships bring councils, fire authorities, and related agencies together at a regional level facilitating improved internal capacity by providing opportunities to innovate, tackle shared problems, share best practice, provide support and pool resources. In addition, the government's framework for community capacity building *Firm Foundations*, also identified the importance of investing in community development and appropriate learning opportunities to ensure that communities have the capacity to respond to the increased opportunities for neighbourhood engagement and for influencing policies and services. LSPs need to consider how these learning and support needs can best be met across their area.
144. In addition, in some regions, LSPs have set up forums to discuss issues affecting those regions and to share good practice. Government Offices have also set up and facilitate networks of LSPs for similar purposes.
145. A further potential source of support for LSPs is from within the partners, translating the experience, such as data analysis, performance management or community engagement existing within their organisations to support the development of the LSP.

Key Questions

31: What are your LSP's key support/skill gaps?

32: What extra or different support would be most helpful in shifting to a more delivery focused role?

33: How would LSPs prefer to receive information and support; through guidance, toolkits, sign-posting to existing information, practical learning opportunities etc?

34: How can LSPs ensure that adequate learning and support provision is available to build the capacity of communities to engage with the LSP and its partners at the various levels?

35: What learning or development do you feel is required by LSPs in order to delivery sustainable communities that embody the principles of sustainable development at the local level?

Annex A: Definitions and components of sustainable communities

One-line definition

Places where people want to live and work, now and in the future.

Definition

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

Components: headlines

Sustainable communities are:

- Active, inclusive and safe
- Well run
- Environmentally sensitive
- Well designed and built
- Well connected
- Thriving
- Well served
- Fair for everyone

Components: in full

Sustainable communities embody the principles of sustainable development.

They:

- *balance and integrate the social, economic and environmental components of their community*
- *meet the needs of existing and future generations*
- *respect the needs of other communities in the wider region or internationally also to make their communities sustainable.*

Sustainable communities are diverse, reflecting their local circumstances. There is no standard template to fit them all. But they should be:

(1) ACTIVE, INCLUSIVE AND SAFE – *Fair, tolerant and cohesive with a strong local culture and other shared community activities*

Sustainable communities offer:

- a sense of community identity and belonging
- tolerance, respect and engagement with people from different cultures, background and beliefs
- friendly, co-operative and helpful behaviour in neighbourhoods
- opportunities for cultural, leisure, community, sport and other activities, including for children and young people
- low levels of crime, drugs and anti-social behaviour with visible, effective and community-friendly policing
- social inclusion and good life chances for all

(2) WELL-RUN – *with effective and inclusive participation, representation and leadership*

Sustainable communities enjoy:

- representative, accountable governance systems which both facilitate strategic, visionary leadership and enable inclusive, active and effective participation by individuals and organisations
- effective engagement with the community at neighbourhood level, including capacity building to develop the community's skills, knowledge and confidence
- strong, informed and effective partnerships that lead by example (e.g. government, business, community)
- a strong, inclusive, community and voluntary sector
- a sense of civic values, responsibility and pride

(3) ENVIRONMENTALLY SENSITIVE – *providing places for people to live that are considerate of the environment*

Sustainable communities:

- actively seek to minimise climate change, including through energy efficiency and the use of renewables
- protect the environment, by minimising pollution on land, in water and in the air

- minimise waste and dispose of it in accordance with current good practice
- make efficient use of natural resources, encouraging sustainable production and consumption
- protect and improve bio-diversity (e.g. wildlife habitats)
- enable a lifestyle that minimises negative environmental impact and enhances positive impacts (e.g. by creating opportunities for walking and cycling, and reducing noise pollution and dependence on cars)
- create cleaner, safer and greener neighbourhoods (e.g. by reducing litter and graffiti, and maintaining pleasant public spaces)

(4) WELL DESIGNED AND BUILT – *featuring a quality built and natural environment*

Sustainable communities offer:

- a sense of place (e.g. a place with a positive ‘feeling’ for people and local distinctiveness)
- user-friendly public and green spaces with facilities for everyone including children and older people
- sufficient range, diversity, affordability and accessibility of housing within a balanced housing market
- appropriate size, scale, density, design and layout, including mixed-use development, that complement the distinctive local character of the community
- high-quality, mixed-use, durable, flexible and adaptable buildings, using materials which minimise negative environmental impacts
- buildings and public spaces which promote health and are designed to reduce crime and make people feel safe
- accessibility of jobs, key services and facilities by public transport, walking and cycling

(5) WELL CONNECTED – *with good transport services and communication linking people to jobs, schools, health and other services*

Sustainable communities offer:

- transport facilities, including public transport, that help people travel within and between communities and reduce dependence on cars
- facilities to encourage safe local walking and cycling
- an appropriate level of local parking facilities in line with local plans to manage road traffic demand
- widely available and effective telecommunications and Internet access
- good access to regional, national and international communications networks

(6) THRIVING – *with a flourishing and diverse local economy*

Sustainable communities feature:

- a wide range of jobs and training opportunities
- sufficient suitable land and buildings to support economic prosperity and change
- dynamic job and business creation, with benefits for the local community
- a strong business community with links into the wider economy
- economically viable and attractive town centres

(7) WELL SERVED – *with public, private, community and voluntary services that are appropriate to people's needs and accessible to all*

Sustainable communities have:

- well-performing local schools, further and higher education institutions, and other opportunities for life-long learning
- high-quality local health care and social services, integrated where possible with other services
- high-quality services for families and children (including early years child care)
- a good range of affordable public, community, voluntary and private services (e.g. retail, fresh food, commercial, utilities, information and advice) which are accessible to the whole community
- service providers who think and act long term and beyond their own immediate geographical and interest boundaries, and who involve users and local residents in shaping their policy and practice

(8) FAIR FOR EVERYONE – *including those in other communities, now and in the future*

Sustainable communities:

- recognise individuals' rights and responsibilities
- respect the rights and aspirations of others (both neighbouring communities, and across the wider world) also to be sustainable
- have due regard for the needs of future generations in current decisions and actions

Partnerships in a local area							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Children's trusts	The Government's long-term vision is to integrate key children's services within a set of locally determined arrangements called children's trusts.	Membership can be drawn from providers of children's services – Social Services, Health, Education, Youth Justice Board, Police, Parents, VCS.	Non statutory Children's Trust are established in response to the new duties in section 10 of the Children Act 2004 which after 2004 requires local authorities and their 'relevant partners' to co-operate to improve children's wellbeing. Local authorities must take a lead in making arrangements to promote co-operation between local agencies whose work impacts on children within the authority's area. As joint stakeholders, the relevant partners must co-operate with the authority in the making of those arrangements.	DfES	Formed through the pooling of budgets and resources across the local authority, Connexions, certain health services and where agreed locally, Youth Offending Teams.	Children's trusts usually operate at top-tier level, although they may delegate to district level partnership boards in 2-tier areas.	Most areas should have a children's trust by 2006 and all areas by 2008.
Area Child protection Committees To be replaced by Local Safeguarding Children's Boards under the Children Act	Helping to protect children from abuse and neglect to agree how services should work together to safeguard children in that area.	Education, Health, Social Services, LAs.	Non statutory Under the Children Act, local authorities will be required to establish a statutory LSCB.	DfES	Locally flexible – each ACPC should be supported in its work by its main constituent agencies.	Counties/Districts	To be replaced by Local Safeguarding Children's Boards under the Children's Act.

Partnerships in a local area (continued)							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Local Safeguarding Children's Boards (LSCBs)	The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.	Statutory members: Chief Officer of Police, Local Probation Board, Youth Offending Team, Strategic Health Authorities/ Primary Care Trust, NHS Trusts, Connexions Services, CAF/CASS, any Secure Training Centre and any Prison that detains children in the area concerned. Local authorities should also secure the involvement of any other organisations as necessary.	Statutory under the Children Act 2004.	DfES	LSCBs need to be supported by their member organisations with adequate and reliable resources.	Top-tier	All existing Area Child Protection Committees (ACPCs) must be replaced by LSCBs by 1 April 2006.

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
<p>Children’s Fund Partnership</p>	<p>Supports children & young people between 5 and 13 who are showing early signs of difficulty by providing them and their families with services.</p> <p>The Children’s Fund is designed to support the local authority’s preventative strategy.</p>	<p>LAs, Parents, Education, Social Services, VCS.</p>	<p>Non statutory</p> <p>Local authority is often the accountable body or lead partner.</p> <p>Migrating towards the children’s trust.</p>	<p>DfES</p>	<p>CYPFD formula funding – released subject to agreed proposals that meet broad objectives & achievement/ attainment.</p> <p>Locally flexible (in consultation with local community groups and children and young people).</p>	<p>Top-tier</p>	

Partnerships in a local area <i>(continued)</i>							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
<p>Child and Adolescent Mental Health Services (CAMHS) Strategy Group or Partnership</p> <p>(May be known by other titles e.g. Local CAMHS Strategic Planning Group)</p>	<p>To draw up a multi-agency CAMHS strategy and monitor progress.</p> <p>Partnerships are essential local mechanisms to oversee commissioning, funding and the development of a comprehensive CAMHs by 2006 (DoH PSA target) and to implement the National Service Framework for Children and Young People and Maternity Services.</p> <p>To ensure links between the CAMHS strategy and other strategic planning e.g DATs, Early Years, adult mental health Local Implementation Teams. Will feed into Children and Young People's Plan and link to children's trust developments.</p>	<p>The LA – including both social care and education, PCT & The NHS Trust which provides CAMHS services (not all NHS Trusts do). There are local variations – some partnerships can include user representatives, voluntary organisations, the local Youth Offending service.</p>	<p>Non statutory</p> <p>Becoming Part of Children's Trust.</p>	<p>Department of Health lead with DfES interest</p>	<p>£67m in 2004-05 of which £60.5m is allocated directly to councils using the children's Formula Spending Share (FSS). CAMHS grant £90-539m for 2005/6 of which £84.739m is allocated directly to councils using the children's Formula Spending Share.</p> <p>Additional NHS funding for CAMHS is available through Primary Care Trusts.</p>	<p>Counties, Unitaries, London and Metropolitan Boroughs.</p>	<p>CAMHS Region development workers have worked with local partnerships to review member and functions and improve effectiveness. Some partnerships now operate within children's trusts.</p>

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
<p>Crime and Disorder Reduction Partnerships</p>	<p>To reduce crime and disorder and combat drug misuse in local areas. The Crime & Disorder Act 1998 placed a duty on local agencies to work together as partners. Each partnership produces an audit and strategy for its local area.</p> <p>(The Crime & Disorder Act is currently under review).</p>	<p>LAs, Police, Fire & Rescue Authorities and PCTs who are required to act in co-operation with local probation boards and other specified bodies.</p>	<p>CDR partnerships are established in response to the statutory requirement placed on LAs, Chiefs of police and police authorities to jointly formulate and implement strategies for their area, in order to reduce crime and disorder, and combat drugs misuse.</p>	<p>Home Office</p>	<p>Main funding through Building Safer Communities Fund (part of Safer and Stronger Communities Fund). Funds are allocated depending on Crime and Population. 376 partnerships received £74m for 04/05.</p>	<p>In England, each district or London Borough, the City of London, the Isle of Wight and the Isles of Scilly; in Wales, each county or county borough, is required to have one.</p>	<p>More recently there's been a move toward merging funding streams, to reduce the administrative burden and the complication for partnerships.</p>
<p>Youth Offending Teams</p>	<p>To prevent offending by children and young people.</p>	<p>LAs, Police, Health, Education, Fire, Social Services, Probation Officers are the key statutory players – housing Connexions, fire, etc. are also involved.</p>	<p>Statutory</p> <p>Local authorities have a duty to establish one or more youth offending teams for their area.</p>	<p>Home Office (Youth Justice Board)</p>	<p>Funded by five key players and LAs (Police, Probation Office, Health, Education & Social Services). Approx 21.8% of funds provided by the Youth Justice Board for England and Wales, a non-departmental public body.</p>	<p>155 YOT in England and Wales. In some instances this covers Counties, Districts and Unitary areas.</p>	<p>YOTs are prepared to work as part of children's trusts arrangements where it meets local needs.</p>

Partnerships in a local area <i>(continued)</i>							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Drugs Action Teams (DATs)	Local multi-agency coordinating groups set up under the UK Government's strategy for England, 'Tackling Drugs Together'. (i) coordinates and commissions local services to tackle drugs. (ii) develops local plans (iii) monitors and reports on performance (iv) communicates with stakeholders (v) enhances community awareness.	LA, Heath (PCT), DAT, Probation, Police, Social Services, Education, Community Groups.	Non-statutory (will be subsumed with CDRP)	Home Office	Running costs funded by Home Office support grant – programmes receive funding from Home Office and DoH. For 2004/05 HO allocated just over £389m for this partnership.	Not co-terminus with County or Districts. Inner City boroughs have their own DAT. Area based.	DATs should become engaged in children's trusts.
Early Years Development and Childcare Partnerships (EYDCPs)	Help plan early years and childcare for children aged 0 to 4 years to meet the aims of the National Childcare Strategy.	Local authorities schools, employers, parents, child-care providers, Learning and Skills Councils, national bodies and health and information service.	Non statutory EYDCPs no longer have executive powers but they have been kept going in some areas as consultative bodies.	DfES	Locally flexible – no dedicated funding provided by DfES.	Counties/ Districts	Some LAs have amalgamated them with other, more strategic partnerships such as a CYPSP. They will also decide for themselves what the required level of participation is.

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
<p>Sure Start local programme Partnership (SSLP)</p>	<p>Integrate and improve early education, childcare, health and family support services for 0-4 year olds and their families within a strictly-defined catchment area.</p>	<p>SSLP Partnership Board members can be drawn from local authorities, Primary Care Trusts, Jobcentre Plus, local community groups, parents, grandparents, public agencies and voluntary and private sector organisations.</p>	<p>Non-statutory</p>	<p>DfES</p>	<p>Direct from DfES. As an Area-Based Initiative, revenue funding for SSLPs is currently paid separately from the main Sure Start Grant which goes to local authorities. The partnership has the say on how their money is spent.</p>	<p>Varies locally</p>	<p>From April 2006, revenue funding for all SSLPs will be paid to local authorities as part of their General Sure Start Grant. Although SSLP revenue will be ring fenced, local authorities will have more control over how resources are allocated.</p> <p>Almost all SSLPs will become children's centres in due course (by 2008) and children's centres will be administered by local authorities.</p>

Partnerships in a local area <i>(continued)</i>							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Connexions Partnership	Provide integrated advice, guidance and personal support to 13-19 year old young people including brokerage and advocacy to other help agencies. The principle PSA target is to reduce number of 16-18 year olds who are not in education, employment or training. Provide integrated advice guidance and personal support.	Partnership boards are composed of directors from the main statutory, public, private, voluntary and community agencies involved in youth support including local authorities, and led by independent chair.	Non-statutory Not been prescriptive on membership, but require collaborative working which best meets local need.	DfES	Funding direct to partnership via Connexions Grant – £445m in 05/06. An additional £19m of the Connexions Grant has been paid to LAAs in areas where it has been agreed to pool Connections funding.	47 partnerships organised sub-regionally.	Partnerships have been working with local authorities in the context of Local Area Agreements (LAAs). In 2005-06 a small number have agreed to pool their connexions grant funding into LAAs. More have aligned their business plan alongside the LAAs without actual pooling funds. This process is expected to accelerate as phase 2 of LAAs comes on stream from April 2006 and as children's trusts begin to form.

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Local Learning Partnership	Set up to promote a new culture of provider collaboration across sectors and to rationalise the plethora of existing local partnership arrangements covering post – 16 learning.	LA, Connexions, trade unions, employers and faith groups.	Non-Statutory	Learning Skill Council (LSC)	Funding channelled through the LSC and forms part of the LSC Intervention and Development Fund.	District & Unitary	Learning Partnerships are also involved in follow-up Area Inspections, 14-19 proposals and a range of initiatives around Basic Skills, workforce development. Contributing increasingly to local strategies for regeneration.
Regional Skills Partnership	Agree skills priorities and plan for region.	RDA, the Learning and Skills Council, Jobcentre Plus, the Small Business Services and the Skills for Business Network with other regional partners.	Non-Statutory	ODPM/DTI, LSC and JobCentre Plus	Funded by the partners themselves.	Regional	

Partnerships in a local area <i>(continued)</i>							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Special Educational Needs (SEN) Regional Partnerships	A key means of achieving the aims of the SEN Strategy. In particular, they are an important medium for sharing the most effective practice in SEN and helping to tackle difficult issues.	LAs in the region also multi-agency partners, health, social services, voluntary organisations.	Non-statutory Local authorities in the region expected to be a partner. Role is broadening to link into Every Child Matters covering vulnerable children.	DfES	DfES fund the lead LA in each region for recurrent costs including facilitator post(s) and administrative support in each partnership. The National Steering Group approves annual plans, the local authorities and other partners own them.	Counties/ Districts	Their role has evolved since 1999 and is continuing to evolve. Most recently the SENEPs have been extended from April 06 – March 08 with a broadened role linked to ECM and closer based to GOs.

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
<p>Education Improvement Partnerships (formerly known as foundation partnership)</p>	<p>Education improvement partnerships provide a framework for schools and other partners to work together to raise education standards and to take on wider responsibilities for the children and young people within their local community.</p>	<p>Primary, Secondary and Special Schools, Pupil Referral Units, Local Authorities, Further Education Colleges, Work-based Training Providers, Voluntary Sector and Private Providers. These parties are to be involved as appropriate, dependant on the purpose and agreed function being delivered in partnership.</p>	<p>Non-Statutory</p>	<p>DfES</p>	<p>Local Authority</p>	<p>District/Unitary</p>	

Partnerships in a local area <i>(continued)</i>							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Local Teenage Pregnancy Partnership Boards (TPPB)	<p>Boards created to tackle both causes and consequences of teenage parenthood.</p> <p>Boards aim to reach challenging target of reducing under 18 conceptions by 50% by 2010.</p> <p>Thus essential wide-ranging membership galvanises all support available locally to provide coherence/strategic direction.</p>	<p>Membership consists of key partners locally including:</p> <ul style="list-style-type: none"> ● Teenage Pregnancy co-ordinator; ● Representatives from local authority (including social services, education, local housing authorities and/or support people). ● Local Primary Care Trusts. ● Other key partners such as Sure Start/Children's Centres, Connexions and Voluntary sector. 	Non-statutory	DfES	DfES direct ring fenced Teenage Pregnancy Local Implementation Grant (£29.5 million in 06/07 to 07/08).	Top-tier	<p>Authorities with freedom from the grant terms and conditions (3 star social services, excellent in the CPA or with pooled funding in LAAs) are not required to have a Board. In practice many continue to do so, or have similar strategic level Board reporting up to the Children's Trust Board or Children and Young People's Strategic Partnership.</p>

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Health Improvement Partnership (still exists in some areas)	Developed by partners and agencies with an interest in, and a responsibility for improving health and providing services in the area.	Local Authorities, Doctors.	Non-Statutory	PCT	Funds received in various ways – voluntary sector, partnership findings. Funding receives varies from area to area.	Districts/Counties	
Health and Social Care Development Group	Advice on strategy, policy and health and social care development.	Local Authority, PCT.	Non-statutory	DoH	DoH	Counties/ Districts	

Partnerships in a local area <i>(continued)</i>							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/ future developments
Supporting People (SP) Partnership	Supporting People is a national programme under which grant is paid to local authorities towards expenditure incurred in connection with the provision of welfare services.	A working partnership of local government, probation, health, voluntary sector organisations, housing associations, supporting agencies and service users.	SP is a national programme. It was established under statutory direction under s93(9) of Local Government Act 2000.	ODPM. DWP/DoH also have an interest	Grant is paid by ODPM under s93 – which allows grant to be paid towards expenditure incurred by local authorities in connection with the provision of welfare services. Services that are eligible are housing-related support services.	Counties/ Unitary and metropolitan authorities.	
Regeneration Partnership	Many were set up as a result of the Single Regeneration Budget (SRB).	Local Authority, businesses.	Non-statutory	ODPM	Funded mainly through the SRB but some Partnerships receive funding from elsewhere.	Districts	With the ending of SRB in March 2006 some Regeneration partnerships will change format.
Community Legal Services Partnership (CLSP)	Set up as part of community legal services. To discuss community legal services issues to meet local priority needs. 200 CLSPs were set up by April 2004. This target was 99.9% met.	Membership varies around the country but have members from LA, legal service providers (e.g. solicitors) and Citizen Advice Bureau.	Non-Statutory	DCA	Sponsored by the Department of Constitutional Affairs.	Counties/ Districts	Currently drafting a strategy document on legal services which look at CLPs which will be published later this year.

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Safety Camera Partnership	The programme board advises ministers on the overall policy, strategy, direction and performance of the speed camera programme.	Membership must comprise the local authorities, police, Magistrates' Court and, where appropriate, the Highway Agency. Some may include other stakeholders such as health authorities.	Non-Statutory	DfT	Costs can be reclaimed from DfT.	Counties/ Districts	
Quality Bus Partnership	Section 114 of the Transport Act 2000 gives local transport authorities a power to enter into a statutory quality partnership scheme.	Local Transport Authority, bus companies.	Discretionary power	DfT	No specific funding. Some projects are funded by the Local Transport Plan or local authorities.	County level and metropolitan and unitary.	
Local Agenda 21	Came out of the Rio Summit in 1997 to agree and implement local sustainable development action plans for the future in partnership with the local communities.	Local Authorities, PCT and police.	Non-Statutory	Defra	Local Authority	Districts	LA 21s have been incorporated into community strategy in most local authority areas.

Annex C: Existing and forthcoming support for LSPs and key LSP partners

The Capacity Building Programme

The ODPM and Local Government Association established the Capacity Building programme in April 2003, as part of a three year initiative to support improvement in local government. Following the Spending Review 2004, additional funding was secured, extending the programme to 2008.

The programme aims to enhance and develop local authorities' confidence, leadership and skills, to advance improvement as well as developing the capacity to learn, innovate, and share knowledge and expertise about what works and how.

Capacity Building Programme Support is provided through:

National Programmes: these are high-quality targeted programmes to address local authorities' shared capacity building needs.

Direct Support: Direct financial and tailored development support for authorities rated 'Poor' and 'Weak' under CPA.

Improvement Partnerships: Following SR04, £57 million of the capacity building fund was allocated over the next 3 financial years to Improvement Partnerships.

Improvement Partnerships have been established in the North East, North West and most recently the West Midlands, with others likely to follow shortly.

These partnerships bring councils, fire authorities, and related agencies together at a regional level facilitating improved internal capacity by providing opportunities to innovate, tackle shared problems, share best practice, provide support and pool resources.

Neighbourhood Renewal Unit support

The NRU delivers a range of activities to support and improve NRF LSP performance, including:

- Renewal.net – the on-line guide to what works in neighbourhood renewal
www.renewal.net
- The LSP Delivery Toolkit – which gives advice on developing, delivering and reviewing strategies and includes the Floor Target Action Plan toolkit
www.renewal.net/lsp
- Delivery Skills Training sessions – including training on ways of adopting a strategic commissioning approach to funding
- Neighbourhood Renewal Advisors (NRAs) with expertise in a number of fields including performance management.

