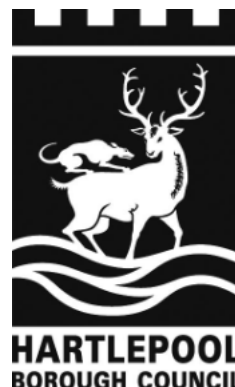


CABINET AGENDA



Friday, 8 April 2011

at 8.30 am

in Committee Room B, Civic Centre, Hartlepool

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Brash, Hall, Hargreaves, Hill, Jackson, Payne and H Thompson

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

To receive the Record of Decision in respect of the Cabinet meeting held on
21 March 2011 (previously circulated)

4. BUDGET AND POLICY FRAMEWORK

- 4.1 Corporate Plan, Hartlepool Partnership Plan and Departmental Plans 2011/12
- *Assistant Chief Executive, Director of Child and Adult Services and Director
of Regeneration and Neighbourhoods*

5. KEY DECISIONS

- 5.1 Local Economic Assessment – *Director of Regeneration and Neighbourhoods*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Strategy For Bridging The Budget Deficit 2012/13 – Business Transformation Programme II – *Chief Executive*
- 6.2 Strategy For Bridging The Budget Deficit 2012/13 – ICT and Revenues and Benefits – *Chief Executive*

7. ITEMS FOR DISCUSSION/INFORMATION

No Items

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

- 8.1 Referral Response - Business Transformation Programme II - Proposals For The Provision Of The Revenues And Benefits Service – *Scrutiny Co-ordinating Committee*

CABINET REPORT

8 April 2011



Report of: Assistant Chief Executive, Director of Child and Adult Services and Director of Regeneration and Neighbourhoods

Subject: CORPORATE PLAN, HARTLEPOOL PARTNERSHIP PLAN AND DEPARTMENTAL PLANS 2011/12

SUMMARY

1. PURPOSE OF REPORT

To enable Cabinet to: -

- i) consider and comment on the proposed Corporate Plan for 2011/12
- ii) agree the Hartlepool Partnership Plan for 2011/12
- iii) agree the three Departmental Plans for 2011/12

2. SUMMARY OF CONTENTS

The Council's suite of Service Planning documents for 2011/12 can be found as Appendices to the attached report. The Corporate Plan can be seen at **Appendix A**, the Hartlepool Partnership Plan at **Appendix B**, the Chief Executive's Departmental Plan at **Appendix C**, the Child and Adult Services Departmental Plan at **Appendix D** and the Regeneration and Neighbourhoods Departmental Plan at **Appendix E**.

All of the plans contain a detailed action plan setting out how the Council, the Hartlepool Partnership, or individual departments propose to deliver the priority outcomes. Key Performance Indicators are also included which will be used to monitor progress throughout 2011/12. Departmental Plans also contain a section listing the Risks that could prevent the Department from delivering the priority outcomes.

These documents will be used as the basis for the regular monitoring reports that will be presented throughout the year to Elected Members.

3. RELEVANCE TO CABINET

The Corporate Plan forms part of the Council's Budget and Policy Framework and is a key document that set out the Council's priorities and contribution to achieving the Community Strategy aims. The Council's Service Planning process has been developed in conjunction with the Hartlepool Partnership Planning process to ensure the outcomes and targets included in the Partnership Plan are also embedded in the Council's Corporate Plan and Departmental Plans.

4. TYPE OF DECISION

Corporate Plan – Key Decision (Budget and Policy Framework)
Hartlepool Partnership Plan – Non-Key Decision
Departmental Plans – Non-Key Decision

5. DECISION MAKING ROUTE

Both Cabinet and Scrutiny Coordinating Committee have had a number of opportunities to comment on and shape the Outcomes, Actions, Indicators and Targets that form the Departmental Plans, Corporate Plan and Hartlepool Partnership Plan, most recently at Cabinet on 20 December 2010 and Scrutiny Coordinating Committee on 25 March 2011. In addition proposals were discussed at all Scrutiny Forums in January.

Final approval of the Corporate Plan will be by Council on 14 April 2011.

6. DECISIONS REQUIRED

Cabinet is asked to approve: -

- the Corporate Plan 2011/12, subject to any amendments it may wish to make, for consideration by Council on 14 April 2011.
- the Hartlepool Partnership Plan, for endorsement at Hartlepool Partnership on 18 May 2011
- the Chief Executive's Departmental Plan 2011/12 for distribution
- the Child and Adult Services Departmental Plan 2011/12 for distribution
- the Regeneration and Neighbourhoods Departmental Plan 2011/12 for distribution

Report of: Assistant Chief Executive, Director of Child and Adult Services and the Director of Regeneration and Neighbourhoods

Subject: CORPORATE PLAN, HARTLEPOOL PARTNERSHIP PLAN AND DEPARTMENTAL PLANS 2011/12

1 PURPOSE OF REPORT

1.1 To enable Cabinet to:

- i) consider and comment on the proposed 2011/12 Corporate Plan
- ii) agree the 2011/12 Hartlepool Partnership Plan
- iii) agree the three Departmental Plans for 2011/12

2 BACKGROUND

- 2.1 Service Planning for the last 3 years has been based on a common set of outcomes shared by the Council in the Departmental and Corporate Plans and by the Hartlepool Partnership in its Local Area Agreement (LAA). The current LAA ended in March 2011 and it has been confirmed that there will be no requirement from central government to prepare a new LAA from April 2011. However, the Hartlepool Partnership has agreed to develop a Partnership Plan based around a shared outcome framework.
- 2.2 The removal of this requirement has provided an immediate opportunity to review the outcome framework and develop a more targeted and slimmed down version of what is currently in place. With this in mind a review of the outcome framework has been undertaken and the proposed new outcome framework, to be implemented from April 2011, was agreed by Cabinet on 10 January 2011. Review to make recommendations for how the Council and Hartlepool Partnership service planning arrangements will operate after 2011/12 are underway. These will take account of Coalition Government policy and the level of resources available to the Council in future years.
- 2.3 It is proposed that service planning will continue to be based on this common set of outcomes, shared by the Council in the Departmental and Corporate Plans and by the Hartlepool Partnership in its Partnership Plan. As in previous years the Departmental and Corporate Plans have included a small number of additional outcomes that do not form part of the Partnership Plan. These additional 'Council' outcomes were included in the reports to Scrutiny Coordinating Committee in December and Cabinet in January.