In 2004 26 NRF LSPs received additional NRF to develop and implement plans to tackle the floor targets they were most at risk of missing. To help them, the NRU produced a floor target action planning toolkit which provided guidance on the preparation of evidence-based action plans to meet specific floor targets. It set out the five steps to prepare a **Floor Target Action Plan** although **this methodology could be used when producing the Sustainable Community Strategy too:**

- **Current performance** – Establish or review BASELINE, performance and trends on floor target
- **Analysis of performance and of local conditions** – Identify characteristics of area and nature of the problem – EVIDENCE
- **Forecasting whether targets will be met** – plot trends and impact of actions to identify any GAP
- **Option appraisal** – based on insights from steps 1 – 3 reassess what works in the local context and consider new/modified actions
- **Revised Floor Target Action Plan** – State plans and reassess targets – is there still a gap?

Super Output Area (SOA) data has helped practitioners drill down below ward level and the Indices of Deprivation (2004) was based on SOAs. There are also other tools available and being developed that help LSPs focus on the neighbourhood-level including:

- **Neighbourhood Statistics** – the on-line service developed by the Office for National Statistics that enables users to download a vast range of social and economic datasets and analyse this data on a consistent small area geography. The Neighbourhood Statistics Service can be found on the national statistics website at <http://www.neighbourhood.statistics.gov.uk/dissemination/>
- **Area Profiles and Quality of Life Indicators** – The Audit Commission has piloted Area Profiles for two years in dozens of local areas. This project has now enabled a detailed picture of quality of life and local services against ten themes for each local authority area to be drawn up. Area Profiles provides data and information against those themes that will be of particular help to LSPs. The project highlights 45 local Quality of Life Indicators, which measure a wide range of issues covered by each of the ten themes. All the indicators draw on national data sources and are available on the Area Profiles section of the Audit Commission's website⁴⁷.
- **The Data Provision for Neighbourhood Renewal project** – An existing report which signposts data sources for local renewal practice⁴⁸. This toolkit was updated in November and provides information on what data is available, by floor target theme, at lower spatial levels. This has been published on the NRU, renewal.net and NeSS websites. It identifies data that is publicly available and also indicates data not publicly available but held by local service providers.

47 See <http://www.areaprofiles.audit-commission.gov.uk/>

48 <http://www.neighbourhood.gov.uk/publications.asp?did=128>

- **Local systems** – Many LSPs have developed systems to analyse data within their district at the neighbourhood level, see for example Bristol’s approach below:

Bristol’s “State of the Neighbourhoods” Management Information System

The system has been developed by Bristol City Council to do the following:

1. Evaluate the impact of regeneration in Bristol
2. Review and target spend
3. Provide consistent data about specific regeneration areas
4. Compare the gap between neighbourhood renewal areas and the rest of the city
5. Provide neighbourhood-level information
6. Address gaps from other sources of data

It comprises a neighbourhood level database of over 30 key indicators and is supported by data supplied by mainstream service providers and information from Bristol’s annual quality of life survey. The system is available on-line at: www.bristolforward.net/evaluation

To improve LSP performance for those areas which receive NRF, the Neighbourhood Renewal Unit has introduced a package of support, for weak LSPs, which includes:

- Appointment of a Neighbourhood Renewal Assignment Manager to prepare detailed diagnosis of the issues, identify priorities and make recommendations for action, including support needs.
- Agreement of tailored support package. A short agreement sets out: (a) what support Neighbourhood Renewal Unit/Government Office will provide; and (b) what the LSP will deliver within an agreed time-scale.
- Frequent monitoring of progress. In some cases, the ODPM Relationship Manager will discuss progress at Government Monitoring Boards. Performance will be reported to NRU Board and ODPM’s Director of Local Government Practice.

Support available to devise a Local Area Agreement

To help the improvement of Local Area Agreements as they roll out nationally, the ODPM is working in partnership with the Improvement and Development Agency (IDeA) and Local Government Association (LGA) to provide a package of support. This is available to all local authorities and LSPs primarily through www.idea.gov.uk and incorporates:

- Formal Local Area Agreement (LAA) Guidance which provide the policy framework
- LAA Toolkit which offers written policy interpretations, good practice case studies, practical signposts and sources of information to aid all stages of the LAA process and content

- individual tailored on-site LAA support to meet specific needs delivered by primarily delivered by IDeA
- region-based networking and practice exchange between LAAs and facilitated by Government Offices
- collective briefings and problem-solving amongst LAA networks and the Government Offices facilitated LGA Reference Groups and LAA Sounding Boards

Other sources of training support to LSPs

- **The Peer Challenge:** This was set up to provide constructive and mutual support to help LSPs to look at how they are performing at their strengths and areas for improvements. This model had been developed through a partnership between Society of Local Authority Chief Executives and Senior Managers (SOLACE) Enterprise, Warwick University Business Schools Local Government Centre and the IDeA. The Peer Challenge is conducted by a team of people who take the role of ‘critical friends’ and focus on the specific circumstances of the LSP being assessed. Further information is available from www.idea.gov.uk and www.solaceenterprises.com
- **Local Government Leadership Centre:** The Local Government Leadership Centre has a key role evaluating and advising councils about their leadership capacity. They will make recommendations on how councils can improve their leadership. Following an initial assessment, they will agree an ongoing development programme, including a range of development options such as coaching, mentoring, consultancy and development centres.
- **Leadership Academy:** The academy is run by the IDeA. The programme is designed to specifically for councillors. The course aims to develop participants’ leadership style, give them confidence and create a support network among peers in other local authorities and parties. Further information is available from www.idea.gov.uk
- **Academy for Sustainable Communities:** This is funded by ODPM to take forward the Egan Review's recommendation for a new national skills centre to support those working towards sustainable communities. Its purpose is to inspire and enable people across different fields to work together in a coherent, farsighted approach to creating renewing our communities. ASC will work with local government initiatives like the Local Government Leadership Centre and the Planning Advisory Service to deliver on shared priorities. Further information is available www.ascskills.org.uk
- **The cross-government Cleaner Safer Greener Communities programme:** This aims to encourage the sharing of lessons and good practice through a combination of guides and learning events, including:
 - Three “How To” guides on managing town centres, improving residential areas, and creating quality parks and open spaces
 - a linked programme of learning events that will provide further advice and good practice that will be incorporated into updates of these guides
 - The Cleaner Safer Greener Communities web portal providing access to a wide range of information and guidance www.cleanersafergreener.gov.uk;
- **The Sustainable Development Commission:** The SDC's website offers a wealth of information to help LSPs get to grips with sustainable development at a local level. www.sd-commission.gov.uk

Draft Suggested Response

Local Strategic Partnerships: Shaping their future

Key Questions: LSPs, Sustainable Community Strategies and LAAs		
1	Do you agree that the key role of the LSP should be to develop the vision for the local area through the Sustainable Community Strategy and the 'delivery contract' through the LAA	Strongly agree
2	We believe it is important that LSPs reflect regional/sub-regional plans where relevant in their Sustainable Community Strategy priorities and that regional organisations and partnerships take account of key local needs. How can this greater co-ordination best be facilitated?	Stronger emphasis from central government for regional and sub-regional partnerships to ensure appropriate engagement with LSPs. LSPs not represented on sub-regional partnership Within the Tees Valley sub-regional Partnership
3	Would a requirement on bodies producing theme or service-based plans to 'have regard' to the Sustainable Community Strategy in doing so and vice versa, increase the LSP's ability to take the over-arching view in an area?	Yes - agree
4	Are the proposed steps in the development of a Sustainable Community Strategy correct?	We do not support the view that the vision should be made up from a prescriptive list of the definitions and components of a <i>sustainable community</i> . Visions should be a high level succinct statements of an areas intent. Cont.

2.1
Appendix B

		<p>We do not support the view that the Sustainable Community Strategy should be reviewed every 3 years. The document should be a high level 15-20 year strategic document reviewed at least every 5 years. This would give flexibility to those Partnerships who wish to review earlier and remove additional requirements for Partnerships with a strong strategic plan.</p> <p>We support the preparation of annual Action Plans to cover implementation / delivery.</p>
5	<p>What more could be done to ensure Sustainable Community Strategies are better able to make the links between social, economic and environmental goals and to deal more effectively with the area's cross-boundary and longer-term impacts ?</p>	<p>Important that Sustainable Community Strategies remain strategic and long term</p>
6	<p>What should be the role of the LSP in supporting neighbourhood engagement & ensuring the neighbourhood/parish voice, including diverse & minority communities, is heard at the local level?</p>	<p>The LSP has a significant role in supporting neighbourhood engagement. This should be integrated with existing neighbourhood and area arrangements</p>
7	<p>In two-tier areas, is it most appropriate for the responsibility for neighbourhood engagement to rest with the district level LSP?</p>	<p>Not applicable</p>
8	<p>How can spatial planning teams best contribute to Sustainable Community Strategies through the LSP and ensure that LDFs and Sustainable Community Strategies are closely linked?</p>	<p>Close working between the two teams is essential</p>

2.1 Appendix B

9	How could revised guidance and accompanying support materials best ensure that Sustainable Community Strategies and Local Development Frameworks join up effectively?	National forum of practitioners brought together to consider this in the preparation of the guidance.
10	Should every local authority area have its own LSP?	In areas of unitary authorities it would be appropriate for every local authority area have its own LSP. This might not be the case in two tier areas. The most important determining factor is building on partners coterminosity – PCT, Police BCU etc
11	Would the establishment of a greater delineation of roles between county and district LSPs as suggested be sensible? (See paras 65 to 69)	Not applicable

<i>Key Questions – Governance of LSPs</i>		
12	We believe that it is important that the LSP is made up of the thematic partnerships in the area together with an LSP board. What is your view?	Strongly support providing this includes area and client partnerships
13	We believe that a rationalisation of local partnerships would help the LSP executive take an effective overview. Would clustering partnerships around the four LAA blocks be a sensible way to achieve this?	No – strongly disagree to clustering partnerships around the 4 LAA blocks. Hartlepool has single pot status and this would be unhelpful. Also key issues including housing, regeneration etc are not included in the four blocks.
14	We believe that the geographic boundaries of partners within LSPs is important. What do you see as the opportunities for, and barriers to, co-terminosity shared geographic boundaries?	Co-terminosity is the single most important factor for Partnership success. Opportunities for joint appointments, joint teams, joining up of front and back office operations. Recent proposals for changes to PCT, Police, LSC may result in barriers to current excellent coterminous working relationships.

2.1 Appendix B

15	Within the LSP framework and its established priorities, would the creation of single delivery vehicles to tackle particular issues be helpful?	Not particularly. Some theme Partnerships e.g. CDRP have strong delivery mechanism, other Partnerships e.g. emerging Children's Trust. Currently being established. In a small authority it would be particularly difficult to find the capacity to bring range of experts together into a single delivery team as most practitioners are responsible for strategy, delivery and performance management.
16	How can the neighbourhood and parish, tiers be involved most effectively on the LSP on a) the executive and b) individual thematic partnerships?	Hartlepool involves back bench Councillors to good effect on the Partnership Board via existing Neighbourhood Consultative Forums
17	How can the private, voluntary and community sectors be involved most effectively on the LSP as a) the executive and b) individual thematic partnerships?	Involvement should be balanced and appropriate
18	Would a duty to co-operate with the local authority, in producing and implementing the Community Strategy, help to set LSPs on a firmer footing and better enable their enhanced delivery co-ordination role?	Yes, but it is the quality of engagement that is key, not just broad participation. A duty to cooperate would help put the LSP on a firmer footing leading to more involvement at the margins. This duty becomes increasingly important with the move to regionalisation of key partners eg police, health, LSC, Jobcentre.
19	If so, what obligations, such as attendance, financial or staff support, would be useful to place on partners?	Obligations need to be proportionate and will vary between partners and areas. This should be locally determined, though an indicative broad expectations might be useful.
20	If so, which public sector agencies would the duty be most sensibly placed on?	PCT, Police, LSC, Jobcentre RDAs, Fire Authority
21	Should there be a statutory duty on local authorities and named partners to promote the engagement of the voluntary and community sectors in the LSP?	We would welcome this approach

Key Questions: Accountability		
22	Should each partnership be encouraged to produce protocols or 'partnership agreements' between partners to ensure clear lines of accountability for the delivery of agreed outcomes?	A SMART Action Plan should establish who is responsible for delivery. There has been a recent proliferation of Protocols (LSP/Community Network) Statement of Community Involvement (LDF). Statement of Involvement (LAA), COMPACTS etc that is unhelpful.
23	We believe that if partnership working was included as part of other key agencies' assessments it would be effective in securing greater commitment from other public sector agencies. What are your views?	Welcome acknowledgement of work in Partnership
24	What do you see as the key role for executive councillors within LSPs?	<ul style="list-style-type: none"> • Political leadership • Providing a links between Cabinet/Council and the LSP
25	What do you see as the appropriate role for backbenchers particularly in ensuring a high quality of local engagement?	<ul style="list-style-type: none"> • Local leadership • Links to ward and local residents • Bring neighbourhood issues to the Partnership
26	What would make councillors' powers of overview and scrutiny more effective in scrutinising the 4 blocks of the LAA?	As a partnership of equals the overview and scrutiny arrangements need to be two way process. As previously stated, as a single pot LAA, we do not support overview and scrutiny arrangements grouped around the four LAA blocks.
27	What would be the most appropriate way for a Member of Parliament to be involved with the LSP and how can we ensure that it is complementary to the role of local councillors?	The involvement of an MP in key roles in the LSP is essential to enhance the full integration and accountability of the LSP. The way in which this is carried out will differ between LSPs. In Hartlepool the MP is the Chair of the LSP and this provides an

		independence and a direct route to key decision makers in Government.
28	How can we promote effective community engagement and involvement, from all sections of the community in shaping local priorities and public services?	The restoration of funding to Community Networks will have a significant effect on the number of groups supported to be involved in the Partnership's work.
29	How can we maximise the opportunities for joint policy and joint activity on community engagement, including the LDF, the LAA and the Sustainable Community Strategy?	Joining up of Statements of Community Involvement, Protocols, COMPACTs, Statement of Involvement in LAAs etc Simplified framework for engagement is needed.
30	How can accountability to local people and businesses be enhanced?	Needs to be locally led – not nationally prescribed. There should be a balanced and appropriate engagement from residents, the community and voluntary sector together with business groups and forums
<i>Key Questions: Capacity Issues</i>		
31	What are your LSP's key support/skill gaps?	Participation in regional skills and knowledge work facilitated by Government Office for the North East has ensure key needs are addressed. More local skills and knowledge implemented through Partnership's skills and knowledge strategy.
32	What extra or different support would be most helpful in shifting to a more delivery focused role?	Give the focus for LSPs should be on strategic coordination of delivery key support required includes: <ul style="list-style-type: none"> • The ability to maximise the devolution of funding, decision-making and priority setting to a locality level • For public funding (revenue and capital) to be allocated, aligned and governed for Hartlepool through a "Locality Plus" approach.

		<ul style="list-style-type: none"> Resources allocated directly to the locality of Hartlepool with funding levels determined for at least three years Priorities for the use of this funding should be determined at the locality level within national and regional frameworks Single, joined up, performance management requirements for local government and its partners across central government
33	How would LSPs prefer to receive information and support; through guidance, toolkits, sign-posting to existing information, practical learning opportunities etc?	<p>Important role of regional centres of excellence in Regeneration in developing this agenda locally.</p> <p>Timely production of any of the suggested support is of primary importance.</p>
34	How can LSPs ensure that adequate learning and support provision is available to build the capacity of communities to engage with the LSP and its partners at the various levels?	Reduction in funding for Community Networks will have a significant negative effect on our ability to achieve this
35	What learning or development do you feel is required by LSPs in order to delivery sustainable communities that embody the principles of sustainable development at the local level?	<p>Important role of regional centres of excellence in Regeneration in developing this agenda locally.</p> <p>Timely production of any of the suggested support is of primary importance.</p>

REGENERATION AND LIVEABILITY

Report to Portfolio Holder
17 February 2006



Report of: Head of Environmental Management

Subject: MINOR WORKS PROPOSALS

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To consider recommendations of Neighbourhood Consultative Forums in respect of minor grant works.

2. SUMMARY OF CONTENTS

- 2.1 List of minor works proposals.

3. RELEVANCE TO PORTFOLIO MEMBER

- 3.1 Recommendations of spend on Minor Works projects to be confirmed by the Portfolio Holder for Regeneration and Liveability.

4. TYPE OF DECISION

- 4.1 Non key decision.

5. DECISION MAKING ROUTE

- 5.1 Recommendations of Neighbourhood Consultative Forums to Regeneration and Liveability.

6. DECISION(S) REQUIRED

- 6.1 To agree the recommendations of the Neighbourhood Consultative Forums in respect of Minor Works proposals.

Report of: Head of Environmental Management

Subject: MINOR WORKS PROPOSALS

1. PURPOSE OF REPORT

- 1.1 To consider recommendations of Neighbourhood Consultative Forums in respect of minor grant works.

2. BACKGROUND

- 2.1 The last cycle of consultative forums recommended the following for approval:

North Neighbourhood Consultative Forum

Throston Grange Community Centre and Library Lighting

Continuation of the works to reduce anti-social behaviour in the above area by providing £3,200 to install new columns and lanterns at the above location.

Clavering School – Proposed Traffic Calming

The provision of a traffic calming scheme outside the above school, consisting of speed cushions and a 20mph speed limit at a cost of £9,500.

Central Neighbourhood Consultative Forum

Colwyn Road Shrub Beds

The removal of the cobbled beds on the side streets, which adjoin Colwyn Road and the removal of the Rydal Street bed at a cost of £3,100.

West Park/Park Drive Grassed Open Space

Scheme to place boulders around the perimeter of the above grassed area at a cost of £3,000 was considered, but decided to defer until next year as funding for this year was now completely spent.

South Neighbourhood Consultative Forum

Fens Crescent

Crown thinning and raising twenty trees in the above location at a cost of £2,312.

Fens Area - Street lighting improvements

Renewal of street lanterns in Watton Close, Wisbech Close, Brandon Close and Mildenhall Close at a cost of £4,787.

Seaton Carew Gateway

Refurbishment of the shrub beds in the above location at a cost of £2,779.

The Grove, Greatham

Removal of shrubs and holly bushes to make the footpath more accessible at a cost of £326.

Sappers Corner to Claxton Junction Footpath

Reduction of the hedge and associated works in the above area at a cost of £1,350.

Dundee Road - Car Parking Provision

A contribution of £4,500 towards a scheme to provide extra parking in Dundee Road.

Usworth Road – Stagecoach Bus Depot

Removal of shrub beds in the above location, with the creation of two circular flowerbeds and other associated works at a cost of £1,353.

Kinross Grove – Car Parking Provision

A contribution of £2,300 towards a scheme in Kinross Grove to provide extra car parking.

3. FINANCIAL IMPLICATIONS

- 3.1 All of the above works can be carried out using existing Minor Works budgets.

4. RECOMMENDATION

- 4.1 That the recommendations of the Neighbourhood Consultative Forums be approved.

REGENERATION & LIVEABILITY PORTFOLIO

Report To Portfolio Holder

17th February 2006



Report of: The Assistant Director (Planning and Economic Development)

Subject: LOCAL ENTERPRISE GROWTH INITIATIVE (LEGI)

SUMMARY

1.0 PURPOSE OF REPORT

1.1 To inform the Portfolio Holder of the outcome of the Council's bid for funding within the Local Enterprise Growth Initiative (LEGI).

2.0 SUMMARY OF CONTENTS

2.1 The report indicates the responses from the Government Office for the North East in response to the LEGI bid. GO-NE has indicated that the Regional Assessment Panel has decided that the bid required further development and therefore could not be shortlisted for further consideration at the national level.

3.0 RELEVANCE TO PORTFOLIO MEMBER

3.1 Enterprise development falls within the portfolio.

4.0 TYPE OF DECISION

4.1. Non key: information item.

5.0 DECISION MAKING ROUTE

5.1 Portfolio Holder only.

6.0 DECISION(S) REQUIRED

6.1 That the Portfolio Holder notes the outcome of the LEGI bid.

Report of: The Assistant Director (Planning and Economic Development)

Subject: LOCAL ENTERPRISE GROWTH INITIATIVE (LEGI)

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the outcome of the Council's bid for funding within the first round of the Local Enterprise Growth Initiative (LEGI).

2. BACKGROUND

- 2.1 At the meeting of the 2nd December 2005 the Portfolio Holder endorsed the broad form and content of Hartlepool's bid under the first round of the Local Enterprise Growth Initiative (LEGI). LEGI is a national Government initiative encouraging the development of partnerships and programmes to tackle enterprise development in deprived areas within the Neighbourhood Renewal Fund authorities' areas.
- 2.2 The first round bid was submitted on 9th December 2005. Some supplementary questions were raised in late December and addressed in response to GO-NE in early January.

3. INFORMATION

- 3.1 The Regional Assessment Panel has taken the view that the bid from Hartlepool needed further development and therefore they did not recommend it for shortlisting. Whilst recognising the robust partnership arrangements and track record of delivery it was felt that the bid needed to be further developed to demonstrate cohesion and innovation. Further feedback is anticipated before the Portfolio Holder meeting. I shall comment further at the meeting as appropriate.
- 3.2 It is anticipated that there will be at least one and possibly two further rounds and we will continue to work with partner organisations and within the Economic Forum to develop a bid in the second round, taking appropriate account of this experience of the first round.

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder notes the report.

REGENERATION & LIVEABILITY PORTFOLIO

Report To Portfolio Holder
17th February 2006



Report of: The Head of Regeneration

Subject: DRAFT NORTH HARTLEPOOL
NEIGHBOURHOOD ACTION PLAN

SUMMARY

1.0 PURPOSE OF REPORT

1.1 To seek comments on the draft North Hartlepool (Brus and St Hilda Wards) Neighbourhood Action Plan at the Regeneration and Liveability Portfolio Holder meeting on 17th February 2006.

2.0 SUMMARY OF CONTENTS

2.1 The report describes the contents of the draft North Hartlepool Neighbourhood Action Plan (NAP), including the background to NAPs and the consultation undertaken to develop the draft NAP.

3.0 RELEVANCE TO PORTFOLIO MEMBER

3.1 Neighbourhood Action Plans will have an impact on service delivery and will potentially influence future funding opportunities in the North Hartlepool Area.

4.0 TYPE OF DECISION

4.1 Non Key

5.0 DECISION MAKING ROUTE

5.1 Portfolio Holder Decision

6.0 DECISION REQUIRED

- 6.1 To receive comments on the Draft Neighbourhood Action Plan (NAP) for the North Hartlepool area.

Report of: The Head of Regeneration

Subject: DRAFT NORTH HARTLEPOOL
NEIGHBOURHOOD ACTION PLAN

1. PURPOSE OF REPORT

1.1 To seek comments on the draft North Hartlepool (Brus and St Hilda Wards) Neighbourhood Action Plan at the Regeneration and Liveability Portfolio Holder meeting on 17th February 2006.

2. BACKGROUND

2.1 North Hartlepool is the sixth neighbourhood within the Neighbourhood Renewal Area to have a Neighbourhood Action Plan developed. Neighbourhood Action Plans are the local elements of the Hartlepool Neighbourhood Renewal Strategy, which forms part of the Community Strategy. Neighbourhood Action Plans are part of the Government's Neighbourhood Renewal Agenda and the development of Neighbourhood Action Plans is supported by the Hartlepool Partnership.

2.2 Neighbourhood Action Plans are important in encouraging local people and organisations to work together to narrow the gap between the most deprived wards and the rest of the country. The objective of the Neighbourhood Action Plan is to improve the way that services are provided and ensure they are made more effective for the residents. The aim is to reduce crime and unemployment and improve lifelong learning, health and care, environment and housing, culture and leisure and create a stronger community. No new significant funding is available specifically for Neighbourhood Action Plans but they should be influential in the future allocation of resources as they map the strengths and weaknesses, and provide a framework for opportunities as and when they arise.

2.3 Hartlepool Partnership has agreed to allocate £201,500 of Neighbourhood Renewal Funding over the next two years (2006-09) and £430,000 Neighbourhood Element funding over the next four years (2006-10) specifically for the North Hartlepool Neighbourhood Action Plan area to start addressing some of the residents' priorities. This funding will be spent once the Neighbourhood Action Plan is developed and residents' priorities have been identified.

3. CONSULTATION AND CURRENT POSITION

- 3.1 The North Hartlepool Neighbourhood Action Plan area covers the whole of the Brus and St. Hilda Wards. This area is shown on a map attached.
- 3.2 The draft Neighbourhood Action Plan has been developed through consultation with residents, school children, community and voluntary groups, Councillors and those who deliver services to the area (Police, Council Officers, Housing Hartlepool etc.). There have been three community conferences all held in December 2005, which have been crucial in identifying the community's priorities and the actions required. Household survey data (MORI 2004) and other baseline data and statistics have also provided an understanding of the conditions in the North Hartlepool area.
- 3.3 The Community Network has assisted in involving residents and community groups in the process and Housing Hartlepool helped the Council's Regeneration Team facilitate the Community Conferences.

4.1 THE CONTENTS OF THE PLAN

- 4.1 The full draft North Hartlepool Neighbourhood Action Plan is attached.
- 4.2 The Introductory Section covers the background to Neighbourhood Action Plans, how the draft Neighbourhood Action Plan has been developed, a brief description of North Hartlepool neighbourhood and a summary of the community's main concerns.
- 4.3 The following section comprises seven theme areas:- Jobs and Economy; Life Long Learning and Skills; Health and Care; Community Safety; Environment and Housing; Culture and Leisure; and Strengthening Communities. Each theme identifies key statistics, strengths and weaknesses, key resources and programmes delivered in the area and the gaps in service delivery which need to be addressed.
- 4.4 The last section again covers the seven theme areas but this time focuses on the issues, which reflect the community's priorities for improving conditions in the North Hartlepool neighbourhood. The table identifies the community's priority concerns, the actions that are required to address the concerns, the organisations who need to be involved in delivering the actions, how we will measure whether the actions have been delivered / successful and how the actions will contribute to addressing strategic targets (such as Neighbourhood Renewal Action Plan Targets and the Government's Floor Targets). Through the consultation undertaken on the draft, service providers will be asked to consider costs and possible funding resources required to deliver the actions.

5.0 FEEDBACK ON THE DRAFT

5.1 Comments on the draft North Hartlepool NAP were asked for at the North Neighbourhood Consultative Forum meeting on 1st February 2006. Drop-in sessions have also been held on:

- Monday 6th February 2006, 11:00am-1:00pm Central Estates Tenancy Management Organisation Office, 2 Otterpool Close.
- Tuesday 7th February 2006, 11:00am-1:00pm West View Community Centre, Miers Avenue.
- Wednesday 8th February 2006, 11:00am-1:00pm, Croft Room, Borough Hall, Middlegate, The Headland.
- Monday 13th February 2006, 7:00pm-9:00pm, Central Estates Tenants Management Organisation Office, 2 Otterpool Close.
- Tuesday 14th February 2006, 7:00pm-9:00pm, West View Community Centre, Miers Avenue.
- Thursday 16th February 2006, 7:00pm-9:00pm, Croft Room, Borough Hall, Headland Town Square.

5.2 Copies of the draft North Hartlepool Neighbourhood Action Plan have also been available at: Central Estates Tenancy Management Organisation Office, Borough Buildings, West View Community Centre, Miers Avenue, Sure Start at Hindpool Close, Housing Hartlepool Offices (Miers Avenue, Somersby Close, Northgate), Horsley Building and every school in the North Hartlepool area from Friday 27th January 2006. A comments book was made available.

5.3 All key service providers have been sent a copy of the draft, and a newsletter has been sent to every household in the North Hartlepool area to inform residents of the draft North Hartlepool NAP. The Regeneration Team will also be consulting further with young people and theme meetings will be arranged with service providers and Ward Councillors to discuss resources available.

5.4 In addition there will be further discussion with those concerned to explore the possibility of setting up a consultative group/forum for the North Hartlepool area which will oversee the implementation of the North Hartlepool NAP.

6. RECOMMENDATION

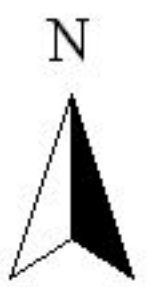
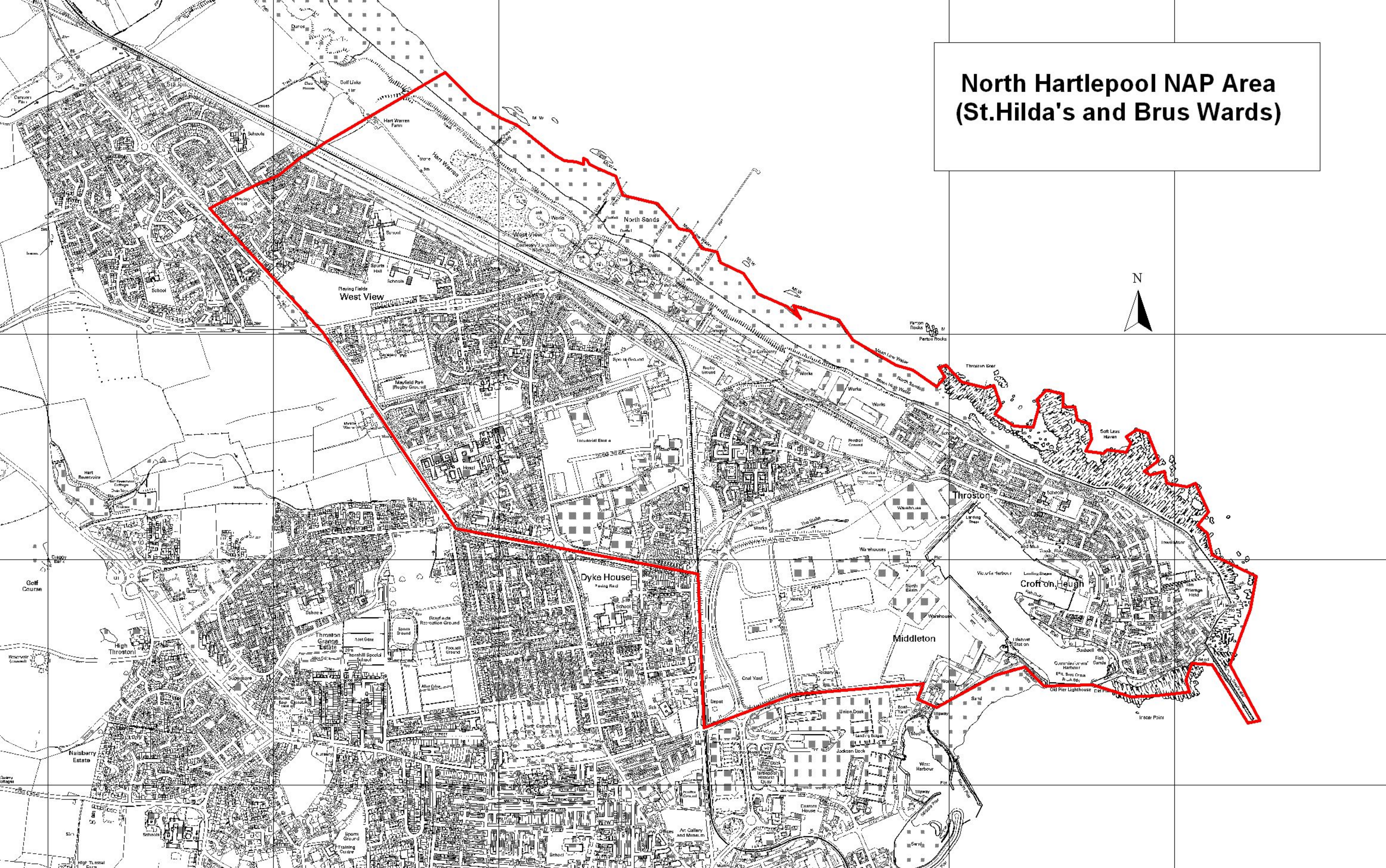
6.1 The Regeneration and Liveability Portfolio Holder is asked for comments on the draft North Hartlepool Neighbourhood Action Plan at the meeting of 17th February 2006.

NORTH HARTLEPOOL COMMUNITY (BRUS AND St HILDA WARDS) DRAFT NEIGHBOURHOOD ACTION PLAN



JANUARY 2006: DRAFT

North Hartlepool NAP Area (St.Hilda's and Brus Wards)



INTRODUCTION

What is the North Hartlepool Neighbourhood Action Plan (NAP)?

- The North Hartlepool (Brus and St Hilda Wards) NAP will enable local people and organisations to work together to integrate policies at a local level to improve the ways that services are provided to achieve goals of lower unemployment and crime, better health, skills, housing and physical environment, and a stronger community with improved culture and leisure opportunities.
- There is no significant new funding available specifically for the NAP, but it is action led with realistic and tangible targets to encourage the collaboration of service providers to reach common aims.
- It is anticipated that the North Hartlepool NAP will be influential in the future allocation of resources, such as Neighbourhood Renewal Funding (NRF), Housing Hartlepool and the delivery of the Council's Neighbourhood Management Team's services. It identifies the strengths and weaknesses of the area, and provides a framework for opportunities if funding / resources become available.

The NAP will look at how services can be made more efficient and effective for the local community. The purpose of this plan is to help local service providers and users to ensure that gaps between existing and desired services are identified and considered by service providers, to effectively add value and improve the quality of life in the North Hartlepool area.

Success will depend upon the effectiveness of joint working with the community and between service providers. Community involvement has already positively encouraged the development of the NAP and a broad range of organisations and groups have been involved in this NAP. Many service providers, residents, school children, community / voluntary groups and Councillors have put a lot of time into developing this plan. Three Community Conferences were held in association with the Community Network and Housing Hartlepool, along with individual meetings with service providers, and community and voluntary groups.



Three Community Conferences were held in December to obtain the Community's views.

About the North Hartlepool Neighbourhood

The North Hartlepool neighbourhood is situated to the far North East of the town and covers the Brus and St Hilda Wards. The area can be split into four areas which are well known to the community and service providers who live and work in the NAP area. These are known as The Headland, Central Estate, West View and King Oswy. The area is shown on the map (page 1).

The North Hartlepool area is a very large community which has a good mix of housing stock. Local shops are situated throughout the area and several schools are located within the neighbourhood.

The Indices of Multiple Deprivation 2000 ranked this area within the most 10% of deprived neighbourhoods nationally.

There is a resident population of approximately 11,875 of which 6,930 are working age, living in 5,260 households (JSU 2002). The housing stock is made up of 41% owner occupied, 49.8% owned by Housing Hartlepool / Housing Association and 5.1% privately rented (Census 2001, please note these may be updated by Housing Hartlepool).

Our Concerns:

The community's concerns are identified in the NAP for each of the seven Community Strategy themes and the action plan identifies how these concerns can be tackled. Throughout the consultation a number of priority concerns, have been identified and are highlighted below:

- We are concerned about the limited local work with a particular lack of skilled jobs.
- We are concerned about the need to raise aspirations for learning, particularly for the young.
- We are concerned about the lack of local medical services in the area (GP's, dentists and pharmacies).
- We are concerned about the lack of a visible police presence throughout the area and anti-social behaviour.
- We are concerned about the problems associated with parking, litter, fly tipping and dog fouling.
- We are concerned about the lack of activities for all sections of the community.
- We are concerned about the lack of community involvement and residents groups.

JOBS AND ECONOMY

WHAT IS THERE TO KNOW ABOUT THE AREA?

Statistics

- Within the North Hartlepool area unemployment rates for Central and West View are particularly high (6.3% as opposed to 5.7% Borough wide) (JSU Oct 2005).
- A high proportion of low-income households (55.6% as opposed to 40.5% Borough wide and 24.3% nationally) (Census 2001).
- High levels of residents who are incapable of work (20.2% as opposed to 13.2% Borough wide and 13.3% nationally) (Census 2001).

Strengths

- Lots of potential for further tourism investment within the Headland, including the Fish Quay, Kafiga Landings, The Manor House and Heugh Gun Battery.
- Local shopping parades in some areas (Northgate, King Oswy, Brus Corner, Davison Drive and Miers Avenue).
- Heerema, Gus Robinson, PD Ports, The University Hospital of Hartlepool, local schools and companies on Oakesway Industrial Estate provide local employment opportunities for residents.
- The proximity of the Marina and the developing Victoria Harbour also provide local employment opportunities, which could be strengthened with wider economic benefits.
- A number of voluntary and community groups contribute towards economic as well as social regeneration of the area and provide local jobs, volunteering and training opportunities.

Weaknesses

- Limited local work with a particular lack of skilled jobs and consequently local wages are quite low.
- Low literacy and numeracy skills.
- Widespread poverty, including a large proportion of households with no earners, in receipt of Council Tax benefit and / or income support.
- High proportion of lone parent and lone pensioner households.
- Low levels of business stock due to a lack of starter business units in the area and a lack of appropriate sites to develop new units on.
- Some local industries are very reliant on international markets and therefore are vulnerable to external factors.
- A number of prominent industrial and commercial premises are vacant and run down.
- Both Single Regeneration Budget (SRB) and Townscape Heritage Initiative funding, which have been effectively used in the past, by the North Hartlepool Partnership to fund industrial and commercial physical improvements and job creation schemes, are now drawing to a close and no alternative sources of funding have been identified.
- Range and quality of goods offered by local shops is limited in some areas, and some areas (such as Central Estate) have no local shopping / post office facilities.
- Some heavy industry is in close proximity to local residential areas and there can be problems with visual impact (particularly Heerema) and noise and dirt (see Housing and Environment Section).
- Isolation from other areas of the town especially as the bus service after 6pm is poor / infrequent.

KEY RESOURCES AND PROGRAMMES

Investment by mainstream agencies:	
Examples of key current programmes / project	Description
West View Advice and Resource Centre.	West View Advice and Resource Centre was established in 1983 and provides advice and information to individuals and groups. The centre provides a wide range of training services, information technology resources and venues for the support of courses (vocational and leisure) for adult and further education. For more information please call Tel. 01429 271275.
West View Project.	West View Project provides community based youth work, employing 12 staff, contributing to tourism development through the Marina Water Sports Centre and delivering accredited training for young people, staff, leaders and volunteers in a range of activities. The project actively fundraises to seek to develop more opportunities for young people to participate and make the cost to participants as low as possible without compromising on the quality of delivery however, due to the national, local and regional funding crisis the West View Project has been forced to use reserves to maintain the current level of support into 2006. There is a risk that without being able to replace this support, the West View Project will be forced to reduce service levels during 2006. For more information please Tel. 01429 272699.
West View Employment Action Centre.	<p>The West View Employment Action Centre was founded by the residents of West View to enable unemployed people living in the North Hartlepool Partnership area to access help and guidance in their search for employment, training, education and voluntary work. To help residents the West View Employment Action Centre offers:</p> <ul style="list-style-type: none"> ▪ CV compilation and copies, ▪ Help to complete application forms, ▪ Theory driving and LGV test practice, ▪ Basic computer skills, ▪ Internet search for employment, ▪ Fax, telephone, photocopying facilities, ▪ Stamps and envelopes, ▪ Current vacancies displayed, ▪ Various fork lift course referrals, ▪ Scats certificate referrals <p>The centre also works with Hartlepool Working Solutions and</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	<p>Hartlepool Action Team for Jobs to ensure courses provided are available to clients.</p> <p>The service is free to clients who are unemployed and living in the North Hartlepool area, which includes most of West View, Central Estate and the entire Headland.</p> <p>The opening hours are Monday to Thursday 8.00am – 4.00pm and Friday 8.00am – 12.00 noon.</p> <p>For further details Tel. 01429 421055.</p>
Credit Union Scheme.	<p>Hartlepool Credit Union Ltd. is a savings and loans co-operative owned and operated by its members. Members can access a savings and low cost loan facility at a local base. Members are eligible to free life savings and loan protection insurance. Membership is open to anyone who lives or works in the Borough of Hartlepool. Collection points in the North of Hartlepool are as follows:</p> <p>West View Advice and Resource Centre – Thursday 12.00pm to 1.30pm; Derwent Grange Housing (Residents only) – Monday 1.15pm to 2.00pm; West View Community Centre – Thursday 2.00pm to 3.45pm; SureStart North main building – Monday 2.15pm to 4.00pm and Friday 11.20am to 12.30pm.</p> <p><u>Schools</u></p> <p>St. John Vianney – Monday 11.00am to 12.25pm; St. Hild's – Monday 12.30pm to 1.10pm; St. Helen's – Thursday 9.00am to 10.00am; St. Bega's – Friday 9.00am to 11.15am.</p> <p>The following services can be accessed at the main office – 3/4 Avenue Parade, Avenue Road, Hartlepool:</p> <ul style="list-style-type: none"> - direct benefit payments; - benefit advice; - money advice. <p>The office is open Monday to Friday 10.00am to 3.45pm. All enquiries to Tel. 01429 863542.</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Headland Development Trust.	Operating from within the Headland area this charitable trust was formed in 2001 and provides a base for social and economic regeneration. The trust has delivered formal structured training for volunteers and community workers and provides young people with access to high quality arts and media activities. It is also working to find alternative uses for vacant buildings on the Headland. For more information please Tel. 01429 420302.
North Hartlepool Partnership.	In the past both Single Regeneration Budget (SRB) and Townscape Heritage Initiative funding have been available for a range of grants to physically improve commercial and industrial property, to stimulate business investment and create jobs. For example, the North Hartlepool Partnership has supported Business Refurbishment Grants, Business Security Grants, Oakesway Industrial Improvement Area Grants and The Headland Commercial Improvement Area Grants. These are now completed or are coming to an end with no new applications being considered as funding has all been allocated.
Hartlepool Working Solutions: Jobs Build (NRF).	The project works in partnership with local employers to help promote job opportunities to local residents. Financial assistance is available through bursaries for local residents and job apprenticeship subsidies for employers who employ local residents, which can support training and development costs. For more information Tel. 01429 284482.
Hartlepool Working Solutions: Work: Opportunities for Women (NRF).	<p>Training is on offer, free of charge, to those women who are unemployed, lone parents or returners to work, of working age living in the NRF area and in receipt of benefit. For most courses free crèche facilities are provided. In some situations, women who work only a few hours a week can be considered for free training if it is needed for a career change.</p> <p>The training offered at the present moment in time focuses on the childcare sector with basic, introductory informal courses being offered but also Level 1 and Level 2 Certificate courses, for those who are keen to find employment in childcare.</p> <p>Other training involves courses that would be useful if you are looking for work e.g. Retail and Service Sector training. There are other useful courses if you are thinking about returning to work and need to update your C.V. These include short, one day certificate courses in baby resuscitation, first aid, food hygiene and also training in confidence building and assertiveness training.</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	<p>The Women's Development Fund is directed towards women who are setting up their own business or new form of self-employment can apply for a grant of up to £500 for advertising and publicity to launch their new business. The WDF Panel makes decisions in individual applications.</p> <p>Opportunities for Women is part of the Hartlepool Working Solutions team and has close links in the community with Sure Start, and other community and voluntary organisations. The project is also linked strongly with the Children's Information Service, Lone Parent Advisors at Job Centre Plus and the Action Team. For more information please Tel. 01429 284482.</p>
Hartlepool Working Solutions: Work Route (NRF).	Offers paid temporary employment associated training in a supported environment. Work activity currently offered includes environmental works, Energy Efficiency, Men into Childcare and Level 3 Construction Crafts. For more information please Tel. 01429 284482.
Hartlepool Working Solutions: Targeted Training (NRF).	Working closely with employers, the Targeted Training project offers residents the opportunity to gain up to date relevant certificates and, in most instances guarantees interviews. Courses range from retail to personal safety and all include job search, information, advice and guidance. For more information please Tel. 01429 284482.
Hartlepool Working Solutions: Work Smart (NRF).	Business support service, which aims to offer better employment practices which will improve the employment offer to NRF residents. For more information please Tel. 01429 284305.
Sure Start North.	Training and support are offered to address basic skills onwards through vocational training accredited training and higher education in response to community need, offering better opportunities for parents. For more information please Tel. 01429 292555.
Hartlepool Action Team for Jobs.	Hartlepool Action Team for Jobs works in the North Hartlepool area every Wednesday between 10.15am – 3.30pm. The mobile bus is situated outside the Borough Buildings on a weekly basis and aims to support people who wish to be reintegrated back into employment. The Action Team primarily supports people who are disabled, single parents and youngsters who are not in receipt of benefits. For more information please Tel. 01429 890990.

GAPS – WHAT NEEDS TO BE DONE

Service delivery issues needing attention	
1.	Increase support to allow residents to maximise their capacity to obtain employment and training.
2.	Identify and tackle barriers, which hinder residents from taking up employment and training opportunities.
3.	Further develop local employment opportunities, particularly for young people.
4.	Promote business investments and diversify local economy needs.
5.	Maximise emerging, neighbouring economic opportunities e.g. Victoria Harbour and Marina.

LIFELONG LEARNING AND SKILLS

WHAT IS THERE TO KNOW ABOUT THE AREA?

Statistics

- Key Stage 2 English (76%), Maths (72%) and Science (81%) Level 4 attainment rates are below the Hartlepool averages (78%, 78% and 86% respectively) (JSU 2002).
- Key Stage 3 English (47%), Maths (58%) and Science (48%) Level 5 attainment rates are well below the Hartlepool averages (67%, 71% and 65% respectively). The percentage of those leaving school in 2004 with 5+ A*-C at GCSE level was 28% as opposed to 35% for the total NRF area and 49% Borough wide (JSU 2002).
- Overall, educational attainment rates are higher in King Oswy and the Headland than in West View and the Central Estate (JSU 2002).
- The percentage of 16 year olds not in employment, education or training (13%) is higher than the Hartlepool average (8%) (JSU 2002).