- 2.4 As in previous years detailed Departmental Plan proposals have been considered by each of the Scrutiny Forums and Scrutiny Coordinating Committee, and, where appropriate, plans have been amended based on comments made at these meetings.

3 THE CORPORATE PLAN

- 3.1 The proposed 2011/12 Corporate Plan is attached at **Appendix A**, setting out how the Council propose to deliver the priority outcomes. The plan contains the Key Performance Indicators and targets, where available, which will be used to monitor progress throughout 2011/12.
- 3.2 All of the actions and key performance indicators included in the Corporate Plan have been drawn from the relevant Departmental Plan. Officers from across the Council have identified the key actions and indicators that should be included in the Corporate Plan and progress on these will be reported throughout the year to both Scrutiny Coordinating Committee and Cabinet. The remaining actions and performance indicators that are included in the Departmental Plans will be monitored and progress reported to the relevant Portfolio Holders.
- 3.3 The timetable for producing the Corporate Plan has been brought forward from previous years, which means that some target information for the Performance Indicators can not be included at this stage as the information is not yet available. However, a detailed year end performance report will be produced for Scrutiny Coordinating Committee and Cabinet later in the year which will include this information.
- 3.4 The Corporate Plan forms part of the Policy Framework and final approval rests with full council, at their meeting on 14 April 2011.

4 THE HARTLEPOOL PARTNERSHIP PLAN

- 4.1 The proposed 2011/12 Hartlepool Partnership Plan, attached at **Appendix B**, sets out how the Council and its partners propose to deliver the priority outcomes. The plan also contains the Key Performance Indicators and targets, where available, which will be used to monitor progress throughout 2011/12.
- 4.2 All of the actions and key performance indicators that are assigned to the Council have been drawn from the relevant Departmental Plans. In addition a number of actions and key performance indicators have been put forward by partner organisations. Progress on the Hartlepool Partnership Plan will be reported to the Hartlepool Partnership and Cabinet following quarters 2 and 4

5 DEPARTMENTAL PLANS

- 5.1 Attached to this report are the three Departmental Plans for 2011/12 as below: -

- **Appendix C** – Chief Executive's Departmental Plan 2011/12
- **Appendix D** – Child and Adult Services Departmental Plan 2011/12
- **Appendix E** – Regeneration and Neighbourhoods Departmental Plan 2011/12

- 5.2 Scrutiny Coordinating Committee and the relevant Scrutiny Forums have had the opportunity to consider the proposals contained within the Departmental Plans at meetings in January and February and, where appropriate, comments have been incorporated into the relevant plans.
- 5.3 As previously stated, in para 3.2, a small number of key actions and performance indicators have been drawn from each of the three departmental plans to form the Corporate Plan for 2011/12. The actions and indicators that are also included in the Corporate Plan have been clearly marked within the action plan for information.
- 5.4 Officers will monitor progress against the key actions and performance indicators included in the Departmental Plans and progress will be reported throughout the year to the relevant Portfolio Holder(s).

6 RECOMMENDATION

- 6.1 Cabinet is asked to approve: -
- the Corporate Plan 2011/12, subject to any amendments it may wish to make, for consideration by Council on 14 April 2011.
 - the Hartlepool Partnership Plan, for endorsement at Hartlepool Partnership on 18 May 2011
 - the Chief Executive's Departmental Plan 2011/12 for distribution
 - the Child and Adult Services Departmental Plan 2011/12 for distribution
 - the Regeneration and Neighbourhoods Departmental Plan 2011/12 for distribution

APPENDIX A



Hartlepool Borough Council

Corporate Plan 2011/12

Contents

	Page
Introduction	3
Organisational Structure	4
Performance Management	5
Priorities	6
Actions, Performance Indicators and Targets	9

Introduction

This document is Hartlepool Council's Corporate Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the Council, and includes an action plan that draws the key actions and performance indicators from the Council's three Departmental Plans.

The Plan has been prepared in parallel with development of the Council's 2011/12 budget. The Coalition Government's Spending review included a 28% reduction in Council grants over 4 years with most reductions to be achieved in the first 2 years. The key points from the Council's budget include:

- An 8.8% reduction in the Council's spending power for 2011/12, the highest level of any council in England
- £10 million of efficiencies and service cuts implanted to produce a balanced budget for 2011/12
- Approximately 90 redundancies

The detail of the Council's budget decision is available in Cabinet and Council reports:

<http://www.hartlepool.gov.uk/meetings/meeting/2054/council>

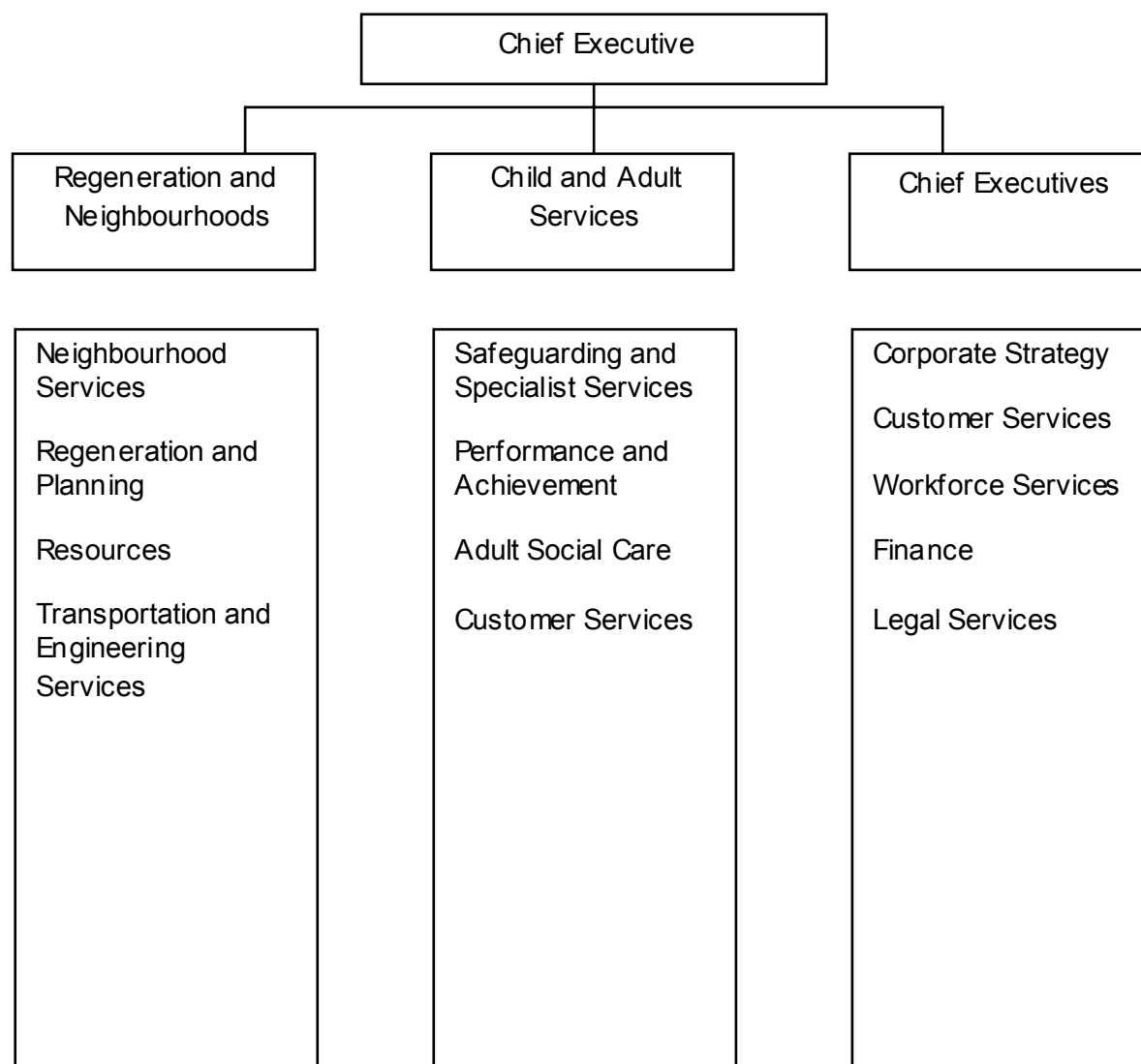
This plan should be looked at in conjunction with the Council's three Departmental Plans, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as additional key actions from the Council's Departmental Plans.

The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

Organisational Structure



Performance and Risk Monitoring and Reporting

- **Monitoring and Reporting**

The action plan detailing how the Council will meet its main priorities for the forthcoming year will be monitored constantly, and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Corporate Management Team and relevant Portfolio holders.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

Priorities

- **Overall Aim/Vision**

The Council's overall aim remains: -

“To take direct action and work in partnership with others, to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people”.

The Council's aim is based on the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 20 years ahead is: -

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

The Council has adopted the eight themes that the Partnership has agreed forms part of the Sustainable Community Strategy: -

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future:

- Organisational Development

- **Council Priorities**

The Council has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

Theme	Outcome
Jobs and the Economy	1. Hartlepool has increased levels of investment and is globally competitive 2. People have greater access to employment and skills opportunities 3. Fewer Hartlepool children experience the effects of poverty 4. People have greater access to financial information, advice and support particularly those currently excluded 25. Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels 26. Key public buildings and spaces are improved to reflect Hartlepool's economic ambition.
Lifelong Learning and Skills	5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning 6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice
Health and Wellbeing	7. Improve health by reducing inequalities and improving access to services 8. Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle 9. Children & young people are safe 10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved
Community Safety	11. Hartlepool has reduced crime and repeat victimisation 12. There is reduced harm caused by drugs and alcohol misuse 13. Communities have improved confidence and feel more cohesive and safe 14. Offending and re-offending has reduced

Theme	Outcome
Environment	15. Hartlepool has an improved natural and built environment 16. Quality local environments where public and community open spaces are clean, green and safe 17. Provide a sustainable, safe, efficient, effective and accessible transport system 18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects
Housing	19. Hartlepool has a more balanced housing provision 20. The quality of existing housing has been improved 21. Vulnerable people have improved access to accommodation which meets their need
Culture and Leisure and Community Learning	22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities
Strengthening Communities	23. Local people have a greater voice and influence over local decision making and the delivery of services 24. Make a positive contribution – people are involved with the community and society
Organisational Development	27. Improve the efficiency and effectiveness of the organisation 28. Deliver effective customer focussed services, meeting need of diverse groups and maintaining customer satisfaction 29. Maintain effective governance arrangements for core business and key partnerships 30. Maintain effective Performance, Finance and Risk Management Arrangements 31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function 32. Maintain the profile and reputation of the Council

- Annual Action Plan**

The Council's Corporate Plan annual action plan is attached below, providing details on how the Council will be working towards achieving the outcomes set out above, using the key actions and performance indicators identified from within the Council's three departmental plans.

Corporate Plan 2011/12 – Actions, Performance Indicators and Targets

Outcome No. in bold indicates this is an outcome also included in the Hartlepool Partnership Plan. Other outcomes are only included in Council plans.

1 Jobs and the Economy

Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.

Outcome No.	Description
JE01	Hartlepool has increased levels of investment and is globally competitive
JE02	People have greater access to employment and skills opportunities
JE03	Fewer children in Hartlepool experience the effects of poverty
JE04	People have greater access to financial information, advice and support particularly those currently excluded
JE25	Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels
JE26	Key public buildings and spaces are improved to reflect Hartlepool's economic ambition

Outcome No.	Actions	Date to be completed	Responsible officer
JE01	Deliver a new marketing plan for economic development to promote Hartlepool as a place to work, live and visit	Jul 2011	Antony Steinberg
JE02	Achieve sub contracting arrangements under the Department for Work and Pensions (DWP) Work Programme with Prime providers	Sept 2011	Antony Steinberg
JE02	Implement the Hartlepool 14-19 Strategy	Mar 2013	Tom Argument
JE02	Provision of high quality independent careers advice and guidance to enable young people to make informed choices as to their future learning and training	Mar 2012	Tom Argument
JE02	Ensure all young people have the appropriate skills and qualifications to equip them for further and higher education and for the world of work so that they are well prepared to gain employment	Mar 2012	Tom Argument
JE02	Develop 3 employment and training initiatives in partnership with key stakeholder for residents which meet the demands of the local labour markets and the business community	Mar 2012	Antony Steinberg
JE03	Implement the Child Poverty Strategy and Action Plan	Mar 2012	Danielle Swainston
JE04	Deliver Money Matters engagement programme in prioritised neighbourhoods	Mar 2012	Carol Jones
JE04	Develop financial capability / awareness amongst Hartlepool College students	Mar 2012	Carol Jones
JE04	Support the development of outreach services via the Children's Centre Network to engage with children and their extended families	Mar 2012	Carol Jones
JE04	Promote availability of special council tax reductions and discretionary housing benefit hardship payments	Mar 2012	Margaret Wrigglesworth
JE25	Produce a new Hartlepool Economic Development Strategy	Oct 2011	Antony Steinberg

4.1 Appendix 1

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
JE02	NI 151	Overall Employment rate (proportion of people of working age population who are in employment)	Not Required
JE02	RPD P045	Employment Rate (16-24) - proportion of 16 to 24 year olds who are in employment	Not Required
JE02	NI 171	New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Not Required
JE02	NI 117	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	6.9%
JE02	NI 79	Percentage of young people achieving a Level 2 qualification by the age of 19	74.7
JE03	CSD 116	Proportion of children in poverty – the gap between Hartlepool and the North East Region	-4.8%
JE04	CEDFI P025	Number of Credit Union Current Accounts / Saving Accounts opened by adults	400
JE04	CEDFI P026	Number of Credit Union savings accounts opened by by school age / college age individuals	300
JE04	CEDFI P027	Number of successful applications for Council Tax reductions	100

2 Lifelong Learning and Skills

All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.

Outcome No.	Description
LL05	To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
LL06	Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice

Outcome No.	Actions	Date to be completed	Responsible officer
LL05	Analyse Early Years Foundation Stage Profile (EYFSP) data and challenge schools with anomalies. Provide support and Continuous Professional Development (CPD) to identified schools. Monitor impact through Foundation Stage Profile software.	Sep 2012	Lynne Pawley
LL05	Analyse Key Stage 2 data in English and mathematics. Identify schools below 55% floor target in combined English and mathematics and separate English and mathematics and report to Portfolio Holder under Council's schools causing concern.	Mar 2012	Lynne Pawley
LL05	Analyse Key Stage 4 data. Identify schools below 5A*-C (including English and mathematics) threshold and report to Portfolio Holder under Council's schools causing concern.	Mar 2012	Caroline O'Neill
LL05	Through Hartlepool skills partnership, produce new skills strategy and action plan	Dec 2011	Antony Steinberg
LL06	Ensure access to high quality learning opportunities that increase the skills and qualification of local residents via implementing the Adult Education Service Plan	Jul 2012	Maggie Heaps
LL06	Work in partnership with Skills Funding Agency to address skills needs of the local economy through the delivery of 6 Skills Partnership meetings	Mar 2012	Antony Steinberg

Outcome No.	PI Ref. No.	Performance Indicator	2010/11 Target
LL05	NI 72	Percentage of children achieving at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	53.5%
LL05	NI 73	Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2	82%
LL05	NI 75	Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths	57.1%
LL05	NI 93	Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2	94.0%
LL05	NI 94	Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2	92.0%
LL05	New	Percentage of pupils achieving the English Baccalaureate	Not Required
LL06	ACS P053	Number of learners participating in Adult Education Programmes	Not Required

3 Health and Well-Being

Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.