Strengths

- School results have improved significantly over recent years, at a rate greater than national improvements
- West View Primary School was the 25th most improved Primary School in England and Wales in 2003.
- Local schools have increased their workforce, employing and training adults from the local community, e.g. West View Primary School support staff include 8 recently appointed local people.
- Heerema Apprenticeship Programme with HCFE.
- Sure Start on Central Estate, Headland, West View Community Centre and St. John Vianney RC Primary School offers pre-school support.
- Primary and Secondary schools in the area offer before and after school activities.
- All Primary and Secondary schools in the north of the town are involved in the North Hartlepool Extended Schools cluster.
- The Early Years Centre at St. John Vianney RC Primary School.
- St. Helens Primary School now has a new build on their foundation stage site.
- St. Begas RC Primary School now has a community room built with training facilities.
- St. Hilds has just been rebuilt and has excellent modern facilities.
- Good primary and secondary schools in the area with lots of activities and good teachers/helpful staff.
- Children feel safe in the schools and are well behaved generally.
- Children look forward to attending secondary schools in the area.

Weaknesses

- Low-level skills, due to barriers concerning childcare provision, which causes a lack of participation.
- Low levels of educational attainment and progression into further education.
- Majority of residents have no qualifications, 28% of residents in the area leave school with 28% 5+ G.C.S.E (A* - C) compared to 49% Borough wide and 53% nationally (JSU 2004).
- Lack of access to training amongst residents.

KEY RESOURCES AND PROGRAMMES

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Sure Start North (Hindpool Close, Miers Avenue, St. Helens Primary School).	Sure Start provides a positive start for children (0 - 5 years) before they start school, starting with a maternity service, through to care for children up to 5 years of age. Training and support are offered to address basic skills onwards through vocational training accredited training and higher education in response to community need, offering better opportunities for parents. For more information Tel. 01429 292555.
Hartlepool College of Further Education (HCFE).	HCFE specialises in full and part time education for 14+ years of age. Level 2 Entitlement: training provided in conjunction with Learning and Skills Council Tees Valley for people aged 19 years and over. Access to IT: outreach IT training provided at Titan House on York Road in conjunction with Learn Direct. The college also engages with 14-16 age group. For more information please Tel. 01429 295000.
Cleveland College of Art and Design.	Provide specialist further and higher education programmes in art and design and related areas. For more information please Tel. 01429 422000.
Tees Valley Learning and Skills Council (LSC).	<p>The LSC aims to:</p> <ul style="list-style-type: none"> ▪ Increase the number of school leavers into full time education and training. ▪ Raise aspirations among young people, adults and employers. ▪ Develop the range of learning opportunities and styles. ▪ Support progression into higher level learning. ▪ Increase business awareness among young people. ▪ Support an improved information and advice service. ▪ Increase number of adults with adequate skills in reading, writing and numeracy. ▪ Meet skills need by increasing provision at Level 2 and 3. ▪ Widen participation in learning. <p>In addition, LSC's 14-19 strategies, including one covering the Hartlepool area, will be completed early 2006. It is anticipated that these will provide a longer-term strategic overview at the Borough level with an annual review to ensure that local needs are continually identified and addressed.</p>
Youth Opportunities Project (YOP).	The Youth Opportunities Project (YOP) provides the opportunity for young people aged 13-19 who would normally be excluded or facing

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	exclusion, to gain new skills through work experience in different environments including agricultural, learning new life and social skills in a way that can be transferred to education, training and future employment.
Hartlepool Working Solutions: Jobs Build (NRF).	The project works in partnership with local employers to help promote job opportunities to local residents. Financial assistance is available through bursaries for local residents and job apprenticeships subsidies for employers who employ local residents, which can support training and development costs. For more information Tel. 01429 284482.
Hartlepool Working Solutions: Work: Opportunities for Women (NRF).	<p>Training is on offer, free of charge, to those women who are unemployed, lone parents or returners to work, of working age living in the NRF area and in receipt of benefit. For most courses free crèche facilities are provided. In some situations, women who work only a few hours a week can be considered for free training if it is needed for a career change.</p> <p>The training offered at the present moment in time focuses on the childcare sector with basic, introductory informal courses being offered but also Level 1 and Level 2 Certificate courses, for those who are keen to find employment in childcare.</p> <p>Other training involves courses that would be useful if you are looking for work e.g. Retail and Service Sector training. There are other useful courses if you are thinking about returning to work and need to update your C.V. These include short, one day certificate courses in baby resuscitation, first aid, food hygiene and also training in confidence building and assertiveness training.</p> <p>The Women's Development Fund is directed towards women who are setting up their own business or new form of self-employment can apply for a grant of up to £500 for advertising and publicity to launch their new business. The WDF Panel makes decisions in individual applications. Opportunities for Women is part of the Hartlepool Working Solutions team and has close links in the community with Sure Start, and other community and voluntary organisations. The project is also linked strongly with the Children's Information Service, Lone Parent Advisors at Job Centre Plus and the Action Team. For more information please Tel. 01429 284482.</p>
Hartlepool Working Solutions: Targeted Training (NRF).	Working closely with employers, the Targeted Training project offers residents the opportunity to gain up to date relevant certificates and, in

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	most instances guarantees interviews. Courses range from retail to personal safety and all include job search, information, advice and guidance. For more information please Tel. 01429 284482.
Hartlepool Working Solutions: Work Route (NRF).	Offers paid temporary employment associated training in a supported environment. Work activity currently offered includes environmental works, Energy Efficiency, Men into Childcare and Level 3 Construction Crafts. For more information please Tel. 01429 284583.
Transitional Enhancement project linking English Martyrs RC Secondary School and St. Hilds to its primary feed schools.	Need details
Headland Resource Centre.	Need details
West View Community Centre.	Need details
West View Advice and Resource Centre.	<p>West View Advice and Resource Centre was established in 1983 to provide advice and information to individuals and groups. In 2001 the centre became a registered charity and gained the Community Legal Service Quality Mark for Advice.</p> <p>The core purpose of the centre is the provision of advice. Advice on such issues as debt, housing benefit, disability benefits and welfare rights, provided together with a drop in resource facility which has grown over the years to include a home visit service for the elderly and housebound.</p> <p>Additionally the centre provides a wide range of training services, information technology resources and venues for the support of courses (vocational and leisure) for adult and further education. Accommodation is provided for a number of local groups, including the Credit Union and Hartlepool Action Team for Jobs.</p> <p>The centre can be contacted on Tel. 01429 271275.</p>
West View Employment Action Centre.	<p>The West View Employment Action Centre was founded by the residents of West View to enable unemployed people living in the North Hartlepool Partnership area to access help and guidance in their search for employment, training, education and voluntary work.</p> <p>To help residents the West View Employment Action Centre offers:</p> <ul style="list-style-type: none"> ▪ CV compilation and copies, ▪ Help to complete application forms, ▪ Theory driving and LGV test practice, ▪ Basic computer skills, ▪ Internet search for employment, ▪ Fax, telephone, photocopying facilities, ▪ Stamps and envelopes,

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	<ul style="list-style-type: none"> ▪ Current vacancies displayed, ▪ Various fork lift course referrals, ▪ Scats certificate referrals <p>The centre also works with Hartlepool Working Solutions and Hartlepool Action Team for Jobs to ensure courses provided are available to clients.</p> <p>The service is free to clients who are unemployed and living in the North Hartlepool area, which includes most of West View, Central Estate and the entire Headland.</p> <p>The opening hours are Monday to Thursday 8.00am – 4.00pm and Friday 8.00am – 12.00 noon.</p> <p>For further details Tel. 01429 421055.</p>
West View Project.	<p>This project offers a range of services and activities in addition to successful youth work programmes. These include short fun activities, team building and group development work, and a variety of nationally recognised training. The project also organise courses with Hartlepool Adult Education to allow more people to take part in worthwhile training from novice level upwards.</p> <p>All of the staff are well qualified and experienced in delivering to groups with diverse needs from 8 years to adults. They are an AALA (Adventure Activities Licensing Authority) recognised centre, and recognised as a BCU (British Canoe Union) training centre.</p> <p>The project is experienced in delivering outdoor education programmes to Schools as part of a GCSE Physical Education syllabus, and can offer canoe / kayak, rock climbing, orienteering, sailing and expedition skills work to GCSE level. The project can also offer this work as part of other accredited education programme. For more information please Tel. 01429 272699.</p>
Community Initiatives Centre: Activ8 Centre.	<p>The Activ8 Centre is run through the Activ8 Centre Partnership whose main aim is to effect sustained improvement to the health and lifestyle of North Hartlepool residents through engagement and involvement in a healthy lifestyle programme. This programme is initiated through those community groups who wish to utilise the centre for their programmes and activities. The aim is to have a community led initiative running for all ages within the centre along with the facility being used to it's full potential. For further information Tel. 01429 231162.</p>
Headland Future: Abbey Street Project.	Headland Future is a major provider of developmental and

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	<p>recreational opportunities for young people aged 13-19 years of age in the Headland area. Serving some 500 young people last year through its Abbey Street Project (open four evenings a week), the Charity has ensured access to drop-in sessions on evenings and has offered a range of projects focussing on topics including, local history, the environment, art, design and much more.</p> <p>Physical and mental health are also catered for through the gym provision, emotional reliance and innovative walking projects. Young people shape the services offered and organise their own activities. Bi-monthly live music events (each attracting up to 120 young people) are organised by youth members and a Youth Management Team represents young people at senior level and ensures good discipline within the Abbey Street Centre. Community / Voluntary sector projects across the board are however continually facing difficulties in securing funding from diminishing pools of resources.</p> <p>Anyone wanting to get involved or volunteer should Tel. 01429 891444.</p>
Detached / Mobile Youth Teams.	Need details
Kidikins Neighbourhood Nursery.	The nursery has developed into a 0-5 years integrated daycare setting, 5-11 years out of school holiday setting and a childminder drop in base. It has received significant funding from Children's Services. For more information please Tel. 01429 288288.
Extended Schools.	All schools in Hartlepool will provide an extended school service by 2010 providing wraparound care 8.00am to 18.00pm. Secondary schools will have to have access to sports and performing arts.
HBC Adult and Community Services.	Need details
Community Network Officer employed by The Community Network.	Working across the North of Hartlepool, identifying and removing barriers so residents can participate in local Regeneration Initiatives etc. Assisting in all aspects of setting up Community / Voluntary Groups and Resident Associations, i.e. offering information, advice and guidance on the forming of a constitution, accessing funding, publicity and training etc.
North Hartlepool Extended Schools Cluster.	The North Hartlepool Extended Schools Cluster is facilitated by the Children's Services Department. The schools are working together to ensure they offer a varied range of extended services that reach the whole community and go beyond the school day. They have a pooled budget, which they can use to fund / develop new services.

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
The Early Years Centre at St John Vianneys RC Primary School.	This project provides a comprehensive programme of educational support and wraparound care facilities. The new facilities within this centre will now offer full daycare for children 0-3 years, integrated care and education (0-11 years), crèche, training facilities, community room, health consultation and clinic facilities. For more information Tel. 01429 273359.
St Helens Primary School.	St Helens Primary School now has a new build on their foundation stage site, which will offer child and family health services, healthcare for children aged 0-5 years including pre / post natal care, speech and language, school nursing and baby clinics. For more information please Tel. 01429 267038.
St Begas RC Primary School.	St Begas RC Primary School now has a community room built with training facilities. The room will be available for both school and community use and services and will be developed following public consultation covering the 0-5 years children's centre and the 0-11 years extended schools agenda. For more information please Tel. 01429 267768.
Heerema Apprenticeship Programme with HCFE.	Need details

GAPS – WHAT NEEDS TO BE DONE

Service delivery issues needing attention	
1.	Continue to improve educational attainment in the area.
2.	Address cultural barriers.
3.	Address barriers to education and training.
4.	Provide more vocational opportunities , particularly for the young.
5.	Provide more adult education.

HEALTH AND CARE

WHAT IS THERE TO KNOW ABOUT THE AREA?

Statistics

- 28.5% of residents in the area have a limiting long term illness (as opposed to 24.4% Borough wide and 17.9% nationally) (Census 2001).
- 51.9% of households in the area have one or more residents with a limiting long term illness (as opposed to 44.2% Borough wide and 34.1% nationally (Census 2001).
- 14.2% of residents rated their general health as “not good” in comparison to 12.3% Borough wide and 9.2% nationally (Census 2001)
- 14.8% of residents are economically inactive due to a disability or permanent sick (as opposed to 10.8% Borough wide and 5.5% nationally (Census 2001).
- Standard mortality ratios for coronary heart disease and for strokes are significantly higher than the Borough rate (ONS / Public Health Network 1993 / 1997).
- Smoking levels are significantly higher than the Borough average rates (ONS / Public Health Network 2001).

Strengths

- New GP surgery and associated medical facilities next to the Borough Hall, at the Headland
- New sports hall development next to the Borough Hall aims to achieve increased levels of fitness amongst residents and promote a healthy lifestyle.
- The area includes the University of Hartlepool Hospital, and GP and pharmacy services at Jones Road as well as Hart Lodge and Warren Road Day Care Centre.
- Sure Start Centre at Hindpool Close and outreach facilities at St John Vianney’s, Central Estate, West View Community Centre and the Headland.
- Education Health Centre of Excellence at Hartlepool College of Further Education.
- St John Vianney’s Primary School provides fruit at break time for all their students.
- Schools along with the “Crucial Crew” make children aware of the implication of smoking.

Weaknesses

- Poor levels of health and high incidence of long term sickness and disability.
- Standard mortality ratios for all causes are high.
- Lack of bus services, especially at night and to and from the Headland for doctors / hospital visits. The new GP surgery on the Headland resulted in the closure of the practice at Annandale Crescent.
- High rates of teenage pregnancy in the area.
- High levels of smokers.
- Limited choice of fresh fruit and vegetables in local shops.
- Too many fast food shops and takeaways in the area.
- Overall lack of doctors, dentists and chemists.
- Hazard of dog fouling.
- Cessation of SRB funding in March 2007. This could result in the withdrawal of activities and resources e.g. the West View Project ‘Youth Action’ Programme.
- Lots of residents are unhealthy and unfit due to a lack of gym facilities on Central Estate and West View.
- Lack of chemists in the area.
- Long waiting times in the area for doctors appointments, especially in West View.
- More preventative measures need to be taken to reduce health problems in the area, especially in West View.
- Lots of young children (10-15 yrs) in West View that smoke.

KEY RESOURCES AND PROGRAMMES

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Hartlepool Primary Care Trust (PCT).	Developing an Estate Strategy in order to look at the relocation of primary care services. In addition, the PCT are currently mapping 'natural communities' to look at locating multi-agency teams in more compact neighbourhoods close to home.
Hartlepool Borough Council: Healthy Food Co-ordinator funded by Hartlepool PCT.	The Healthy Food Coordinator works across the town to facilitate and coordinate healthy food initiatives that look to increase intake of fruit and vegetables and initiating and supporting food cooperatives.
Sure Start North (Hindpool Close, Miers Avenue and St. Helens Primary School).	Sure Start provides a positive start for children (0 to 5 years) before they start school, starting with a maternity service, through to care for children up to 5 years of age. In addition the Sure Start premises is registered as a breast-feeding friendly environment. A Stop Smoking clinic is available at the Sure Start building at Hindpool Close (Thursday 4.30pm to 6.30pm). For further information please Tel.01429 292555.
Health Inequalities Community Chest (NRF).	Organisations can apply for up to £5,000 for activities that contribute to male life expectancy. For more information contact Hartlepool Voluntary Development Agency (HVDA) on Tel. 01429 262641.
Headland Development Trust.	The Headland Development Trust operates from within the Headland area. The Trust was formed in 2001 as a grass roots community initiative with the objective of providing a resource base for social and economic regeneration. One of the larger initiatives to develop from the Headland Development Trust's capacity building initiative was the Activ8 Project. Following a completed community profile of the St Hilda ward it was identified that there was an overwhelming need for health activities and programmes in the area. For further information please Tel. 01429 420302.
Community Initiatives Programme: Activ8 Centre.	The Activ8 Centre is run through the Activ8 Centre Partnership. The Partnership's main aim is to effect sustained improvement to the health and lifestyle of North Hartlepool residents through engagement and involvement in a healthy lifestyle programme. This programme is initiated through those community groups who wish to utilise the Centre for their programme of activities. For further information please Tel. 01429 231162.

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
West View Project 'Youth Action' Programme.	West View Project delivers a number of stimulating outdoor, recreation and educational activities and runs, with North Hartlepool Partnership SRB funding, the Youth Action Project Team. The Outreach Project focuses on disaffected young people between the ages of 13 and 19. The scheme provides help in areas such as educational and training opportunities and raises awareness of health issues including sexual health and alcohol and drug abuse, involving visits, activities, meeting and projects, and residential weekends.
Abbey Street Project.	The Abbey Street project provides services for the running of a young people's centre with computer facilities, a fitness training room plus a recreational meeting centre, advisory sources and a non-alcohol café. There are four distinct communities of interest: music, football, fitness and the Users Group. Community / Voluntary sector projects across the board are however continually facing difficulties in securing funding from diminishing pools of resources. Community / Voluntary sector projects across the board are however facing difficulties in seeking funding from diminishing pools of resources. For further information please Tel. 01429 891444.
Hartlepool Borough Council: Headland Sports Hall.	The Sports Hall facility consists of a 'four-court' sports hall with associated equipment storage rooms, changing facilities and fitness training room plus crèche area and car park to the rear of the Borough Buildings. The new sports hall opened in January 2006 and will improve the area's sport and fitness provision for all ages. For further information please Tel. 01429 236564.
Hartlepool Borough Council: King George V Playing Fields.	The King George V Playing Field is located in the middle of the North Hartlepool Partnership area. Recent refurbishment involved the construction of a new pavilion with meeting and changing rooms, a floodlit multi use games area and a roller skating feature.
St John Vianney's Primary School: Early Years Learning Centre.	Early Years Centre at St John Vianney's provides a programme of childcare support along with facilities for community use.
West View Sports Academy.	Opened in January 2003, this facility is located within West View Primary School is available to the whole community, and is managed by Hartlepool Borough Council's Sports Development Team. Facilities include a Sports Hall for aerobics, badminton, fitness training etc, a Floodlight Multi Use Games Area and Mother and Toddler facilities.

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
West View Advice and Resource Centre.	Provide a home visit service for the elderly to give advice on debt, benefits, disabled benefits and welfare rights. For more information Tel. 01429 271275.

GAPS – WHAT NEEDS TO BE DONE

Service delivery issues needing attention	
1.	Lack of health education / unhealthy lifestyles eg high levels of smoking, poor diet.
2.	Improve the provision of doctors and health facilities.
3.	Improve waiting times for doctor's appointments.
4.	Tackle issue of teenage pregnancy.
5.	Increase support for teenage parents / young single parents in the area.
6.	Continue to improve health care for the elderly.
7.	Develop more health and fitness programmes.
8.	Address dog fouling issues.

COMMUNITY SAFETY

WHAT IS THERE TO KNOW ABOUT THE AREA?

<p>Statistics</p> <ul style="list-style-type: none"> ▪ Total crime offences are above the Borough average, 167 (per 1000 pop.) as opposed to 123 (per 1000 pop.) Borough wide (JSU 2004/5). ▪ Overall vehicle crime is above the Borough average, 38 (per 1000 pop.) as opposed to 24 (per 1000 pop.) Borough wide (JSU 2004/5). ▪ Total thefts from motor vehicles are relatively high (42 reported incidents compared to 257 reported incidents Borough wide (HBC Community Safety Team July 2005). ▪ High levels of burglary of dwellings, 30 (per 1000 households.) as opposed to 22 (per 1000 households) Borough wide (JSU 2004/5). ▪ Total violent crime incidents are above the Borough average, 36 (per 1000 pop.) as opposed to 27 (per 1000 pop.) Borough wide (JSU 2004/5). ▪ Total crime in the West View area 137 (per 1000 pop.) and in the Central Estate 149 (per 1000 pop.) is higher compared to that of the Borough wide 123 (per 1000 pop.). 	
<p>Strengths</p> <ul style="list-style-type: none"> ▪ Under the Single Regeneration Budget Programme Tackling Crime Together Project and Tackling Crime Together Street Lighting improvements and Grants Project were awarded to a range of community led initiatives. ▪ Additional CCTV introduced in a number of key areas throughout NHP area, although residents have concerns that it is generally ineffective. ▪ Major street lighting improvements (especially on Durham Street). ▪ Facilities for young people at West View Project and Abbey Street project. ▪ Police Station on West View Road and Northgate, although a number of residents feel that this is regularly not staffed. 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Demand from local residents for more visible policing throughout the whole of the area as well as residents' lack of faith in the local police service. ▪ No Community Warden service. ▪ Street lighting needs further development and improvement in all areas. ▪ Fear and perception of crime is high. ▪ Anti-social behaviour and associated problem behaviour are key concerns for residents. This includes graffiti, vandalism and underage drinking. ▪ Drug use and associated litter. ▪ Lack of Neighbourhood Watch scheme. ▪ Illegal sale of alcohol and cigarettes to under age people, from private properties.

KEY RESOURCES AND PROGRAMMES

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Hartlepool Borough Council's Neighbourhood Service's Minor Works Budget.	This budget is for minor works such as drop crossings, lighting, security works, environmental improvements and maintenance. The budget is managed by the Neighbourhood Manager for the North and works are discussed and approved through the North Neighbourhood Consultative Forum.