Outcome No.	Description
HW07	Improve health by reducing inequalities and improving access to services
HW08	Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle
HW09	Children and young people are safe
HW10	Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved

Outcome No.	Actions	Date to be completed	Responsible officer
HW07	Ensure implementation of the Cardiovascular Primary Prevention programme across all practices in Hartlepool	Mar 2012	Louise Wallace
HW07	Ensure all eligible people particularly in high risk groups take up the opportunity to be vaccinated especially in relation to flu	Mar 2012	Louise Wallace
HW07	Refresh the Public Health Strategy in the light of the Health White Paper	Mar 2012	Louise Wallace
HW08	Implement Smoking in Pregnancy Action Plan	Mar 2012	Carole Johnson
HW08	Implement Teenage Pregnancy Strategy and action plan	Mar 2012	Lynne Pawley
HW09	Implement the strategic priorities from the Looked After Children Strategy	Mar 2012	Jane Young
HW10	Maximise use of preventative approaches such as assistive technology to support people to maintain their independence	Mar 2012	Phil Homsby / John Lovatt

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
HW07	NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	To be confirmed after discussion with PCT
HW07	NI 123	Stopping smoking - rate of self-reported 4-week smoking quitters per 100,000 population aged 16 or over	
HW07	NI 123 (NRA)	Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator) - number of 4 week quitters	
HW08	LAA HW P001	Percentage of women smoking during pregnancy	22%
HW08	NI 112	The change in the rate of under 18 conceptions per 1,000 girls aged 15-17, as compared with the 1998 rate	-55%
HW08	NI 52a	Percentage uptake of school meals - primary schools	61%
HW08	NI 52b	Percentage uptake of school meals - secondary schools	53%
HW09	CSD P035	Children who became the subject of a Child Protection plan, or who were registered per 10,000 population under 18	36
HW09	NI 62	Percentage of children looked after at 31 March with three or more placements during the year	10%
HW09	NI 64	Percentage of children who had been the subject of a Child Protection Plan continuously for two years or longer	8%
HW10	NI 136	Number of people supported to live independently through social services (all adults) per 100,000 population	4700
HW10	NI 132	Percentage of adults where time from first contact to	85%

4.1 Appendix 1

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
		completion of assessment is less than or equal to four weeks	
HW10	NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information as a percentage of all people receiving a community based service	23%
HW10	ACS P051	Access to equipment and telecare: users with telecare equipment	725

4 Community Safety

Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.

Outcome No.	Description
CS11	Hartlepool has reduced crime and repeat victimisation
CS12	There is reduced harm caused by drugs and alcohol misuse
CS13	Communities have improved confidence and feel more cohesive and safe
CS14	Offending and re-offending has reduced

Outcome No.	Actions	Date to be completed	Responsible officer
CS12	Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Dec 2011	Chris Hart
CS12	Strengthen safeguarding and address Hidden Harm issues within substance misuse services	Mar 2012	Karen Clark
CS13	Ensure the development of the PREVENT agenda as guided by the local Silver group against an accurate and updated action plan	Mar 2012	Brian Neale

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
CS11	RPD P028a	All Crime	To be agreed
CS12	NI 30	Percentage reduction in reoffending rate of prolific and other priority offenders	To be agreed

5 Environment

Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.

Outcome No.	Description
EN15	Hartlepool has an improved natural and built environment
EN16	Quality local environments where public and community open spaces are clean, green and safe
EN17	Provide a sustainable, safe, efficient, effective and accessible transport system
EN18	Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects

Outcome No.	Actions	Date to be completed	Responsible officer
EN15	Produce Core Strategy Publication Document	Jul 2011	Derek Gouldburn
EN17	Deliver the Local Transport Plan (LTP)	Mar 2012	Mike Blair
EN18	Take action to mitigate against and adapt to climate change	Mar 2012	Paul Hurwood

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
EN16	NI 191	Number of kilograms of residual household waste (not reused, recycled or composted) collected per household.	712kg
EN16	NI 192	Percentage of household waste sent for reuse, recycling and composting	45%
EN16	NI 193	Percentage of municipal waste (all waste collected by the local authority) land filled	5%
EN17	NI 168	The percentage of Principal roads where maintenance should be considered	3%
EN18	NI 185	Percentage CO2 reduction from local authority operations	-7%

6 Housing

Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live.

Outcome No.	Description
HO19	Hartlepool has a more balanced housing provision
HO20	The quality of existing housing has been improved
HO21	Vulnerable people have improved access to accommodation which meets their need

Outcome No.	Actions	Date to be completed	Responsible officer
HO19	Research and develop local policies, procedures and protocols, to bring empty homes back into use	Oct 2011	Sylvia Pinkney
HO20	Encourage improvements to private sector homes to meet and exceed 'decent homes standard'	Mar 2012	Sylvia Pinkney

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
HO19	NI 155	Number of affordable homes delivered (gross)	80
HO19	LAA H P001	Number of private dwellings empty for over 6 months and brought back into use	10% of empty properties as at 1 April
HO20	RPD P042	The proportion of vulnerable households occupying homes in the private sector, which meet decent homes standard.	Not Required
HO21	RPD P011	Number of households where homelessness has been prevented through Local Authority action.	Not Required

7 Culture and Leisure

Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.

Outcome No.	Description
CL22	People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities

Outcome No.	Actions	Date to be completed	Responsible officer
CL22	Achieve Service Accreditation as required across community services	Mar 2012	John Mennear
CL22	Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community increasing participation by 1%	Mar 2012	Pat Usher
CL22	Deliver Renaissance Programme to improve access to Museum Services and develop new audiences	Mar 2012	David Worthington
CL22	Enhance partnership working by creating a community hub via the Rossmere Co-location project	Sept 2011	Pat Usher

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
CL 22	LAA CL P001	Number of people from vulnerable groups engaged in culture, leisure activities and sport	1112
CL22	ACS P059	Overall attendance at Mill House, Brierton and Headland Leisure Centres	405,000

8 Strengthening Communities

Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

Outcome No.	Description
SC23	Local people have a greater voice and influence over local decision making and the delivery of services
SC24	Make a positive contribution – people are involved with the community and society

Outcome No.	Actions	Date to be completed	Responsible officer
SC23	Produce local improvement plan for empowering communities in line with the Big Society & localism agenda	Mar 2012	Denise Ogden
SC24	Support parents and carers to fulfil their responsibilities to their children effectively by implementing the child poverty strategy.	Mar 2012	John Robinson
SC24	Promote emotional well-being in children and young people via Implementation of Targeted Mental Health in Schools Strategy and responding to the individual needs of Children	Mar 2012	Jacqui Braithwaite
SC24	Improve the level of young people's participation in positive activities via implementing the relevant action plan integration and targeted plan.	Mar 2012	Mark Smith

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
SC24	NI 111	Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 population (aged 10-17)	1966

9 Organisational Development

Outcome No.	Description
OD27	Improve the efficiency and effectiveness of the organisation
OD28	Deliver effective customer focussed services, meeting the needs of diverse groups and maintaining customer satisfaction
OD29	Maintain effective governance arrangements for core business and key partnerships
OD30	Maintain effective Performance, Finance and Risk Management arrangements
OD31	Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function.
OD32	Maintain the profile and reputation of the Council.