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Hartlepool Borough Council's Lighting Maintenance Plan.	The Council has a 3-4 year plan to implement more efficient lighting across the town.
Hartlepool Borough Council's Adult Treatment Plan (2006/07).	<p>The Adult and Treatment Plan is a town wide strategy. Safer Hartlepool Partnership has responsibility for delivering the Governments 10 year Drug Strategy which runs to March 2008 to tackle the concentration of substance misuse issues in the wards of disadvantage particularly those with poor housing and private landlords as the long term use of illicit drugs often leads to a degeneration of an individuals lifestyle and often effects housing status etc.</p> <p>There are four main elements to the strategy:</p> <ol style="list-style-type: none"> 1. Young People; 2. Reducing the supply and availability of drugs; 3. Treatment; 4. Addressing the impact on Communities. <p>Within the local Hartlepool Strategy and Partnership structures a variety of Task groups meet to ensure the appropriate projects are operating, check progress and performance monitoring systems are in place.</p> <p>There will be an analysis and mapping of numbers into treatment, offenders, drug litter etc in 2005/06 and key priority areas for target action will then be identified.</p> <p>In these key priority areas at some point during 2006/07 there will be targeted leafleting, campaigns, some outreach surgeries arranged for advice and info, presentations to residents groups if invited, and with the police some joint operations whereby police will conduct enforcement operations followed by treatment agencies trying to encourage drug users into treatment.</p>
Services for drug treatment and associated support.	<p>Hartlepool Community Drug Centre, Whitby Street, Hartlepool provides the Substance Misuse Service (clinics and substitute prescribing). Tel. 01429 285000.</p> <p>DISC provides wraparound support e.g. benefits, housing, 1-2-1 motivational and relapse prevention, alternative therapies like acupuncture, electro stimuli and cognitive behavior therapies, which assist management of symptoms.</p> <p>NACRO provides help with basic skills, education, training and employment opportunities.</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	<p>Albert Centre provides Counseling and support.</p> <p>Advance is a user and ex-user group. Tel. 01429 288113.</p> <p>Parent and Family (PINS) support group. Tel. 01429 288302</p> <p>HYPED is a team for young people. Tel. 01429 860333.</p> <p>All of the above services apart from the Substance Misuse Service will make arrangements for home visits and / or meet in a community venue.</p> <p>To address the public health agenda around blood borne viruses (hepatitis / HIV etc.) there is a mobile needle exchange which visits up to 14 designated sites across the town to exchange needles and provide clean equipment. In the North Hartlepool area there are 2 designated sites which are delivered to 4 days per week, these include venues throughout Brus and St. Hilda's. Tel. 07734 883730 to arrange.</p>
Neighbourhood Renewal Fund (NRF).	The North Hartlepool area is eligible for Community Safety Grants which are available mainly for community groups. For further information, please contact HBC's Community Safety Team. For more information please Tel. 01429 405577.
Anti Social Behaviour Unit (ASBU): including a Youth Congregation Working Group.	The ASBU has established a Youth Congregation Working Group to develop a Youth Congregation Policy for the Authority. To contact the ASBU Tel. 01429 296588, Opening Hours: Monday - Thursday 9am - 5pm, Friday 9.00am - 4.30pm. The Unit have different response times depending on the seriousness of the incident, these have been agreed corporately.
Neighbourhood Watch.	Helping build safer communities through allowing people of all ages and backgrounds to prevent crime in their community. This is through sharing crime prevention advice, building a relationship with the police and keeping an eye on each other's property. For further information on the Neighbourhood Watch Scheme, please contact the Neighbourhood Watch Scheme Co-ordinator. Tel. 01429 404485.
FAST (Families Accessing Support Team) project.	Funded through NRF, this project takes a multi agency approach (family support worker, activity worker and training and employment worker) to tackle the early signs of anti-social behaviour. Workers

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	<p>plan with families how the project can support the child and family, and make sure they are aware of the consequences of involvement in anti-social behaviour.</p> <p>The FAST project can also provide a 'street outreach service' which involves working with groups of young people who are involved in anti-social behaviour / causing a nuisance throughout areas. Contact the Project Co-ordinator on Tel. 01429 271571 for more information.</p>
Housing Hartlepool.	Housing Hartlepool's Tenancy Relations and Enforcement Manager can be contacted on Tel. 01429 525230 to deal with anti-social behaviour / problem tenants. The door and security programme is commencing in 2006.
Connexions.	<p>Delivering positive activities for young people: available for those 8 to 19 years who are at risk of disengaging from mainstream provision, i.e. playing truant, school exclusion and anti-social behaviour.</p> <p>Connexions can deliver one to one support for young people and can fund activity programmes for delivery by community and voluntary groups.</p>
West View Project.	<p>A cross cutting community project which offers a range of services, activities and programmes including centre based clubs, play schemes, youth clubs, outreach projects and development projects for children and young people aged 8 to 20. The West View Project provides youth work programmes and supports young people, particularly those with social and behavioural issues. The project also provides a safe base off the streets for young people with the aim of reducing anti-social behaviour.</p> <p>The project actively fundraises to seek to develop more opportunities for young people to participate and make the cost to participants as low as possible without compromising on the quality of delivery however, due to the national, local and regional funding crisis the West View Project has been forced to use reserves to maintain the current level of support into 2006. There is a risk that without being able to replace this support, the West View Project will be forced to reduce service levels during 2006. For more information please Tel. 01429 272699.</p>
Headland Future Limited: Abbey Street Project.	A major provider of developmental and recreational opportunities for young people aged 13 to 19 in the Headland area. The Abbey Street

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	Project is open four evenings a week providing a young people's centre with computer facilities plus a recreational meeting centre, advisory sources and a non-alcohol café. The project provides drop-in sessions centring on topics such as local history, the environment, art, design, fashion and music. Young people shape the services offered and organise their own activities. The drop-in sessions provide a safe haven for young people. Community / Voluntary sector projects across the board are however continually facing difficulties in securing funding from diminishing pools of resources. Tel. 01429 891444.
North Hartlepool Partnership: Street Lighting.	The Tackling Crime Together programme supports a range of community safety and anti-crime measures, including street lighting. New columns have been installed throughout the Central Estate, in Lumley Square, Beaconsfield Street and Gladstone Street, and on the footpath between Corporation Road and St. Cuthbert's Street on the Headland. All of these columns vary in design to ensure they are in keeping with the area. Further funding has been earmarked for 2005/06 for additional columns. This is however subject to approval from Government Office North East (GONE).
North Hartlepool Partnership: CCTV Project.	The Tackling Crime Together programme supports a range of community safety and anti-crime measures, including CCTV. The CCTV has taken a phased approach through the Tackling Crime Together programme. Cameras have been installed at Brunswick and King Oswy Shops, Winterbottom Avenue / Brus Corner, Northgate Shops, Middlegate, Moor Terrace and the Block Sands, to cover the Paddling Pool and lower promenade. A camera is shortly to be installed at Spion Kop. Further funding has been earmarked for 2005/06 for the revenue costs associated with existing CCTV cameras. This is however subject to approval from Government Office North East (GONE).
Local Police Office, West View Road.	A local Police office based at 174 West View Road, Hartlepool, TS24 9LF. The office is open Monday to Friday 9.00am – 4.00pm. Answer phone at other times. For more information please Tel. 01429 232509.
Local Police Office, Northgate.	A local police office based at Northgate, Hartlepool, TS24 0LY.
Local Fire Station, Durham Street.	A local Fire Station based in Durham Street Hartlepool. For more information please Tel. 01429 266942.

GAPS – WHAT NEEDS TO BE DONE

Service delivery issues needing attention	
1.	Initiatives to reduce anti-social behaviour, complimentary to the Anti-Social Behaviour Unit.
2.	Increase facilities / diversionary activities for children and young people.
3.	Increase / develop initiatives to engage the hard to reach children / young people.
4.	A large proportion of residents feel that Police presence / presence of Police Community Safety Officers (PCSO's) needs to be increased to increase the feeling of security.
5.	Promote drug awareness and drug enforcement activities (including the illegal sale of alcohol and cigarettes) as well as drug clean up operations.
6.	Increase feelings of security / tackle the fear of crime and community vulnerability through the increase of community safety initiatives including target hardening measures such as dusk 'til dawn lighting, increase and improve street lighting provision and increasing the efficiency of CCTV cameras.
7.	Initiatives to alleviate the problems with the illegal use of motorbikes on open spaces / green areas.
8.	Encourage take up of home fire safety checks.
9.	Encourage community participation in a Neighbourhood Watch Scheme.

ENVIRONMENT AND HOUSING

WHAT IS THERE TO KNOW ABOUT THE AREA?

Statistics

- 41% of tenure is owner occupied compared to 45.5% Neighbourhood Renewal Areas and 63% Borough average (Census 2001).
- The majority of properties are terraced houses (52.8%), in comparison to the national average of 26% (Census 2001). It has been noted that on the Headland the majority of the properties are divided into flats.
- Percentage of homes in North Hartlepool with no central heating is 5.7% in Headland, 3.5% in Central Estate, 4.5% West View and 5.5% King Oswy. This is lower than Hartlepool and National percentages at 5.9% and 8.5% respectively. However problems are associated with private stock (Census 2001).
- Percentage of overcrowded houses is high, Headland 6.0%, Central Estate 7.2%, West View 7.0% and King Oswy 6.6% compared to Hartlepool at 5.1% and Nationally 7.1% (Census 2001).

Strengths

- A wide variety of estates including the distinct communities of the Headland, West View, Central Estate and King Oswy.
- Part of the Headland is a designated conservation area with a historic environment.
- High proportion of listed buildings throughout the area, particularly in the Headland.
- The social housing stock has been significantly improved with SRB support (windows, doors, kitchens and central heating and other energy efficiency measures) and Targeted Private Housing Grants.
- Shops at King Oswy.
- Environmental measures within housing areas. Boundary improvements at West View, Central Estate and Headland. Car parking improvements at King Oswy and Headland. Also developing traffic calming measures on Headland and Durham Street.
- Headland Town Square environmental improvement project, which is commencing, will see significant improvements to this significant public space and improved Gibb Square.
- Recently refurbished lower and upper promenades, which includes access improvements, restoration of the paddling pool, the introduction of the new children's play equipment and artwork, the main walkways to Headland and shopping parades on headland and King Oswy.

Weaknesses

- Lack of street lighting particularly down alleyways (Central, Warren Road, Bruce Crescent, West View and the Town Moor.
- Speeding Cars on Central estate, Davison Drive and adjacent to West View Primary School.
- Only one zebra crossing on Northgate serving the shops (inadequate for elderly population) (Headland) and need 2 for Central Estate (on West View Road near Gillens and Cleveland Road).
- Motorbikes driving where they are not allowed (Central).
- State of the footpaths (Central).
- Council's, Gus Robinson's and Housing Hartlepool's vehicles parking and damaging pavements (Central).
- Chewing gum on pavements (West View).
- Estate maintenance (particularly Central) and cleanliness has decreased.
- Children put rubbish in the drains and they become blocked (King Oswy).
- Graffiti, litter, fly tipping, dog fouling and vandalism are high priorities for residents in the area.
- Lots of litter outside shops, the tunnel (North of Brus roundabout) (glass), on the pier, lower promenade, beach and streets. This includes fishermen's rubbish. Spoon Kop is also a problem area for fly tipping.
- People's pets are allowed to wander the streets and foul.

- Whin Meadows (Westwood) housing development to the south of King Oswy has improved the variety of housing stock in the area.
- Major investment from SRB funding towards environmental improvements, including Brus Corner, Central Estate, Winterbottom Avenue, Davison Drive, Lower West View, Romaine Park, the Heugh Gun Battery, Beaconsfield and Redheugh Gardens.
- St John Vianneys Primary School looks after the environment and gives children the opportunity to help (King Oswy / West View)
- Space for children to play on.
- Nice surrounding views, lots of nature, close to the beach and seafront.
- Central Estate is an improving area and a popular place to live (few voids), (Central Estate).
- Central Estate has a good mix of tenure (Central).
- No through road on Central Estate and some residents feel this is an inconvenience.
- Street lighting improvements from SRB (across the area).
- Five furnished tenancies for young people (Central).
- Surrounding open spaces and access to the Coast (Central).
- Open space at Lower Bruce Crescent (West View).
- New roads (Bruce Crescent within Meadows) (West View).
- Good mix and standard of housing, including large houses and close to schools.
- Nice surrounding views, open spaces (including the cemetery at King Oswy and lower Brus Crescent).

- Town moor could be enhanced through improved maintenance and lighting.
- Poor infrastructure, not enough car parking (Central, West View, Headland, particularly in terms of tourism development and behind the Borough Hall).
- Residents cannot get parked near to their own homes (King Oswy).
- Cars and caravans parking on grass verges damaging them (Central, Headland).
- No signs of the park and ride service at Tesco (when events, firework displays are on).
- Lack of dropped kerbs (Central).
- Cannot drive from one side of the Estate to the other (Central).
- Layout of the 'new side' and flats are unpopular, especially with a transient population (Central).
- Industry, derelict buildings and building works cause noise, dirt and pollution and are an eyesore.
- Arch Court poor environment (West View).
- Public Toilets on the Headland are very dirty and have graffiti (Headland).
- Poor use of open spaces throughout the area.
- Uncared for land at Warren Road (West View).
- Security at the allotments near Bruntoft Avenue - vulnerable to damage from young people (West View).
- Galleys Field court, youths damage residents gardens (Headland).
- Not enough high fences (Ridlington Way) to stop people climbing into gardens).
- People don't seem to care about their environment (Headland).
- Damage to paddling pool (Headland)
- Residents concerned over the impact of anhydrite mine on the value of their property.
- Pre 1919 private sector stock is poor with a significant number lacking central heating and is in need of energy efficiency improvements.
- Lack of affordable housing (Central)
- Lack of elderly accommodation, bungalows etc. and lack and private development (West View).
- Value of the housing – anhydrite mine.
- Tension between mixed groups because of proximity of differing types of household's e.g. young families and the

	<p>elderly (Central).</p> <ul style="list-style-type: none"> ▪ Vulnerable bungalows (Central). ▪ Certain homes lack security (Central). ▪ Some private landlords not fulfilling their responsibilities with regard to general maintenance of properties (all areas). ▪ Evening bus services are poor, and need better services to community venues – doctors, swimming pool etc, along with more conductors on late services (Central, West View / King Oswy, Headland). ▪ Not enough signposts (Central). ▪ More investment needed in the Headland area in order for the area to achieve its tourism potential. ▪ Seagulls scare people, create a lot of noise and damage roofs (Central).
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KEY RESOURCES AND PROGRAMMES

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Townscape Heritage Initiative.	On the Headland the Townscape Heritage Initiative provides funding towards a number of key regeneration projects, this funding is ongoing until 2007.
North Hartlepool Partnership - Council House Improvement Programme & Targeted Private Housing.	<p>During 2004 – 2005, work on kitchen installations has progressed throughout the King Oswy area of the town. In 2005 –2006 improvements also included decoration and floor coverings to kitchen areas.</p> <p>During 2004-2005, almost £238,000 was spent carrying out sixteen renovation grants to private properties in the conservation area, this scheme encourages owner occupiers to undertake improvements to their properties. Housing Hartlepool’s investment in their scheme will continue until 2007 / 08.</p>
Headland Town Square Environmental Improvement project	<p>This scheme will see significant improvements to this public space. The £1.4million square project will be funded by the North Hartlepool Partnership, the European INTERREG fund and funding from One NorthEast via the Tees Valley Partnership.</p> <p>and bollards at Northgate shops and the Headland entrance marker to name a few.</p> <p>This funding is ongoing till 2007.</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Neighbourhood Services' Minor Works Budget.	<p>This budget is for minor works such as drop crossings, lighting, security works, environmental improvements and maintenance.</p> <p>The budget is managed by the North Neighbourhood Manager and works are discussed and approved through the North Neighbourhood Consultative Forum.</p>
Housing Hartlepool.	<p>Housing Hartlepool is continuing investment programming to meet Decent Homes Standards by 2010. This will include modernisation of Housing Hartlepool's properties and also environmental improvements (state layout and car parking) in Partnership with HBC and Community Safety Funding.</p>
Hartlepool Borough Council's Strategic Housing Section.	<p>The section has a Housing Renewal Strategy, which sets out how they intend to tackle private sector housing conditions over the next two years.</p> <p>The Strategic Housing Section Tenancy Relations Officer provides general housing advice, tenancy relations (harassment and illegal eviction) and assesses the condition of private rented properties (01429 284117). Energy efficiency advice for homes can be obtained through the Home Energy Conservation Officer. HBC Private Sector Housing Team (01429 523324) provide a whole range of advice on housing related issues.</p>
Housing Associations.	Information to be obtained.
Local Transport Plan.	<p>The Local Transport Plan is a current and future resource for traffic and transportation issues.</p> <p>The current Local Transport Plan (2001-2006) contains various transport strategies. These include bus, cycling, walking, maintenance, traffic management, road safety and other strategies that look to improve the movement of people and vehicles around the highway network.</p> <p>The second LTP will come into force in April 2006. This will incorporate, where possible, proposals to tackle problems identified through various forums. Priorities for parking will be identified through the Highways Verge Strategy (town wide).</p> <p>A 5 year strategy for dropped crossings on a town wide basis, which has been allocated £25,000 LTP Funding per annum which will be</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	continued until 2011 subject to resources. HBC Dropped Crossing Strategy is eligible for Local Transport Plan funding and Minor Works Budget subject to funding.
Hartlepool Borough Council's Safer Streets Booklet	Booklet advising on traffic calming schemes and reducing speeding. Residents can discuss with Traffic Team Leader appropriate schemes. £25,000 is available each year for the whole town.
HBC Environmental Action Team	Can use enforcement to tackle illegal parking issues.
Pride in Hartlepool	Pride in Hartlepool is a campaign aimed at encouraging people living in Hartlepool to get involved in improving and developing their local area. This includes adopting plots of land, educating people about the environment and encouraging people to recycle. For more information, please call HBC's Community Environmental Action Officer on Tel. 01429 284172.
Hartlepool Access Group	Hartlepool Access Group (HAG) has an Access Audit Group that has experience of partnership working with HBC to identify and assist in prioritising work for paving, for example tactile markings, dropped kerbs and other areas of work around the built environment.

GAPS – WHAT NEEDS TO BE DONE

Service delivery issues needing attention	
1.	Lack of street lighting.
2.	Address the problem of speeding cars.
3.	Environmental improvements required.
4.	Address parking issues.
5.	Improve road safety and safe crossings.
6.	Estate layout improved.
7.	Address problems of noise, dirt, pollution from industry and buildings that are an eyesore.
8.	Poor use of open spaces.
9.	Improve housing stock and housing conditions.
10.	Address problems associated with Private Landlords.
11.	Poor evening bus services and services required to key community venues.
12.	Poor signposting particularly for visitors.
13.	Address the problem of seagulls.

CULTURE AND LEISURE

WHAT IS THERE TO KNOW ABOUT THE AREA?

Statistics

- The area is reasonably well served by local shops (Brunswick and Durham Street have recently been refurbished), churches, community centres at West View and Central Estate and public houses.
- St. Hildas Church, St Hildas Visitor Centre and the Headland have a strong heritage within the community.
- A wide range of community organisations throughout the area, which include Phoenix Centre, Community Initiatives Centre, Headland Resource Centre, Abbey Street Young People Centre and West View Project.
- 1% of residents are very satisfied with local youth and community services in comparison to 5% Borough wide (MORI Survey 2004).
- 4% of residents are very satisfied with local museums and art galleries in comparison to 23% Borough wide (MORI Survey 2004).
- 5% of residents are very satisfied with local sports clubs and facilities in comparison to 19% Borough wide (MORI Survey 2004).

Strengths

- COOL Project.
- Youth Centre (Abbey Street).
- Plenty of sporting activities for children in local schools on an evening.
- Heugh Gun Battery Development due to be complete 2005/06.
- Strong following with regards to the two rugby clubs in the North Hartlepool Area.
- Borough Buildings provide a base for leisure activities and public events and have been recently refurbished with Single Regeneration Budget funding.
- King George V playing fields (new skate ramps are especially popular), King Oswy and Town Moor play areas have all been recently improved.
- Town Moor is host to the annual carnival and is suitable for a wide variety of recreational facilities.
- Headland Development Company's Tourism and Events programme.
- West View Project provides cultural and leisure activities.
- Amateur Boxing Club.
- Carnegie Building.
- Floodlit Astro turf multi use games area at West View Primary School.
- West View Primary School has bid and acquired Sport England funding, which has been developed and used by the community

Weaknesses.

- Too many public houses in the area that tend to make lots of noise for neighbours especially near Brus Corner.
- Lack of leisure facilities, youth clubs and indoor / outdoor play areas in the area which have limited opening times and are aimed towards specific age groups, especially since the closure of the Phoenix Centre.
- Noisy teenagers who hang around the streets on a night causing a disturbance throughout the whole area.
- Football and Rugby teams use all the recreational space on the Town Moor.
- Facilities and activities already running are not advertised sufficiently therefore residents are not aware of their existence and facilities are not used to their full potential.
- Some community buildings are unsuitable as organisations struggle to maintain them especially on the Headland.
- Lack of access to beach.
- Anti-social behaviour, especially in recreational areas on the estate.
- Teenagers gather in large groups and intimidate younger children at shopping precincts at West View.
- Existing clubs have limited opening times e.g. Abbey Street Project.
- Attitude of some young people in the area towards elderly residents.

<p>since 2003.</p> <ul style="list-style-type: none"> ▪ Area has lots of history and is close to both the beach and sea along with the countryside. ▪ Youth work with older children at Abbey Street Project. ▪ Skate ramps at King George VI Playing Fields. ▪ Good library facilities, shopping precincts and public houses. ▪ The Headland attracts tourists to the area. ▪ War Memorial is a reminder of past history. ▪ Activ8 Centre has excellent sports / community facilities. ▪ Lots of after school activities for the young, which include Thai Chi, I.C.T and football. ▪ St John Vianneys School runs a youth club for past and present pupils. ▪ Green Area near Ridlington Way is good for children to play on. 	<ul style="list-style-type: none"> ▪ Very poor transport links to the area especially the Headland. ▪ Cost of maintaining St Hilda's Church and it is not resourced as a community facility. ▪ Library on Miers Avenue has limited opening hours.
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KEY RESOURCES AND PROGRAMMES

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
SRB Marketing Programme.	This scheme aims to promote the area and includes a leaflet for the Headland.
Community Initiatives Centre: Activ8 Centre.	The Activ8 Centre is run through the Activ8 Centre Partnership whose main aim is to effect sustained improvement to the health and lifestyle of North Hartlepool residents through engagement and involvement in a healthy lifestyle programme. This programme is initiated through those community groups who wish to utilise the centre for their programmes and activities. The aim is to have community led initiative running for all ages within the centre along with the facility being used to it's full potential. For further information Tel. 01429 231162.
Headland Resource Centre.	Details needed.
	provision, emotional reliance and innovative walking projects. Young people shape the services offered and organise their own activities. Bi-monthly live music events (each attracting up to 120 young people) are organised by youth members and a Youth Management Team represents young people at senior level and ensures good discipline within the Abbey Street Centre. Community / Voluntary sector projects across the board are however continually facing difficulties in securing funding from diminishing pools of

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	resources. Anyone wanting to get involved or volunteer should Tel. 01429 891444.
West View Project.	<p>This project offers a range of services and activities in addition to the successful youth work programmes. These include short fun activities, team building and group development work, and a variety of nationally recognised training. The project also organises courses with Hartlepool Adult Education to allow more people to take part in worthwhile training from novice level upwards.</p> <p>All of the staff are well qualified and experienced in delivering to groups with diverse needs from 8 years to adults. The project is an AALA (Adventure Activities Licensing Authority) recognised centre, recognised as a BCU (British Canoe Union) training centre.</p> <p>The project actively fundraises to seek to develop more opportunities for young people to participate in and make the cost to participants as low as possible without compromising on the quality of delivery however, due to the national, local and regional funding crisis the West View Project has been forced to use reserves to maintain the current level of support into 2006. There is a risk that without being able to replace this support, the West View Project will be forced to reduce service levels during 2006.</p> <p>The project is experienced in delivering outdoor education programmes to Schools as part of a GCSE Physical Education syllabus, the project can also offer canoe / kayak, rock climbing, orienteering, sailing and expedition skills work to GCSE level. The project can also offer this work as part of other accredited education programmes. For more information please Tel. 01429 272699.</p>
West View Sports Academy.	<p>Opened in January 2003, this facility located within West View Primary School (Davison Drive) is available to the whole community and is managed by a Sports Development Officer. Funding of approaching £1m was received from Sport England, Football Foundation and Sure Start. Facilities that can be booked for leisure, parties or competitions are as follows:</p> <p>Floodlit Multi-Use Games Area with the same state of the art turf that is used by Real Madrid International Football Club, Sports Hall for aerobics, badminton, mini-soccer, mini-basketball, fitness training and table tennis, Mother and Toddler facilities including soft-play and birthday parties. Bookings are made through Tel. 01429 267466.</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Headland Development Trust.	The Headland Development Trust operates from within The Headland and was formed in 2001. There are two main initiatives that the Trust is associated with, The Sigma Project and The SCRUM Project. The Sigma Project offers young people access to high quality arts and media activities and opportunities. These activities have major benefits to people personally, socially and to the community as a whole. The SCRUM Project (Sporting Community Union Museum) is another initiative co-ordinated by The Headland Development Trust. The SCRUM steering group is supported by every rugby club in Hartlepool and aims to establish a permanent rugby union display in Hartlepool. For any information call Tel. 01429 420302.
Headland History Group.	Details needed.
Horsley Centre.	Details needed.

GAPS – WHAT NEEDS TO BE DONE

Service delivery issues needing attention	
1.	Widen the variety of activities / facilities for all residents in the area especially the young / elderly / vulnerable.
2.	Maximise the use of community buildings for recreational activities and community events.
3.	Residents are concerned about the limited opening times / age restrictions of particular clubs in the area.
4.	Poorly maintained sports facilities and open green spaces.

STRENGTHENING COMMUNITIES

WHAT IS THERE TO KNOW ABOUT THE AREA?

Statistics

- Existence of support services.
- Diverse community service throughout the four main estates in the North Hartlepool area.
- 8% of residents have been involved in a local organisation on a voluntary basis over the last three years in comparison to 13% Borough wide (MORI Survey 2004).
- 11% of residents are very satisfied with the quality of service provided by the police in the area in comparison to 12% Borough wide (MORI Survey 2004).
- 14% of residents agree that they feel they can influence decisions that will affect the area in comparison to 26% Borough wide (MORI Survey 2004).

Strengths

- Strong resident voice in the Central area who have their own identity.
- Neighbours are seen as trustworthy and honest on the Headland and Central Estate.
- Strong community spirit in some parts of the area, especially on “old side” of Central estate.
- There is a wide range of strong voluntary and community groups across the area, providing services to disadvantaged residents especially on the Headland and West View.
- Active involvement of churches in the area especially in the Headland area.
- Broad range of community facilities throughout West View, Central Estate and the Headland.
- Majority of neighbours are caring and friendly in West View.
- Stable community with strong family ties on the Headland.
- A number of residents are committed to improving the whole community.
- Headland Capacity Building project has delivered excellent results in the formation and development of community groups.

Weaknesses

- Need to develop the capacity of community / voluntary organisations in the King Oswy, Central and West View Estates.
- West View Action and Resource Centre is under threat when Single Regeneration Budget funding ends in 2007.
- Resident / community / voluntary groups don't always work together in the whole area, poor partnership working.
- Residents sometimes drop off from voluntary / residents groups as they feel as if in the past there views have not been acknowledged especially in Central Estate.
- Residents feel that there is very little consultation between themselves and the Local Authority in regards to issues that involve their community.
- There is a view that previous money that has been awarded to the area has been spent and allocated to the wrong areas.
- Not enough support for centres and groups in West View, Central Estate and the Headland.
- Poor publicity with regards to what is available in the area.
- Some friction between residents at Meriman Green in King Oswy.
- Some problem neighbours in the area who display threatening and intimidating behaviour and cause anxiety amongst some residents on Central Estate and West View.

KEY RESOURCES AND PROGRAMMES

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
Headland Capacity Building Project.	This project has assisted in supporting a range of social inclusion and capacity building projects. For more information Tel. 01429 288046.
Headland Future: Abbey Street Project.	<p>Headland Future a major provider of developmental and recreational opportunities for young people aged 13-19 years of age in the Headland area. Serving some 500 young people last year through its Abbey Street Project (open four evenings a week), the Charity has ensured access to drop-in sessions on evenings and has offered a range of projects focussing on topics including, local history, the environment, art, design and much more.</p> <p>Physical and mental healthcare are also catered for through the gym provision, emotional reliance and innovative walking projects.</p> <p>Young people shape the services offered and organise their own activities. Bi-monthly live music events (each attracting up to 120 young people) are organised by youth members and a Youth Management Team represents young people at senior level and ensures good discipline within the Abbey Street Centre.</p> <p>Community / Voluntary sector projects across the board are however continually facing difficulties in securing funding from diminishing pools of resources. Anyone wanting to get involved or volunteer should Tel. 01429 891444.</p>
Community Facilities at Derwent Grange Residential Home.	<p>There are numerous facilities at Derwent Grange Residential Home that are available for all members of the community to use. There are many rooms that can be used for meeting and training purposes.</p> <p>Other services on offer are assisted bathing, laundry services and hairdressers. The Day Care Centre within the Residential Home can also be hired out on an afternoon. For more information Tel. 01429 223343.</p>
Headland Development Trust.	<p>The Headland Development Trust operates from within The Headland and was formed in 2001. There are two main initiatives that the Trust is associated with, The Sigma Project and The SCRUM Project. The Sigma Project offers young people access to high quality arts and media activities and opportunities. These activities have major benefits to people personally, socially and to the community as a whole. The SCRUM Project (Sporting Community Union Museum) is</p>

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	another initiative co-ordinated by The Headland Development Trust. The SCRUM steering group is supported by every rugby club in Hartlepool and aims to establish a permanent rugby union display in Hartlepool. For any information call Tel. 01429 430203.
Headland Parish Council.	Details required.
Churches Together Organisation.	This volunteer based organisation aims to engage the community together.
The Square Group.	The Square Group aims to bring together local resident through informal meetings with other residents.
West View Project.	This project offers a range of services and activities in addition to the successful youth work programmes. These include short fun activities, team building and group development work, and a variety of nationally recognised training. They also organise courses with Hartlepool Adult Education to allow more people to take part in worthwhile training from novice level upwards. All of the staff are well qualified and experienced in delivering to groups with diverse needs from 8 years to adults. They are an AALA (Adventure Activities Licensing Authority) recognised centre, recognised as a BCU (British Canoe Union) training centre. The project is experienced in delivering outdoor education programmes to Schools as part of a GCSE Physical Education syllabus, and can offer Canoe / Kayak, rock climbing, orienteering, sailing and expedition skills work to GCSE level. They can also offer this work as part of other accredited education programmes. For more information please Tel. 01429 272699.
West View Advice and Resource Centre.	West View Advice and Resource Centre was established in 1983 to provide advice and information to individuals and groups. In 2001 the centre became a registered charity and gained the Community Legal Service Quality Mark for Advice. The core purpose of the centre is the provision of advice. Advice on such issues as debt, housing benefit, disability benefits and welfare rights, provided together with a drop in resource facility which has grown over the years to include a home visit service for the elderly and housebound. Additionally the centre provides a wide range of training services, information technology resources and venues for the support of courses vocational and leisure for adult and further education. Accommodation is provided for a number of local groups,

Investment by mainstream agencies:	
Examples of key current programmes / projects	Description
	including the Credit Union and Hartlepool Action Team for Jobs. The centre can be contacted on Tel. 01429 271275.
Brus Ward Residents Association.	Brus Ward Residents Association is in the first stages of development and aims to be fully operational by mid 2006. For more information please contact Tel. 01429 429658.
Central Estate Tenant Management Organisation.	Details required.
Princess Residents Association.	Details required.
Headland Residents Association.	Details required.
West View Community Association.	Details required.
Horsley Centre.	The Horsley Building has a diverse range of community facilities to offer. There are a variety of different meeting rooms that can be used alternatively for dance or workshop events. There are also numerous different meeting rooms and office space (subject to a charge) that can be hired out to the public along with the use of kitchen facilities. For more information on the facilities available please call Tel. 01429 294867.
Community Initiatives Centre: Activ8 Centre.	The Active8 Centre is run through the Activ8 Centre Partnership whose main aim is to effect sustained improvement to the health and lifestyle of Hartlepool residents through engagement and involvement in a healthy lifestyle programme. This programme is initiated through those community groups who wish to utilise the centre for their programmes and activities. The aim is to have community led initiatives running for all ages within the centre along with the facility being used to its full potential. For further information Tel. 01429 231162.

GAPS – WHAT NEEDS TO BE DONE

Service delivery issues needing attention	
1.	Improve communication and information on what activities and opportunities there are locally.
2.	Need to ensure effective joint working to maintain resident satisfaction in the area.
3.	Ensure that residents are involved within decision making processes that affect the area.
4.	Increase resident involvement in the area, particularly the young.
5.	Continue to support the development of existing Community Groups / Residents Associations and encourage the involvement of new residents and volunteers.
6.	Increase community activities and awareness of existing activities.

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
JOBS AND ECONOMY					
High levels of unemployment and low levels of employment.	<ul style="list-style-type: none"> ▪ Improve the employability of local people, through provision of advice and support. ▪ Co-ordinate and target training including basic and key skills. 	West View Employment Action Centre. HBC Economic Development. Job Centre Plus. Hartlepool PCT. Learning and Skills Council. Hartlepool College of Further Education.	Increase levels of employment in the locality.	<ul style="list-style-type: none"> ▪ West View Employment Action Centre – to be confirmed. ▪ Service Providers to carry out further promotion of Targeted Training and Jobsbuild which are already available town wide. Encourage Access to HCFE 'Back to Work' programme. 	<p>Increase employment rate.</p> <p>Reducing unemployment rate / youth unemployment / long term unemployment rate.</p> <p>Improve basic skills.</p>
Identifying and tackling barriers to employment and training.	<ul style="list-style-type: none"> ▪ Investigate barriers including those related to benefits, aspirations, mobility, incapacity rates and discrimination issues. 	HBC Economic Development. West View Employment Action Centre. Hartlepool PCT. SureStart North. Stagecoach. Kiddikins. St. John Vianney Early Years Centre. Local Businesses.	Increase levels of employment in the locality.	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss. 	<p>Improve basic skills.</p> <p>Increase Level 1, 2 and 3+ qualifications.</p> <p>Increase resident satisfaction.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	<ul style="list-style-type: none"> ▪ Improve local bus services within the area, particularly after 6.00pm. ▪ Provide affordable and accessible childcare. ▪ Liaise with local employers to promote higher wages, longer contracts and permanent contracts. ▪ Where gaps in services are identified, try and match potential new job opportunities to training developments. 	HBC Economic Development. West View Employment Action Centre. Hartlepool PCT. SureStart North. Stagecoach. Kiddikins. St. John Vianney Early Years Centre. Local Businesses.	Increase levels of employment in the locality.	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss. ▪ North Hartlepool Forum to discuss with relevant childcare facilities / employment support services. Could subsidise with NRF but would lead to sustainability issues. ▪ Hartlepool Working Solutions: Work Smart, to be confirmed. ▪ North Hartlepool Forum to discuss with employment support services. 	<p>Improve basic skills.</p> <p>Increase Level 1, 2 and 3+ qualifications.</p> <p>Increase resident satisfaction.</p>
Improve employment opportunities for local people.	<ul style="list-style-type: none"> ▪ Invite business sector to the forum to share information and develop links with the Business Leaders Forum. ▪ Encourage and provide incentives for local employers to take on apprentices and local people. ▪ Promote existing local employment volunteering and training provided by the local voluntary sector, which help to develop vocational skills and experience. 	North Hartlepool Forum. Local Businesses. HBC Economic Development. Housing Hartlepool. Business Link. Business Leaders Forum. West View Project. Headland Development.	Increase levels of employment in the locality.	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to address. ▪ HBC Jobsbuild. Housing Hartlepool Apprentice Scheme. ▪ West View Project / Headland Development Trust / West View Advice and Resource Centre / Credit Union. 	<p>Increase the employment rate.</p> <p>Reducing unemployment rate / youth unemployment / long term unemployment rate.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	Continued ...	Trust. Credit Union. West View Advice and Resource Centre.	Increase levels of employment in the locality.	Continued ...	Increase the employment rate. Reducing unemployment rate / youth unemployment / long term unemployment rate.
Encourage business investment and activity in the locality to improve the business infrastructure and environment.	<ul style="list-style-type: none"> ▪ Improve local shopping facilities and services particularly in areas which have recently lost such assets e.g. Central Estate shop and Post Office recently both closed. ▪ Encourage alternative uses for key vacant and underused commercial and industrial properties. ▪ Demolish or improve unattractive problem commercial and industrial buildings such as the Old Marine Engineering Site and stables at Shields Terrace. ▪ Safeguard heritage buildings on the Headland by identifying owners and pursuing enforcement to ensure buildings are secured. ▪ Provide grants for improvements to commercial and industrial properties particularly for key buildings such as Morrison Hall, Durham Street Methodist Church and other historic buildings. ▪ Encourage owners to develop buildings in line with residents 	Local Businesses. HBC Economic Development. HBC Regeneration. Business Link. Headland Development Company. HBC Development Control. HBC Landscape and Conservation. English Partnerships. HBC Abandoned Buildings Group.	<p>Increase residents satisfaction.</p> <p>Increase levels of business start-ups.</p> <p>Improve buildings and sites.</p> <p>Bring vacant buildings back into use.</p> <p>Increase levels of self employment.</p>	<ul style="list-style-type: none"> ▪ To be identified. ▪ To be identified. ▪ To be identified. ▪ HBC Abandoned Buildings Group. ▪ To be identified. ▪ North Hartlepool Forum to explore further. 	<p>Improve community spirit.</p> <p>Increase the number of VAT registered businesses.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<p>aspirations for example more cafés, restaurants and ice cream shops on the Headland and a new post office and general dealers on Central Estate, or encourage owners to offer reduced rents for community use.</p> <ul style="list-style-type: none"> ▪ Provide smaller units at Oakesway Industrial Estate / other potential sites to provide modern accommodation for new business start-ups. ▪ Promote self employment opportunities, encourage entrepreneurship and encourage successful entrepreneurs to share experiences. ▪ Consider the feasibility of creating a 'One Stop Shop' for business advice. 	<p>Local Businesses. HBC Economic Development. HBC Regeneration. Business Link. Headland Development Company. HBC Development Control. HBC Landscape and Conservation. English Partnerships. HBC Abandoned Buildings Group.</p>	<p>Increase residents satisfaction.</p> <p>Increase levels of business start-ups.</p> <p>Improve buildings and sites.</p> <p>Bring vacant buildings back into use.</p> <p>Increase levels of self employment.</p>	<p>Continued...</p> <ul style="list-style-type: none"> ▪ To be identified. ▪ To be identified. ▪ To be identified. 	<p>Improve community spirit.</p> <p>Increase the number of VAT registered businesses.</p>
Maximise emerging economic opportunities.	<ul style="list-style-type: none"> ▪ Establish and develop links with the developers of the Victoria Harbour. ▪ Identify potential job opportunities at Victoria Harbour and match local training programmes. ▪ Develop a mechanism to maximise local construction skills in any major building works at Victoria Harbour. 	<p>Tees Valley Regeneration Company. HBC Economic Development. Headland Development Company. Learning and Skills Council. Hartlepool</p>	<p>Increase levels of employment in the locality.</p> <p>Increase levels of employment in the locality.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to explore further. ▪ HBC Economic Development, Targeted Training, JobsBuild, Hartlepool College of Further Education. ▪ Working Solutions: Targeted Training and JobsBuild. 	<p>Increase employment rate.</p> <p>Reduce unemployment rate / youth unemployment / long term unemployment.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<ul style="list-style-type: none"> ▪ Maximise the tourism potential of the Headland. ▪ Develop the fishing heritage of the Headland including creating opportunities for people to purchase local produce. 	College of Further Education. West View Employment Action Centre. Fish Quay. Port Authority.	<p>Increase levels of employment in the locality.</p> <p>Increase levels of employment in the locality.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Partnership / Single Regeneration Budget (SRB), INTERREG, Coastal Arc, Heritage Economic Regeneration Scheme (HERS). ▪ To be identified. 	<p>Increase employment rate.</p> <p>Reduce unemployment rate / youth unemployment / long term unemployment.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
LIFELONG LEARNING AND SKILLS					
Continue to improve the educational attainment of local school children at both primary and secondary levels.	<ul style="list-style-type: none"> ▪ Explore ways of raising parents and children's expectations and promoting a culture of learning. ▪ Increase 'family' learning, perhaps weekend and school holiday 'learning academies'. Whole family learning cuts down on need for additional childcare and by using fun ways of learning and raising aspirations, attainment levels can be increased by stealth. ▪ In partnership with the LEA, monitor any fluctuations in achievement that occur in local schools. ▪ Focus on raising literacy and numeracy standards. ▪ Initiatives to reduce truancy and keep children in the classroom and learning. 	Hartlepool LEA. All local schools. Residents. Young People. Parents.	<p>Raise numeracy and literacy levels.</p> <p>Improve grades in school.</p> <p>Evidence of inter-agency working.</p>	<ul style="list-style-type: none"> ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. 	<p>Improve aspirations and achievements of families within the neighbourhood.</p> <p>Improve key stage 2, 3 and 4 results of pupils in the neighbourhood.</p>
To overcome the culture of not valuing education and facilitate progression to higher level qualifications.	<ul style="list-style-type: none"> ▪ Provide role models and mentors from higher education and business. ▪ Target 17-22 year olds to encourage them to stay in education. ▪ Publicise good news stories regarding learning in order to give people something to aspire to. 	HCFE. Cleveland College of Art & Design. NRF Learning Mentors. LSC. All local school. Local press.	<p>Increase the number of residents taking up learning opportunities.</p> <p>Good news stories.</p>	<ul style="list-style-type: none"> ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. 	Promote positive attitude towards lifelong learning and raise aspirations in the local community.

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
To identify and reduce barriers to education and training.	<ul style="list-style-type: none"> ▪ Provide support to deal with immediate problems, for example childcare provision to young parents, so they can focus on education again. ▪ Increase flexibility of learning by providing mobile learning in the community. ▪ Provide childcare alongside course provision. ▪ Improve transport to learning centres. 	Sure Start North. New Opportunities. Hartlepool Working solutions. Kidikins N'hood Nursery.	Reduce the number of people feeling that there are barriers to education.	<ul style="list-style-type: none"> ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. 	<p>Increase resident satisfaction.</p> <p>Increase level 1, 2 and 3+ qualifications.</p>
To create more vocational opportunities (particularly for young people).	<ul style="list-style-type: none"> ▪ Encourage schools to look at vocational qualifications, not just academic ones. ▪ Provide vocational qualifications in learning centres outside of schools, utilising existing premises. ▪ Give careers advice from an early age in schools in order to help children focus their learning on future careers. 	All schools. HCFE. Cleveland College of Art & Design. Abbey Street Project. West View Project. West View Employment Action Centre. Youth Opportunities Project.	<p>Increase the involvement of young people in local learning activities.</p> <p>Evidence of inter-agency working.</p>	<ul style="list-style-type: none"> ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. 	<p>Increase Level 1, 2 and 3+ qualifications.</p> <p>Promote positive attitude towards lifelong learning and raise aspirations in the local community.</p>
Need to provide more adult education.	<ul style="list-style-type: none"> ▪ Encourage more locally provided courses, with priority access to them given to local people. ▪ Provide service sector training. ▪ Provide gardening classes. 	HBC Adult Education. Community/ Voluntary Sector. LSC. West View Community	<p>Increase the number of residents taking up learning opportunities.</p> <p>Raise numeracy and literacy</p>	<ul style="list-style-type: none"> ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. 	<p>Improve basic skills.</p> <p>Increase Level 1, 2 and 3+ qualifications.</p> <p>Increase resident satisfaction.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	<ul style="list-style-type: none"> ▪ Offer 'on-line' basic skills. ▪ Provide numeracy and literacy skill training. ▪ Re-open and reintroduce courses at the Phoenix Centre. 	Centre. Headland Resource Centre. Hartlepool Working Solutions. New Opportunities. Workroute.	levels.	<ul style="list-style-type: none"> ▪ To be agreed. ▪ To be agreed. ▪ To be agreed. 	Improve basic skills. Increase Level 1, 2 and 3+ qualifications. Increase resident satisfaction.

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
HEALTH AND CARE					
<p>Lack of Health Education for all age groups / unhealthy lifestyles, including high levels of smoking, unhealthy eating habits and poor access to healthy foods.</p>	<ul style="list-style-type: none"> ▪ Educate the local community and extend / raise awareness of services that are already in operation in the area. ▪ Address unregulated sales of cigarettes to children from local houses. ▪ Encourage increased provision of fruit and vegetable schemes locally. 	<p>Hartlepool PCT. North Tees and Hartlepool NHS Trust. Sure Start. Residents. HBC Sports Development Team. HCFE. HBC Healthy Food Co-ordinator. Local Schools. Hartlepool LEA. HBC Trading Standards. Police. North Hartlepool Forum.</p>	<p>Increase the number of residents who rate their health as good.</p> <p>Data from Hartlepool PCT.</p> <p>Smoking cessation support delivered.</p>	<ul style="list-style-type: none"> ▪ Healthy eating / nutritional information / smoking cessation / weight management training available through Hartlepool PCT. Breakfast and After School Clubs. A Stop Smoking clinic is available at the Sure Start building at Hindpool Close Tel. 01429 292555. Abbey Street Project, Activ8 Project & West View Project. ▪ HBC Trading Standards & Police to be encouraged to investigate further. ▪ A scheme already exists at Derwent Grange for their residents and could investigate with HBC's Health Food Co-ordinator to explore the possibility of extending the scheme for other residents. Tel. 01429 523169. St John Vianney's school provides fruit for children at break times. 	<p>Improve life expectancy.</p> <p>Reduce death rate from cancer.</p> <p>Reduce death rate from Coronary Heart Disease.</p> <p>Reduce smoking.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	<ul style="list-style-type: none"> ▪ Work with schools to raise health awareness and promote healthy eating in schools. ▪ Explore the opportunities for improving access to purchase quality foods at reasonable prices. 	See previous page.	<p>Increase the number of residents who rate their health as good.</p> <p>Data from Hartlepool PCT.</p> <p>Smoking cessation support delivered.</p>	<ul style="list-style-type: none"> ▪ LEA and PCT can look at working with schools to raise awareness of healthy eating and other issues. Breakfast and After School clubs. ▪ North Hartlepool Forum, Community and Voluntary groups and Hartlepool PCT to discuss. 	<p>Improve life expectancy.</p> <p>Reduce death rate from cancer.</p> <p>Reduce death rate from Coronary Heart Disease.</p> <p>Reduce smoking.</p>
Not enough Doctors and Health Facilities e.g. Central Estate does not have a doctor, dentist or chemist.	<ul style="list-style-type: none"> ▪ Investigate the possibility of providing more health facilities within the local area to increase local provision. ▪ Explore the possibility of providing outreach services in the area e.g. Health Bus does not currently visit the Central Estate. ▪ Drop in surgeries from a GP and / or Nurse Practitioner and / or other appropriate Health Professionals in a community centre. 	Hartlepool PCT. North Tees and Hartlepool NHS Trust. Local GPs. HBC N'hood Services. LIT for Mental Health. LIT for Older People. Residents. Hartlepool MIND. Hartlepool Community Network. Community /	<p>Increase resident satisfaction regarding access to facilities.</p> <p>Residents feeling an improved quality of life.</p> <p>Increase life expectancy in the area.</p>	<ul style="list-style-type: none"> ▪ Resources to be explored. ▪ Hartlepool PCT and providers to consider should funding become available. Would need to liaise with local groups with regard to potential accommodation needs. Hartlepool Families First may be able to respond to Central Estate issue. ▪ Hartlepool PCT to consider. Subject to funding and resources and the outcome of the 'Vision for Care' work of Hartlepool PCT. 	<p>Improve life expectancy.</p> <p>Reduce death rate from cancer.</p> <p>Reduce death rate from Coronary Heart Disease.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<ul style="list-style-type: none"> ▪ Research into local needs, demand and potential supply of local health and social care facilities (i.e. pharmacy and outreach facilities from GP surgeries). ▪ Improve signposting services. 	Voluntary Sector. NHP Forum. Hartlepool Families First.	See previous page.	<ul style="list-style-type: none"> ▪ Carry out research on local needs through active engagement with community, which will inform agencies in the delivery of services. ▪ All agencies to discuss. 	<p>Improve life expectancy.</p> <p>Reduce death rate from cancer.</p> <p>Reduce death rate from Coronary Heart Disease.</p>
Doctors surgery very busy – improve waiting times for doctor's appointments.	<ul style="list-style-type: none"> ▪ Liaise with local surgeries to discuss and assess the difficulty residents face in making appointments. ▪ Liaise with Hartlepool PCT to discuss the issues residents face when making appointments in local surgeries, particularly pre-planned appointments. ▪ Educate the local community on how to access the most relevant medical treatment e.g. treatment of minor conditions through pharmacist. 	Hartlepool PCT. Local Surgeries. Residents.	<p>Increase resident satisfaction regarding access to facilities.</p> <p>Service providers assessing the need for health care.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss. ▪ PCT currently looking at ways to allow people to make pre-planned appointments. ▪ Hartlepool PCT to investigate. 	<p>Improve life expectancy.</p> <p>Improve community spirit.</p>
Tackle issue of teenage pregnancy / increase support for teenage parents / young single parents in the area.	<ul style="list-style-type: none"> ▪ Preventative action to be continual to educate both girls and boys. 	Community / Voluntary Sector. Sure Start Health Development Worker. HBC Teenage Pregnancy Officer. Hartlepool PCT. North Tees	Reduce Teenage Pregnancy.	<ul style="list-style-type: none"> ▪ Resources to be identified. <p>The Teenage Pregnancy Strategy is implemented by the PCT.</p> <p>All work, which is undertaken, is multi agency and serves all parts of the town with particular emphasis on areas of disadvantage.</p>	Reduce under eighteen conception rate.