Outcome No.	Actions	Date to be completed	Responsible officer
OD27	Determine and implement a revised efficiency programme through the review of the Business Transformation programme and associated efficiency programmes in light of MTFS and budget settlement for 2011/12 and 2012/13	Mar 2012	Andrew Atkin
OD27	Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives including opportunities to use ICT to generate efficiency savings across the authority	Mar 2012	Joan Chapman
OD27	Review and gain approval of Capital Strategy/Asset Management Plan	Mar 2012	Dale Clarke
OD27	Final Capital programme agreed by Council	Feb 2012	Dale Clarke
OD28	Implement Hartlepool Connect Service Integration & Improvement Strategy taking account of Business Transformation programme strands	Mar 2012	Christine Armstrong
OD28	Implement Customer Service & Channel Strategy Action Plan	Mar 2012	Christine Armstrong
OD28	Ensure that the Council has arrangements in place to comply with its equality duties	Mar 2012	Joanne Maders
OD28	Model impacts of Dept for Work and Pension changes to benefits system	Jul 2011	Julie Pullman
OD28	Develop & implement Engagement Strategy for Dept for Work and Pension changes to benefits system	Jan 2012	Julie Pullman
OD29	Ensure appropriate governance and partnership arrangements are in place for the Local Strategic Partnership and Theme Partnerships	Mar 2012	Catherine Frank
OD29	Monitor progress of the Decentralisation and Localism Bill and ensure appropriate implementation arrangements	Mar 2012	Peter Devlin / Andrew Atkin
OD30	Develop and agree revised Performance and Risk Management Framework for the Council taking account of Coalition Government policy	July 2011	Peter Turner
OD30	Develop and agree the Performance and Risk Management Framework for the Local Strategic Partnership for 2011-12	July 2011	Catherine Frank
OD31	Continue to Promote Healthy Working	Mar 2012	Stuart Langston
OD31	Continue to support how employees are recognised, engaged and rewarded	Mar 2012	Joanne Maders
OD31	Continue to apply and develop the Single Status Agreement	Mar 2012	Wally Stagg
OD32	Compile and deliver the Scrutiny Work Programme for 2011/12	May 2012	Joan Wilkins/ James Walsh
OD32	Implement the Corporate Communications Strategy Action Plan	Mar 2012	Alastair Rae

4.1 Appendix 1

Outcome No.	PI Ref. No.	Performance Indicator	2011/12 Target
OD27	CEDCS P042	Actual savings from Business Transformation Programme	£2.9m
OD28	New	Average wait for telephone calls to be answered	30 secs
OD28	New	Percentage of customer enquiries dealt with at the first point of contact (across the three primary channels)	80%
OD28	CEDFI P004	Average time to process new Housing Benefit/Council Tax Benefit claims	20 days
OD28	CEDFI P005	Average time to process Housing Benefit/Council Tax Benefit changes of circumstances	9 days

HARTLEPOOL PARTNERSHIP PLAN 2011-12

Performance & Partnerships Team

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Contents		Page
1	Context	5
2	Development of the Hartlepool Partnership Plan	5
3	Performance Management	5
3.1	Sustainable Development	6
	Jobs & the Economy (yellow pages)	9
	National Policy Context	9
	Local Policy Context	10
	Identified Need & Priorities for 2011/12	11
	Focus for Activity for 2011/12	12
	Target Areas & Groups	13
	Outcomes:	
	1. Hartlepool has increased levels of investment and is globally competitive	15
	2. People have greater access to employment and skills opportunities	17
	3. Fewer children in Hartlepool experience the effects of poverty	21
	4. People have greater access to financial information, advice and support particularly those currently excluded	23
	Lifelong Learning & Skills (green pages)	25
	National Policy Context	25
	Local Policy Context	27
	Identified Need & Priorities for 2011/12	27
	Focus for Activity for 2011/12	28
	Target Areas & Groups	28
	Outcomes:	
	5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning	31
	6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice	33

Contents	Page
Health & Wellbeing (blue pages)	35
National Policy Context	35
Local Policy Context	36
Identified Need & Priorities for 2011/12	37
Focus for Activity for 2011/12	38
Target Areas & Groups	38
Outcomes:	
7. Improve health by reducing inequalities and improving the access to services	41
8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle	43
9. Children & young people are safe	45
10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercise choice and control about how their outcomes are achieved	47
Community Safety (lilac pages)	49
National Policy Context	49
Local Policy Context	51
Identified Need & Priorities for 2011/12	52
Focus for Activity for 2011/12	52
Target Areas & Groups	53
Outcomes:	
11. Hartlepool has reduced crime and repeat victimisation	55
12. There is reduced harm caused by drugs and alcohol misuse	57
13. Communities have improved confidence and feel more cohesive and safe	59
14. Offending and re-offending has reduced	61