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<ul style="list-style-type: none"> ▪ Establish needs of young parents and try and support them in addressing these needs. 	and Hartlepool NHS Trust. Local Schools. West View Project.	Reduce Teenage Pregnancy.	<ul style="list-style-type: none"> ▪ Resources to be identified. 	Reduce under eighteen conception rate.
To continue to improve the health care for the elderly.	<ul style="list-style-type: none"> ▪ Investigate the special needs of the elderly. Including looking at the outcome of the Olders Peoples Strategy, once it is finalised. ▪ Look to extend and develop initiatives to increase support for the elderly. 	Hartlepool PCT. North Tees and Hartlepool NHS Trust. HBC Adult and Community Services. Residents. Hartlepool Carers. West View Advice and Resource Centre.	<p>Residents feeling an improved quality of life.</p> <p>Increase life expectancy in the area.</p> <p>Increase resident satisfaction.</p> <p>Increase resident satisfaction regarding access to health facilities.</p>	<ul style="list-style-type: none"> ▪ Resources to be identified. HBC Adult and Community Services to assist in identifying needs and support required. ▪ Housing Hartlepool could extend their support services to non-Housing Hartlepool residents, if resources were available. Look to promote the "Man in the Van project" which is NRF and PCT funded. 	<p>Improve life expectancy.</p> <p>Reduce death rate from cancer.</p> <p>Reduce death rate from Coronary Heart Disease.</p> <p>Improve community spirit.</p>
Develop more Health and Fitness Programmes.	<ul style="list-style-type: none"> ▪ Raise awareness / extend health and fitness services. 	Hartlepool PCT. North Tees and Hartlepool NHS Trust. Local GP's. HBC Social Services. Local	<p>Increase resident satisfaction regarding access to facilities.</p> <p>Residents feeling and improved quality of life.</p> <p>Increase life</p>	<ul style="list-style-type: none"> ▪ An integrated Public Health Strategy, between Hartlepool PCT and HBC, is currently being developed. This will deal with the prevention agenda and be town wide. It will incorporate work on Coronary Heart Disease Prevention. 	<p>Improve life expectancy.</p> <p>Reduce death rate from cancer.</p> <p>Reduce death rate from Coronary Heart Disease.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<ul style="list-style-type: none"> ▪ Provide subsidised health and fitness facilities. 	<p>Schools. LIT for Older People. Residents. HBC Sports Development Team. Hartlepool Community Network.</p>	<p>expectancy in the area.</p>	<ul style="list-style-type: none"> ▪ Price structure in place at Headland Sports Hall which provides membership concessions for the unemployed. 	<p>Improve life expectancy.</p> <p>Reduce death rate from cancer.</p> <p>Reduce death rate from Coronary Heart Disease.</p>
Concerns regarding dog fouling and lack of dog litter bins.	<ul style="list-style-type: none"> ▪ Enforcement action and shaming offenders. ▪ Educate community on the health implications of dog fouling. 	<p>HBC N'hood Manager. Forum. Residents. HBC Dog Wardens. HBC Environmental Action Team.</p>	<p>Resident satisfaction.</p> <p>Residents feeling an improved quality of life.</p>	<ul style="list-style-type: none"> ▪ Environmental Action Team can issue notices and fixed penalties of up to £50. Tel. 01429 523333 (£6 to £10,000 required to blitz an area for 2 months). ▪ Environmental Action Team can attend School Governors meetings to raise the profile and state the zero tolerance policy. Tel. 01429 523333. <p>HBC Dog Wardens provide a service which influences monitoring and fining for dog fouling. Contact HBC Environmental Action Team. Tel: 01429 523848.</p>	<p>Improve community spirit.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
COMMUNITY SAFETY					
<p>Anti-social behaviour and associated behaviour such as graffiti, vandalism – especially to cars, underage drinking and irresponsible behaviour (particularly around King Oswy Shops, Alliance Street, Earl Street, Galleys Field Court, St. Helen's Street, Winterbottom Avenue, Miers Avenue and Howard Street).</p>	<ul style="list-style-type: none"> ▪ Residents to report incidents of anti-social behaviour to the Anti-Social Behaviour Unit (ASB Unit) Tel. 01429 296588. ▪ Increase presence (high visibility patrols) of Police / Police Community Safety Officers (PCSO's). ▪ Increase / make available facilities and activities for children and young people particularly indoor facilities and after school clubs. These need to be open to a range of age groups. This should occur along with the promotion / advertisement of existing facilities and activities which children and young people can access. These should be monitored to ensure appropriate use. ▪ Increase the efficiency of the CCTV cameras throughout the area. 	<p>ASB Unit. Cleveland Police. Residents. Residents Associations. Youth Offending Service. Teesside Probation Service. HBC Youth Services. HBC Community Safety. HBC N'hood Services. Housing Hartlepool. FAST project. HBC Trading Standards. HBC Environment Action Team. North Hartlepool Forum.</p>	<p>Resident satisfaction on complaints procedure from ASB Unit.</p> <p>More youth provision in the area.</p> <p>Increase in take up of existing youth provision in the area.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with Anti-Social Behaviour Unit (ASB Unit) to look at ways of encouraging residents to report incidents and make them aware of their responsibilities. ▪ North Hartlepool Forum to discuss with Cleveland Police and other relevant organisations. ▪ Subject to funding and resources. <p>West View project and the Abbey Street project provide indoor and outdoor facilities and activities for children and young people.</p> <p>The FAST project working to tackle early signs of anti-social behaviour through a multi-agency approach and outreach work.</p> <ul style="list-style-type: none"> ▪ Resources to be confirmed. <p>Further Single Regeneration Budget (SRB) funding has been earmarked for 2005/06 for the revenue costs associated with existing CCTV cameras. This is however subject to approval from Government</p>	<p>Reduce anti-social behaviour.</p> <p>Reduce fear of crime.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<p>Continued ...</p> <ul style="list-style-type: none"> ▪ Improved / extended street lighting (Central – alleyways / West View – Warren Road and Bruce Crescent / Town Moor and the Heugh). ▪ Tackle the illegal selling of alcohol and cigarettes to young people who are underage particularly from private properties throughout the area. ▪ Enforcement action. 	<p>ASB Unit. Cleveland Police. Residents. Residents Associations. Youth Offending Service. Teesside Probation Service. HBC Youth Services. HBC Community Safety. HBC N'hood Services. Housing Hartlepool. FAST project. HBC Trading Standards. HBC Environment Action Team. North Hartlepool Forum.</p>	<p>Resident satisfaction on complaints procedure from ASB Unit.</p> <p>More youth provision in the area.</p> <p>Increase in take up of existing youth provision in the area.</p>	<p>Office North East (GONE).</p> <ul style="list-style-type: none"> ▪ Resources to be confirmed. <p>Further Single Regeneration Budget (SRB) funding has been earmarked for 2005/06 for additional columns. This is however subject to approval from Government Office North East (GONE).</p> <ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with Cleveland Police, Anti-Social Behaviour Unit (ASB Unit), HBC Trading Standards, the Police Licence Officer and other relevant organisations. <p>Residents to work with Cleveland Police and other relevant organisations to improve information and relationships.</p> <ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with Cleveland Police and other relevant organisations. <p>HBC's Environment Action Team (graffiti, vandalism, abandoned vehicles, fly tipping etc). 9.00am – 5.00pm, Tel. 01429 523333.</p>	<p>Reduce anti-social behaviour.</p> <p>Reduce fear of crime.</p>

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<p>Lack of visible Police presence throughout the area and a regularly unstaffed Police Station on West View Road and Northgate along with no Community Warden scheme.</p>	<ul style="list-style-type: none"> ▪ Increase Police presence / Police Community Safety Officers (PCSO's) throughout the area. 	<p>Cleveland Police. Residents. Safe in Tees Valley.</p>	<p>Police attendance at the North Hartlepool Forum.</p> <p>Reduction in recorded crime.</p> <p>Projects developed alongside residents.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with Cleveland Police, subject to funding and resources. 	<p>Reduce domestic burglary.</p> <p>Reduce vehicle crime.</p> <p>Reduce commercial crime.</p> <p>Reduce anti-social behaviour.</p> <p>Reduce fear of crime.</p>
<p>Drug use and drug related litter throughout the area for example, needles left on the floor (particularly in West View Road Cemetery).</p>	<ul style="list-style-type: none"> ▪ Increase Police drug enforcement activities. ▪ Liaise with Service Providers to look at opportunities to increase drug clean up operations and advertise the existing drug clean up services more widely. ▪ Increase Police drug enforcement activities. ▪ Initiatives to raise awareness / educate the local community particularly young people on the dangers surrounding the use of drugs and their effects as well as drug related litter. <p>Better communication and advertisement of opportunities for drug education.</p>	<p>Cleveland Police. Drug Action Team. Connexions. Youth Offending Service. Teesside Probation Service. HBC HBC N'hood Services. HBC Community Safety. Residents. DISC. Hartlepool Young Persons Drug Team (HYPE). ASB Unit.</p>	<p>More people, particularly young people, accessing information on drug related issues.</p> <p>Less evidence of drug related litter in public areas.</p> <p>Resident satisfaction.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to consult with Cleveland Police. ▪ Subject to funding and resources. <p>HBC's 24 hour Drug Litter Service – 2 hour response time. 9.00am – 5.00pm, Tel. 01429 523333. 5.00pm – 9.00am, Tel. 01429 869424.</p> <ul style="list-style-type: none"> ▪ Further consultation with residents and Cleveland Police. ▪ Subject to funding and resources. <p>North Hartlepool Forum to discuss with the Drug Action Team Mobile Unit. The Drug Action Team is available to carry out education events in the local area, subject to resources.</p>	<p>Increase drug users accessing drug treatment programmes.</p> <p>Reduce fear of crime.</p> <p>Reduce anti-social behaviour.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	Continued ... <ul style="list-style-type: none"> ▪ Target specific locations identified by local people as areas of concern. ▪ Increase opportunities to help drug users to overcome addiction through Drug Action Team Centre and outreach work. 	Cleveland Police. Drug Action Team. Connexions. Youth Offending Service. Teesside Probation Service. HBC N'hood Services. HBC Community Safety. Residents. DISC. Hartlepool Young Persons Drug Team (HYPE). ASB Unit.	More people, particularly young people, accessing information on drug related issues. Less evidence of drug related litter in public areas. Resident satisfaction.	A town wide Personal Advisor employed through Connexions who works alongside Hartlepool Young Persons Drug Team (HYPE). <ul style="list-style-type: none"> ▪ Subject to funding and resources. Drug Action Team Centre. North Hartlepool to look at the possibility of the Mobile Unit providing an outreach service in the area. Referrals to DISC via Drug Action Team. A town wide Personal Advisor employed through Connexions that works alongside HYPE.	Increase drug users accessing drug treatment programmes. Reduce fear of crime. Reduce anti-social behaviour.
Address fear of crime – particularly young people and local residents feeling unsafe on a night when walking around the area.	<ul style="list-style-type: none"> ▪ Produce Community Safety booklets for the local community. ▪ Provide Community Safety informative event(s) for the local community. ▪ Encourage residents to be confident at reporting incidents that cause alarm, 	Cleveland Police. HBC Community Safety. ASB Unit. HBC N'hood Services. Victim Support Service. Housing	Residents' perceptions survey identifying that residents' fear of crime has been reduced and an increase in confidence to report incidents.	<ul style="list-style-type: none"> ▪ Subject to resources and an organisation coming forward. ▪ Skill Share can conduct a Crime Reduction Basics course, subject to demand. Please contact Skill Share on 01429 868353. ▪ To be discussed by North Hartlepool Forum, Cleveland 	Reduce fear of crime.

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<p>distress or a nuisance to residents.</p> <ul style="list-style-type: none"> ▪ Improve residents' confidence when walking throughout the area. ▪ Address issues with anti-social behaviour with regard to the congregation of youths. ▪ Provide security works to houses including target hardening measures, particularly to vulnerable houses and vulnerable residents e.g. Central Estate. ▪ Raise awareness of Endeavour Scheme (to check). ▪ Improve the frequency of transport service – lack of public transport after 6.00pm. 	Hartlepool. Skill Share. Community / Voluntary Sector.	Residents' perceptions survey identifying that residents' fear of crime has been reduced and an increase in confidence to report incidents.	<p>Police, Anti-Social Behaviour Unit (ASB Unit) and Housing Hartlepool.</p> <ul style="list-style-type: none"> ▪ Review street lighting provision, subject to further consultation on key areas of concern as well as funding and resources. ▪ Anti Social Behaviour Unit (ASB Unit), Cleveland Police. Resources to be confirmed. ▪ Housing Hartlepool, Neighbourhood Renewal Community Safety Budget and Endeavour Repair Care (to check). Resources to be confirmed. ▪ Resources to be confirmed. ▪ Resources to be confirmed. 	Reduce fear of crime.
Use of motorbikes on open spaces / green areas e.g. the promenade, former Steetley site.	<ul style="list-style-type: none"> ▪ Residents to report incidents involving motorbikes and cars using open spaces / green areas to Cleveland Police Tel. 01429 221151. ▪ Local schools to raise awareness regarding the legalities and dangers of using motorbikes on open spaces / green areas. 	Cleveland Police. Residents. Local Schools.	Resident satisfaction.	<ul style="list-style-type: none"> ▪ Residents to work with Cleveland Police and other relevant organisations. ▪ North Hartlepool Forum to work with local schools and other relevant organisations. 	<p>Reduce anti-social behaviour.</p> <p>Reduce fear of crime.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued ...	<ul style="list-style-type: none"> ▪ Cleveland Police to increase surveillance on hot spot areas using the off road policing unit. ▪ Increase publicity on what is illegal by educating parents and young people. 	Cleveland Police. Residents. Local Schools.	Resident satisfaction.	<ul style="list-style-type: none"> ▪ Subject to funding and resources. ▪ Subject to funding and resources. 	<p>Reduce anti-social behaviour.</p> <p>Reduce fear of crime.</p>
Lowest take up of home fire safety checks in Cleveland.	<ul style="list-style-type: none"> ▪ Further publicise the free smoke alarms and home fire safety checks available through Cleveland Fire Brigade. 	Cleveland Fire Brigade. North Hartlepool Forum. Residents.	Increase in take up of free smoke alarms and home fire safety checks.	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with Cleveland Fire Brigade ways in which to advertise the free smoke alarms and home fire safety checks. <p>Free smoke alarms and home fire safety checks available through Cleveland Fire Brigade. Tel. 01429 874063 or visit www.clevelandfire.gov.uk.</p>	To be confirmed.
Lack of Neighbourhood Watch scheme – better coverage and co-ordination required.	<ul style="list-style-type: none"> ▪ Look at the possibility of organising a local campaign to raise interest and publicity and to identify local volunteers for Neighbourhood Watch, subject to resources and organisations coming forward. 	N'hood Watch. Community / Voluntary Sector. Cleveland Police. Residents. Housing Hartlepool.	<p>Registered Neighbourhood Watch Scheme in place throughout the area.</p> <p>Good news stories regarding the success of the Neighbourhood Watch Scheme.</p>	<ul style="list-style-type: none"> ▪ Further information on the Neighbourhood Watch Scheme can be obtained through the Neighbourhood Watch Co-ordinator on Tel. 01429 405585. 	<p>Reduce domestic burglary.</p> <p>Reduce vehicle crime.</p> <p>Reduce commercial crime.</p> <p>Reduce anti-social behaviour.</p> <p>Reduce fear of crime.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Addressed Target
<p>Estate and Environmental Improvements required (including addressing problems of litter, fly tipping, graffiti / vandalism and dog fouling).</p>	<ul style="list-style-type: none"> ▪ Extend current caretaking arrangements which at present only cover Housing Hartlepool homes. ▪ Remove chewing gum and more frequent street cleansing. ▪ Enforcement of bye laws ▪ Grit pavements in the winter (provide more grit bins on Central Estate). ▪ Provide more litter and dog fouling bins (particularly outside shops, beach, pier – fishermen’s rubbish, lower prom, ‘the tunnel’ Spion Kop and streets – particularly Durham Street and Ridlington Way). <p>Liaise with the Port Authority and fishermen to discuss the problem and to see if they can clean the pier regularly.</p>	<p>HBC Highways HBC N’hood Manager Housing Hartlepool Residents Housing Associations Police Community Wardens. North Hartlepool Forum. HBC Environmental Action Team. Local schools. HBC Dog Wardens. Youth Offending Team.</p>	<p>Visible improvements to open spaces and maintenance of the estate.</p> <p>Relevant team established to improve maintenance if funding available.</p>	<ul style="list-style-type: none"> ▪ Subject to funding available. ▪ HBC’s Minor Works budget, Highways Maintenance. £100,000 required for 3 people team and vehicle, subject to suitable resources being identified. ▪ Environment Action Team can issue notices and fixed penalties of up to £50. They can attend School Governors meetings to raise profile and state the zero tolerance policy. Tel: 01429 523333 ▪ Cleveland Police to discuss problem with North Hartlepool Forum. ▪ North Hartlepool Forum to discuss with HBC Highways. ▪ Minor Works budget has £15,000 available town-wide per annum to provide litter bins (£350 per litter bin, £160 dog bin, disposal cost additional). ▪ North Hartlepool Forum and Neighbourhood Manager to discuss. 	<p>Improve satisfaction with the local area.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Addressed Target
Continued...	<ul style="list-style-type: none"> ▪ Enforcements to ensure litter and dog fouling are cleared up and fly tipping is prevented. Publicise fines given. ▪ Educate community on the laws and punishments related to dog fouling if not picked up e.g. dog foul signs to be erected throughout the area. ▪ Encourage local businesses to do more – different packaging for takeaways and contribute to clean ups. 	<p>HBC Highways HBC N'hood Manager Housing Hartlepool Residents Housing Associations Police Community Wardens. North Hartlepool Forum. HBC Environmental Action Team. Local schools. HBC Dog Wardens. Youth Offending Team.</p>	<p>Visible improvements to open spaces and maintenance of the estate.</p> <p>Relevant team established to improve maintenance if funding available.</p>	<ul style="list-style-type: none"> ▪ Environment Action Team can issue notices and fixed penalties of up to £50. They can attend School Governors meetings to raise profile and state the zero tolerance policy (as children put rubbish in the drains). Tel: 01429 523333. (£6-10,000 required to blitz an area for 2 months). Cleveland Police to discuss with North Hartlepool Forum. ▪ Environmental Action Team can issue notices and fixed penalties of up to £50. They can attend School Governors meetings to raise profile and state the zero tolerance policy. Tel. 01429 523333. (£6-10,000 required to blitz an area for 2 months). ▪ North Hartlepool Forum and Neighbourhood Manager to discuss with Environment Action Team. 	<p>Improve satisfaction with the local area.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	<ul style="list-style-type: none"> ▪ Improved street cleansing and the state of public toilets. 	<p>HBC Highways. HBC N'hood Manager. Housing Hartlepool. Residents. Housing Associations Police. Community Wardens. North Hartlepool Forum HBC Environmental Action Team. Local schools. HBC Dog Wardens. Youth Offending Team.</p>	<p>Visible improvements to open spaces and maintenance of the estate.</p> <p>Relevant team established to improve maintenance if funding available.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with HBC N'hood Manager suitable solutions with use of Minor Works Budget and NRF. 	<p>Improve satisfaction with the local area.</p>

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<p>Car parking (Central / West View / King Oswy / Headland.</p>	<ul style="list-style-type: none"> ▪ Stop Council's, Housing Hartlepool's and Gus Robinson's vehicles parking on pavements and damaging them (Central) – replace cracked pavements. ▪ Encourage more people to park at the old hospital site / Friarage Site. Encourage people to use the site at the end of Cobb Walk / Access End or Durham Street. Provide alternative / suitable parking solutions throughout the area. ▪ Discuss parking problem areas, particularly, Northgate shopping parade, Middlegate, behind the Borough Hall, Durham Street, Rowell Street, Catherine Street, Heugh Chare, Headland High Street), outside schools and problems of cars and caravans parking on grass verges. ▪ Extend the end of driveways – working with O/O, RSC, HBC 	<p>HBC Highways. HBC N'Hood Manager. Housing Hartlepool. Residents. Housing Associations. North Hartlepool Forum.</p>	<p>Resident satisfaction.</p> <p>Identified way to solve car parking issues.</p> <p>Reduction in car parking problems (monitored through the North Hartlepool Forum).</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss problem areas and make contact with appropriate people. HBC's Minor Works budget, Highways Maintenance budget and Housing Hartlepool's Environmental Improvements scheme. ▪ North Hartlepool Forum to investigate if this is a suitable option (discuss with HBC Highways and Neighbourhood Manager. Minor works budget, Highway maintenance budget, Housing Hartlepool Local Transport Plan and Neighbourhood Renewal Fund. ▪ Consultation with residents on car parking options (including one way systems). Discuss at North Hartlepool Forum and contact appropriate people. Refer to the Headland Car Parking consultation for possible sites. ▪ North Hartlepool Forum to investigate if this suitable option (discuss with HBC Highways and Neighbourhood Manager. Minor works budget, Highway maintenance budget, Housing Hartlepool Local Transport Plan and Neighbourhood Renewal Fund. 	<p>Improve the satisfaction with the local area.</p>

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Lack of dropped kerbs and safe crossings.	<ul style="list-style-type: none"> Provide more dropped kerbs where needed, particularly for wheelchair access. Safe zebra crossings for the elderly particularly in the Headland (Northgate Shops) and Central Estate West View Road near Gillens and Cleveland Road. 	HBC Highways. HBC N'Hood Manager. Housing Hartlepool. Residents. North Hartlepool Forum. Residents Associations.	<p>Suitable traffic solutions established.</p> <p>Increased residents satisfaction and safety.</p>	<ul style="list-style-type: none"> Identify through the North Hartlepool Forum where required and tackle within the Transport plan – existing programme in place. North Hartlepool Forum to discuss with Highways and the potential of inclusion in the Local Transport Plan. 	Improve satisfaction with the local area.
Estate layout (Central) - cannot drive from one side of the estate to the other and unpopular flats with transient population.	<ul style="list-style-type: none"> Housing Hartlepool and North Hartlepool Forum to discuss. North Hartlepool Forum to identify areas. Need to determine land ownership. 	HBC Highways. HBC N'Hood Manager. Housing Hartlepool. Residents.	Greater accessibility for residents.	<ul style="list-style-type: none"> Dependent on feasibility. Housing Hartlepool, HBC's Minor Works budget, NRF. 	Improve the satisfaction with the local area.
Derelict / unsightly Buildings – causing noise dirt and pollution.	<ul style="list-style-type: none"> Demolish sheds and reclaim the land - long term. Northgate Terrace, building has been set on fire, need to make the builders aware that they make a lot of noise. 	Residents. HBC Urban Policy Section. HBC N;hood Manager. HBC Abandoned Buildings Group	Visual improvements to the physical environment.	<ul style="list-style-type: none"> HBC have an Abandoned Buildings Group to identify vacant buildings and negotiate with owners through the Town and Country Planning Act. North Hartlepool Forum to discuss way forward. 	Improve satisfaction with the local area.

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Continued...	<ul style="list-style-type: none"> ▪ Steetley site needs securing urgently as there are safety issues with trespassing (motorbikes). Possible demolition as soon as possible. And consider future uses. ▪ Derelict buildings on the Headland – identify owners, make secure and identify possible future uses. Use Planning Legislation where appropriate. Encourage local businesses to listen to residents aspirations regarding: restaurants, cafes etc. ▪ Heerema shed is unsightly and creates a lot of noise – causes problems with heavy industry next to housing. Residents and businesses need to meet to identify the problems and discuss possible solutions i.e. restrict hours of operation, reduce noise and dirt. 	<p>HBC Environmental Health. Housing Hartlepool. Housing Associations. Residents. HBC Strategic Housing Section and Housing Aid. Residents. Social Landlords. Private Landlords. HBC N’hood Manager. Anti Social Behaviour Unit.</p>	<p>Improve satisfaction with the local area.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with Neighbourhood Manager. A planning application is currently in for Housing Development on the site. ▪ HBC have an Abandoned Buildings Group to identify vacant buildings and negotiate with owners through the Town and Country Planning Act. North Hartlepool Forum to discuss ▪ North Hartlepool Forum to discuss way forward. 	<p>Improve satisfaction with the local area.</p>

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<p>Improve and make better use of Open spaces.</p>	<ul style="list-style-type: none"> ▪ Open up close boarded fencing from Co-op to Throston Engine House to open up views of Victoria Harbour. ▪ Allotments need improving. Allotment Gates not locked near Brunoft Avenue – kids cause damage. ▪ Address parking up of caravans on open spaces ▪ Develop a Community Park and provide hanging baskets (Central Estate). ▪ Improve open spaces at Lower Bruce Crescent (Beautify the area), uncared for land at Warren Road, Davison Drive adjacent to West View Primary School, open space at Nicholson Way and top of Thorpe Street / Marine Drive – improve and make better use - community use. <p>Also problem of youths damaging Galleys Field Court residents' gardens.</p>	<p>HBC Highways. HBC N'Hood Manager. Housing Hartlepool. Residents. Housing Associations. HBC Parks and Countryside Manager. Community / Voluntary Sector. Residents North Hartlepool Forum. Port Authority.</p>	<p>Increased residents' satisfaction.</p> <p>Visible improvements to open spaces and maintenance of the estate.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss way forward. ▪ Neighbourhood Renewal Funding potentially available for improvements at Allotments. <p>North Hartlepool Forum to discuss issues around the Allotments with Parks & Countryside Officer and Allotments Association – improvements subject to resources available.</p> <ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss issues. ▪ North Hartlepool Forum to discuss. If viable / space can be identified could look at Minor Works budget, Housing Hartlepool and Neighbourhood Renewal Fund. ▪ Minor Works budget, Housing Hartlepool and Neighbourhood Renewal Fund to be considered. North Hartlepool Forum to discuss. 	<p>Improve satisfaction with the local area.</p>

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Continued...	<ul style="list-style-type: none"> ▪ Consult with the local community as to the best ways to make the best use of the Town Moor. Also provide lighting as it is pitch black at night. ▪ Repair the damage to the Paddling Pool 	<p>HBC Highways. HBC N'Hood Manager. Housing Hartlepool. Residents. Housing Associations. HBC Parks and Countryside Manager. Community / Voluntary Sector. Residents North Hartlepool Forum.</p>	<p>Increased residents' satisfaction.</p> <p>Visible improvements to open spaces and maintenance of the estate.</p>	<ul style="list-style-type: none"> ▪ HBC's minor works budget, subject to availability of resources North Hartlepool Forum to identify areas. Community groups / organisations or groups of residents can apply to Pride in Hartlepool for up to £5,000 to make environmental improvements to their local area. Their proposals must include them taking some of the action i.e. tree planting, bulb planting, creating a community garden etc. Tel. 01429 284172. ▪ North Hartlepool Forum to discuss with North Hartlepool Partnership and the Neighbourhood Manager. 	<p>Improve satisfaction with the local area.</p>
Pre 1919 private sector stock is poor with a significant number lacking in central heating and are in need of energy efficiency improvements.	<ul style="list-style-type: none"> ▪ Ensure housing meets decency and fitness standards. Provide new improvements that are energy efficient (central heating, windows, doors, roofs). 	<p>HBC N'hood Manager Housing Hartlepool Residents Housing Associations HBC Principal Environmental Health Officer HBC Supporting People Officer. Community Safety Team</p>	<p>Increased resident satisfaction.</p>	<ul style="list-style-type: none"> ▪ HBC provide energy efficiency advice for homes Tel. 01429 523364. HBC Housing Renewal Strategy sets out how HBC intend to tackle private sector housing conditions over the next 2 years. Advice on improvement grants can be obtained from the Strategic Housing section Tel 01429 284117 	<p>Reduce the number of voids.</p> <p>Improve the satisfaction with the local area.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	Continued...	North Hartlepool Forum	Increased resident satisfaction.	Continued...	Reduce the number of voids. Improve the satisfaction with the local area.
Lack of elderly accommodation (bungalows and private developments) (West View)	<ul style="list-style-type: none"> ▪ Accommodation tailored more to meet specific needs for the elderly. 	Housing Hartlepool. Home Housing and other Housing Associations. HBC N'hood Services. HBC Strategic Housing Team. Residents. House builders.	Investment in housing. More mixed tenure. New build.	<ul style="list-style-type: none"> ▪ Housing Hartlepool Investment / house builders to be discussed. 	Improve satisfaction with the local area.
Tension between residents (elderly and young to close together) (Central). Need to keep young families on the Headland.	<ul style="list-style-type: none"> ▪ Housing Hartlepool and other Housing Associations to monitor and review where they locate new tenants. 	Housing Hartlepool. Home Housing and other Housing Associations. HBC N'hood Manager. North Hartlepool Forum.	Increased residents' satisfaction.	<ul style="list-style-type: none"> ▪ Housing Hartlepool and other Housing Associations to discuss at the North Hartlepool Forum. 	Improve satisfaction with the local area.

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
<p>Lack of security for some houses. Vulnerable bungalows for the elderly (Central) Continued...</p>	<ul style="list-style-type: none"> ▪ Improve boundaries (higher walls) to increase security), and improve the maintenance. ▪ Provide security works to houses and target new hardening measures, particularly to vulnerable houses. Security lights across all of the Estate and maintenance for new instalments. 	<p>HBC N'hood Services Housing Hartlepool Housing Associations Cleveland Police HBC Community Safety HBC Community Wardens Residents Endeavour</p>	<p>Residents' perceptions survey identifying that residents' fear of crime has been reduced.</p>	<ul style="list-style-type: none"> ▪ Housing Hartlepool and other Housing Associations to discuss at the North Hartlepool Forum. ▪ Housing Hartlepool, Neighbourhood Renewal Community Safety Budget and Endeavour Repair Care. Resources to be confirmed. Housing Hartlepool and residents to work with police and Safer Hartlepool to identify key areas and potential solutions. 	<p>Improve satisfaction with the local area.</p> <p>Improve satisfaction with the local area.</p>
<p>Private Landlords (West View), problem tenants, noisy neighbours and poorly maintained properties.</p> <p>Businesses moving to the area to purchase a house and then leaving to rent it out.</p>	<ul style="list-style-type: none"> ▪ Registered Social Landlords to work with HBC and residents to tackle problems. Enforcements. HBC Tenancy Relations Officer and Private Sector Housing Team and other neighbourhood associations to provide best practice advice on enforcements. 	<p>HBC Private Sector Housing Team, Tenancy Relations Officer and Principal Environmental Health officer HBC Neighbourhood Manager Residents</p>	<p>Increased resident satisfaction.</p> <p>Reduce problem tenants / anti-social behaviour.</p>	<ul style="list-style-type: none"> ▪ HBC Private Sector Housing Team 01429 523324, Tenancy Relations Officer (deals with harassment, illegal eviction and advice to landlords), Neighbourhood Manager and Housing Hartlepool to work with residents on the North Hartlepool Forum. <p>HBC provide advice to tenants on general issues, tenancy relations and condition of private rented properties Tel. 01429 284117.</p> <p>The ASBU is based in Jutland Road but covers the whole of the town. To contact the ASBU Tel. 01429 296588, Opening Hours: 9am - 5pm Monday-Thursday, 9am - 4.30pm Friday.</p>	<p>Increased resident satisfaction.</p> <p>Reduce problem tenants / anti-social behaviour.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	Continued...	HBC Private Sector Housing Team, Tenancy Relations Officer and Principal Environmental Health officer HBC N'hood Manager Residents	Increased resident satisfaction. Reduce problem tenants / anti-social behaviour.	The Unit have different response times depending on seriousness, these have been agreed corporately. Housing Hartlepool's Tenancy Relations and Enforcement Manager can be contacted on Tel. 01429 525230 to deal with anti-social behaviour / problem tenants.	Increased resident satisfaction. Reduce problem tenants / anti-social behaviour.
Evening bus services are poor (Central) and bus services to key community services i.e. doctors / swimming pool etc., particularly to the Headland (West View)	<ul style="list-style-type: none"> Community / service providers to identify where and when buses are needed. Liaise with Stage Coach and the HBC Local Transport Co-ordinator to see if a more frequent / later service can be introduced after 6:00pm, particularly for the Headland, West View and Central Estate. Alternatively look at Community transport to access community facilities. Bus conductors are also required at the end of school as children are rowdy. 	Stage Coach / ARRIVA Residents North Hartlepool Forum HBC (Neighbourhood Manager) HBC (Highways) HBC Transport Coordinator Housing Hartlepool Housing Associations	Greater accessibility for residents.	<ul style="list-style-type: none"> North Hartlepool Forum to discuss with Stage Coach / Arriva and HBC Transport Coordinator if demand is there and subject to resources or provide Community transport. 	Increased involvement in local community. Improve community spirit.

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Signposting	<ul style="list-style-type: none"> ▪ Provide better information and signs for directions and maintenance of existing signs (Central Estate). 	HBC N'hood Manager HBC Highways North Hartlepool Forum HBC Tourism Officer North Hartlepool Partnership	Improved information/ Increased resident satisfaction.	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss with relevant parties. Subject to resources. 	Improve satisfaction with the local area.
Concerns over seagulls – noise, mess and scaring people.	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss issues with HBC Pest Control. 	HBC Pest Control	Increased understanding of problems.	<ul style="list-style-type: none"> ▪ HBC Pest Control to discuss / inform the North Hartlepool Forum . 	Improve satisfaction with the local area.

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CULTURE AND LEISURE					
Lack of activities for the young, elderly and vulnerable (especially since the closure of the Phoenix Centre).	<ul style="list-style-type: none"> ▪ Provide facilities for the young e.g. youth / sport clubs especially activities such as rugby and computer clubs. ▪ Dedicated Outreach or Detached Youth Worker for the North Hartlepool area. ▪ Identify the activities that the elderly would like to participate in and look at suitable community venues. ▪ Encourage young people to use existing facilities. ▪ Develop a mobile youth centre 'travelling bus' for children to access as an indoor facility. ▪ All community activities and groups have stronger links to bring together resources and create a more cohesive provision of services across ages. 	HBC Cultural Services. HBC Youth Services. HBC Sports Development. HBC Youth Offending. Community / Voluntary sector. Residents. Young People. Community Network. Sure Start. Headland Future. West View Project. Abbey Street Project.	<p>Reduce the anti-social behaviour, large groups of youths and increase current youth club opening times.</p> <p>More activities provided in the area.</p>	<ul style="list-style-type: none"> ▪ HBC Youth Services, Sports Development, Community Services and young people to discuss. ▪ HBC Youth Services to discuss subject to resources. ▪ Hartlepool Access Group to discuss with relevant partners, subject to resources. ▪ HBC Youth Services and young people to discuss. ▪ All partners to discuss. ▪ All service providers in the area to discuss. 	<p>Improve satisfaction with local area.</p> <p>Improve community spirit.</p>
Maximise the use of community facilities in the area.	<ul style="list-style-type: none"> ▪ Use existing facilities (for example Abbey Street Project) to their full potential for activities throughout the week and weekend. ▪ Provide better transport links to community facilities in the area. ▪ Advertise existing activities and community facilities throughout the area in order to improve the recognition of existing culture and leisure facilities. 	HBC Cultural Services. HBC Youth Services. HBC Sports Development. HBC Youth Offending. Community / Voluntary sector.	<p>Reduce youths congregating in the area.</p> <p>Increase the take up of existing activities.</p> <p>More activities provided.</p>	<ul style="list-style-type: none"> ▪ All partners to discuss. ▪ All partners to discuss. ▪ All partners to discuss. 	<p>Improve satisfaction with local area.</p> <p>Improve community spirit.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	<ul style="list-style-type: none"> ▪ St Hilda's Church needs to be resourced as a community resource to reduce the cost of maintaining the building. ▪ Improve off road cycle paths in the area that link to community facilities. ▪ Promote the use of St John Vianney School field as a play facility under the supervision of Community Wardens. 	Residents. Young People. Community Network. Sure Start. Headland Future. West View Project. Abbey Street Project. Community Warden. HBC Highways. Stagecoach. Arriva. St Hilda's Church.	<p>Reduce youths congregating in the area.</p> <p>Increase the take up of existing activities.</p> <p>More activities provided.</p>	<ul style="list-style-type: none"> ▪ Forum to discuss issues with St Hilda's Church. ▪ All partners to discuss, LTP. HBC Highways / Transport Manager. ▪ All partners to discuss. 	<p>Improve satisfaction with local area.</p> <p>Improve community spirit.</p>
Local community facilities have limited opening hours and age restrictions.	<ul style="list-style-type: none"> ▪ Extend the opening hours of existing community facilities in the area. 	HBC Youth Services. HBC Cultural Services. HBC N'hood Services. North Hartlepool Forum. Residents. Headland Future. West View Project. Abbey Street Project.	<p>Reduce youths congregating in the area.</p> <p>Increase the take up of existing activities.</p> <p>More activities provided.</p>	<ul style="list-style-type: none"> ▪ All partners to discuss. 	<p>Improve satisfaction with local area.</p> <p>Improve community spirit.</p>

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<p>Improve the sports facilities (especially football pitches adjacent to Friarage Field).</p>	<ul style="list-style-type: none"> ▪ Aim to promote the sports facilities to residents of all ages to maximise usage and discuss maintenance issues. 	<p>HBC Parks and Countryside. HBC N'hood Services. HBC Sports Development. HBC Youth Services. Residents. Young People. North Hartlepool Forum.</p>	<p>Reduce youth congregating in the area.</p> <p>Increase the take up of existing activities.</p>	<ul style="list-style-type: none"> ▪ All partners to discuss. 	<p>Improve satisfaction with local area.</p> <p>Improve community spirit.</p> <p>Improve satisfaction with children's play areas.</p>

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STRENGTHENING COMMUNITIES					
Lack of knowledge of what is going on in the area.	<ul style="list-style-type: none"> ▪ Increase communication between service providers and residents. ▪ Advertise what's on at central points such as community facilities. ▪ Community representatives need to be better informed. 	Residents. North Hartlepool Forum. HBC N'hood Manager. Resident Associations.	<p>Increased shared events and joint meetings within the community.</p> <p>Increase satisfaction of residents identified through household survey.</p>	<ul style="list-style-type: none"> ▪ All Service Providers to try and improve communications. HBC N'hood Manager, Community Network Officer and local community groups to discuss with residents at the North Hartlepool Forum. ▪ All service providers to try and improve communications. Town Care Manager and local community groups to discuss with residents at North Hartlepool Forum. ▪ Residents, Residents Associations, Councillors, Community Network and HBC N'hood Manager to discuss. 	<p>Increase involvement in local communities.</p> <p>Improved community spirit.</p>
Fragmentation of communities in the area and a general lack of people / groups working together.	<ul style="list-style-type: none"> ▪ Stronger links required between the communities. ▪ Break down barriers between community / community organisations. 	Residents. Residents Associations. Community / Voluntary	Increase the involvement of residents in voluntary groups and resident	<ul style="list-style-type: none"> ▪ All partners to discuss. ▪ North Hartlepool Forum to discuss. 	<p>Increase involvement in local communities.</p> <p>Improved community spirit.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	Continued...	Groups. Skills Share. Community Network. HBC Community Services. HBC N'hood Manager. Resident Participation Officer. HVDA.	associations along with the North Hartlepool Forum.	Continued...	Increase involvement in local communities. Improved community spirit.
Lack of effective consultation in the area as decisions are sometimes made prior to resident consultation.	<ul style="list-style-type: none"> ▪ Residents to be informed of all consultation events. ▪ All Resident Associations to work together to become involved within issues relating to the whole area. 	Residents. Resident Associations. Community / Voluntary Groups. HVDA. North Hartlepool Forum. HBC N'hood Manager. Community Network Officer. HBC N'hood Manager.	<p>Increased shared events and joint meetings within the community</p> <p>Increase resident satisfaction.</p> <p>Successful projects maintained and developed / problems addressed.</p>	<ul style="list-style-type: none"> ▪ North Hartlepool Forum to discuss. ▪ All partners to discuss. 	<p>Increase involvement in local communities.</p> <p>Improved community spirit.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
<p>Lack of residents capacity / confidence to become active in the community.</p>	<ul style="list-style-type: none"> ▪ Provide support and encouragement for residents to work as volunteers in the community. ▪ Develop a North Hartlepool Forum. ▪ Look at the possibility of a Young Persons Forum or use existing school council's year representatives etc. to increase the involvement of Young People. ▪ Increase residents voice at the North Neighbourhood Consultative Forum. ▪ Use a variety of methods, venues and times for consultations to ensure that all groups have access to get their views across. 	<p>Residents. Residents Associations. Community / Voluntary Groups. HVDA. North Hartlepool Forum. HBC N'hood Manager. Community Network Officer. HBC N'hood Manager.</p>	<p>Increase number of volunteers and resident groups.</p> <p>Increase resident satisfaction.</p> <p>Increased shared events and joint meetings within the community.</p> <p>Increase in good news stories in relation to residents' involvement in the community.</p> <p>Increase number of volunteers and resident groups.</p>	<ul style="list-style-type: none"> ▪ All Service Providers / Community and Voluntary organisations/ Resident Associations in the area to discuss. ▪ Community Network, Residents, Resident Associations, local community groups, service providers to discuss. ▪ North Hartlepool Forum, local Primary / Junior/ Secondary schools to discuss. ▪ Community Network, Neighbourhood Manager. ▪ Residents, Community Network, Community Network Officer and North Hartlepool Forum to discuss. 	<p>Increase involvement in local communities.</p> <p>Improved community spirit.</p> <p>Increase involvement in local communities.</p> <p>Improved community spirit.</p>
<p>Lack of support for existing community groups / resident associations and new residents to join.</p>	<ul style="list-style-type: none"> ▪ Increase the amount of support that Resident Associations in the area receive. 	<p>Resident Associations. HVDA. North Hartlepool Forum. HBC N'hood Manager.</p>	<p>Increase resident satisfaction.</p> <p>Increased shared events and joint meetings within the community.</p>	<ul style="list-style-type: none"> ▪ Residents, Community Network, Community Network Officer and North Hartlepool Forum to discuss. 	<p>Increase involvement in local communities.</p> <p>Improved community spirit.</p>

Priority Concerns	Actions to include	Who needs to be included	How will success be measured (Milestones)	Funding / Resources	Strategic Target Addressed
Continued...	<ul style="list-style-type: none"> ▪ Use a variety of methods, venues and times for consultations to ensure that all groups have access to get their views. 	Community Network Officer. HBC N'hood Manager.	Increase in good news stories in relation to residents' involvement in the community.	<ul style="list-style-type: none"> ▪ North Hartlepool Forum, Community Network Officer and HBC N'hood Manager to arrange. 	Increase involvement in local communities. Improved community spirit.
Lack of activities / awareness relating to community social events.	<ul style="list-style-type: none"> ▪ Develop a range of annual intergenerational events for the area. 	Residents. Residents Associations. Community / Voluntary Groups. HVDA. North Hartlepool Forum. Town Care Manager. Community Network Officer. HBC N'hood Manager.	Increased shared events and joint meetings within the community. Increase resident satisfaction.	<ul style="list-style-type: none"> ▪ To be identified. 	Increase involvement in local communities. Improved community spirit.