Contents	Page
Environment (pink pages)	63
National Policy Context	63
Local Policy Context	64
Identified Need & Priorities for 2011/12	65
Focus for Activity for 2011/12	65
Target Areas & Groups	66
Outcomes:	
15. Hartlepool has an improved natural and built environment	67
16. Quality local environments where public and community open spaces are clean, green and safe	69
17. Provide a sustainable, safe, efficient, effective and accessible transport system	71
18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects	73
Housing (grey pages)	75
National Policy Context	75
Local Policy Context	76
Identified Need & Priorities for 2011/12	77
Focus for Activity for 2011/12	77
Target Areas & Groups	78
Outcomes:	
19. Hartlepool has a more balanced housing provision	79
20. The quality of existing housing has been improved	81
21. Vulnerable people have improved access to accommodation which meets their need	83

Contents	Page
Culture, Leisure & Community Learning (gold pages)	85
National Policy Context	85
Local Policy Context	85
Identified Need & Priorities for 2011/12	85
Focus for Activity for 2011/12	86
Target Areas & Groups	86
Outcome:	
22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities	87
Strengthening Communities (peach pages)	89
National Policy Context	89
Local Policy Context	90
Identified Need & Priorities for 2011/12	90
Focus for Activity for 2011/12	91
Target Areas & Groups	91
Outcomes:	
23. Local people have a greater voice and influence over local decision making and the delivery of services	93
24. Make a positive contribution – people are involved with the community and society	95

1. Context

The Hartlepool Partnership Plan is structured around the 8 themes of the Community Strategy¹ and sets out agreed priorities that the Partnership will progress over 2011/12. It provides a robust framework to enable the Partnership to manage performance and focus delivery on the agreed priorities.

2. Development of the Hartlepool Partnership Plan

The basis for the Hartlepool Partnership Plan is a clear set of agreed outcomes. The Partnership already had a well-developed Outcome Framework in place but the opportunity was taken in the preparation of the new Plan to review what was in place and develop a more targeted and slimmed down version. Following the review the Partnership outcome framework now contains 24 outcomes, a reduction of 10 on the previous framework.

Theme narratives have been prepared by the Partnership Support Team and Theme Lead Officers for each of the 8 themes. These narratives set out:

- National Policy Context
- Local Policy Context
- Identified Need & Priorities for 2011/12
- Focus of Activity for 2011/12
- Target Areas & Groups

Theme Lead Officers, working alongside the Partnership Support Team and individual Outcome Owners, have worked to prepare each outcome. Information for Hartlepool Borough Council has been provided through the annual Service Planning process and partner information has been identified

through individual discussions and Theme Partnership meetings.

Each of the 24 outcomes and contains the following information:

- Outcome Owner & Organisation
- Key Partners
- Performance Indicators
- Key Actions for Improvement

The Hartlepool Partnership Plan has been considered and agreed by Theme Partnerships, Hartlepool Borough Council's Scrutiny Coordinating Committee, Hartlepool Borough Council's Cabinet and the Hartlepool Partnership Board.

3. Performance Management of the Hartlepool Partnership Plan

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

Our approach is based around outcomes, performance indicators, targets, and actions with clear accountability at the organisational and management level. For 2011/12 it has been agreed that there will be 2 types of performance indicators:

- Targeted - those that will have targets set, against which performance will be assessed;

¹ Hartlepool's Ambition Community Strategy and Neighbourhood Renewal Strategy 2008-2020

- Monitored - those that will not have targets set, but where performance will be monitored for deterioration, and once a predetermined trigger has been met will be flagged for attention.

Theme Partnerships are responsible for maintaining a strategic overview of the outcomes from the Hartlepool Partnership Plan which fall within their remit. Specific partners also take responsibility for managing progress for particular work streams within the outcome framework, these arrangements are based on partners' existing arrangements to drive delivery of the Plan and manage performance.

Progress on the Plan will be reported to the Hartlepool Partnership and Hartlepool Borough Council's Cabinet following the end of quarter 2 and quarter 4.

3.1. Sustainable Development

In the development of the Hartlepool Partnership Plan, the principles of Sustainable Development have been taken into consideration. The Plan has been developed, as far as possible, to take account of the five principles of the UK's Sustainable Development Strategy²:

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

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

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

Key indicators in our Plan have been identified as part of our reporting mechanism for sustainable development. For 2011/12 these indicators are:

Jobs & the Economy

- NI 171 New business rate registration
- NI 166 Average earnings of employees in the area
- NI 151 Overall Employment rate (proportion of people of working age population (16-60/65) who are in employment)
- NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods
- Proportion of children in poverty – the gap between Hartlepool and the North East Region

Lifelong Learning & Skills

- NI 75 Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths
- Percentage of pupils achieving 5+A*-C grades at GCSE or equivalent
- Number of learners participating in Adult Education Programmes

Health & Wellbeing

- NI 120a All-age all cause mortality rate – Females (directly age standardised mortality rate per 100,000 population)

² The UK's Sustainable Development Strategy *Securing the Future* 2005

- NI 120b All-age all cause mortality rate – Males (directly age standardised mortality rate per 100,000 population)
- NI 121 Mortality rate from all circulatory diseases at ages under 75

Community Safety

- All Crime
- NI 30 Percentage reduction in reoffending rate of prolific and other priority offenders

Environment

- Percentage per capita reduction in CO2 emissions in the Local Authority area
- NI 197 Improved Local Biodiversity - proportion of Local Wildlife Sites where active conservation management is being achieved
- Number of volunteer days spent working on nature conservation
- Percentage of household waste sent for reuse, recycling and composting

Housing

- Number of affordable homes delivered (gross)
- The proportion of vulnerable households occupying decent homes standard in private sector housing

Culture & leisure

- NI 10 Percentage of adult population who have attend a museum or gallery in last year
- Number of people from vulnerable groups engaged in culture, leisure activities and sport

Strengthening communities

- Number of Community/Voluntary sector groups and organisations supported/signposted/assisted

- Number of new businesses (retail outlets, restaurants, cafes and hotels) meeting the minimum Fairtrade Foundation requirements
- Number of schools participating in the Fairtrade School Status programme

An update report on progress against these indicators will be presented annually in the Quarter 4 end of year performance report.

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Jobs & the Economy

1. National Policy Context

In 2007, the review of Sub National Economic Development and Regeneration (SNR) proposed that all upper tier and unitary local authorities carry out a local Economic Assessment which would outline economic development and regeneration matters. The Department for Communities and Local Government (DCLG) endorsed this new statutory Economic Development duty with the ***Local Democracy, Economic Development and Construction Bill (2009)*** which places a statutory duty on us to complete an assessment by April 2011.

More recently, in October 2010 the coalition government announced the establishment of the Regional Growth Fund (RGF) in the Comprehensive Spending Review and the White Paper; ***Local Growth: realising every place's potential***. The White Paper identified two clear objectives for the Regional Growth Fund, namely to:

- stimulate enterprise by supporting projects and programmes with significant potential for economic growth and create additional sustainable private sector employment; and,
- support, in particular those areas and communities that are currently dependent on the public sector to make the transition to sustainable private sector-led growth.

Concurrently the government also announced 24 partnerships that were ready to move forward and establish their ***Local Enterprise Partnership*** (LEP) boards, one of the 24 areas identified within the announcement was the Tees Valley. The Government set out that LEPs would be locally-owned partnerships between local authorities and businesses. Local Enterprise Partnerships will play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. They will also be a key vehicle in delivering Government objectives for economic growth and decentralisation, whilst also providing a means for local authorities to work together with business in order to quicken the economic recovery.

The impact of other changes in Government Policy will also be felt locally, the ending of the Working Neighbourhoods (WNF) programme and the Future Jobs Fund (FJF) initiative will undoubtedly have an impact the delivery of programmes that currently benefit individuals and the broader local economy.

The coalition government has announced plans to make significant reforms to the welfare-to-work programme including the introduction of ***the Work Programme***. The Work Programme will be operational from summer 2011 and will focus on the long-term unemployed. The programme will be supported by Prime Contractors and will be based on a payment by results model.

The coalition government has set out proposals for the development of a ***new all-age careers service for England*** which will build upon Next Step and Connexions. This new service will be fully operational by April 2012.

2. Local Policy Context

The ***Hartlepool Economic Assessment*** provides a detailed needs analysis of the key drivers that directly and indirectly impact on the areas of economic capacity and where – dependent on the right conditions – growth may occur in the future. This detailed analysis will be used to inform the emerging ***Economic and Regeneration Strategy***.

This new strategy will identify the town's key priorities and will show what new infrastructures and improved service delivery models will need to be implemented to assist the business community and local residents to develop their skills to enter into employment and enhance their aspirations to start up in business. It will identify:

- The authority's capacity and prioritisation in relation to economic development and regeneration interventions.
- Improved interventions to tackle worklessness, skills and enterprise initiatives
- Enhanced ways of working to develop commercial activity and business infrastructure;
- How it can improve local authority engagement with private sector partners; and;

- How the town will respond to the eventual upturn and strengthen jobs and business growth in the long term through sustainable measures.

3. Identified Need & Priorities for 2011/12

The Economic Assessment identifies the following needs and priorities for Hartlepool:

- The development of new, quality businesses;
- Getting the unemployed and workless into employment including women who have proven to be especially vulnerable to the effects of the recession;
- Mitigating against the potential impact of public sector cuts;
- Development of a flexible and multi-skilled workforce to be able to respond to opportunities in the manufacturing and engineering industry;
- Expanding the catchment area for tourist visitors;
- Development of knowledge intensive business services and the digital economy;
- Development of Third Sector organisations to position them to tender for services;
- Up-skilling of residents to enable them to access higher-skilled jobs and higher wages;
- Reducing the number of young people not in education, employment or training (NEETs);
- Encouraging graduates to return to live and work in Hartlepool following graduation.

4. Focus of Activity for 2011/12

1. Hartlepool has increased levels of investment and is globally competitive

There will be a number of key measures to deliver this outcome including continuing development of the Southern Business Zone; pursuing funding to deliver an Innovation Skills Quarter Gateway scheme and supporting PD Ports in the delivery of offshore wind facilities at Victoria Harbour.

2. People have greater access to employment and skills opportunities

Specific training initiatives will be developed to help deliver this outcome. The reduction of young people who are not in employment, education or training (NEET) is hugely important. There will be a focus on ensuring that young people have the appropriate skills and qualifications to equip them for both further and higher education and the world of work so that they are well prepared to gain employment.

The Work Programme will be introduced in 2011 and will be key in supporting adults who are unemployed into training and work.

3. Fewer children in Hartlepool experience the effects of poverty

The key to achieving this outcome will be the implementation of the Child Poverty Strategy and Action Plan. Partners will be required to work together to ensure that child poverty is central to organisational planning and commissioning of services.

4. People have greater access to financial information, advice and support particularly those currently excluded

The Money Matters engagement programme will be delivered within priority neighbourhoods together with raising the awareness and developing financial capability amongst Hartlepool College Students. Support will be given to the development of outreach services via the children's centre network to engage with children and their extended families.

5. Target Areas and Groups

1. Hartlepool has increased levels of investment and is globally competitive	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA) • Hartlepool
Target Groups	<ul style="list-style-type: none"> • NRA residents • Incapacity Benefit (IB) claimants • Care leavers & looked after children • Young People not in education, employment or training (NEET) • Homeless • Long term unemployed • Ex-offenders • Drug users • Teenage parents • Economically inactive • Business at risk from the economic climate • Businesses & employees in Hartlepool

2. People have greater access to employment and skills opportunities	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA)
Target Groups	<ul style="list-style-type: none"> • NRA residents • Long term unemployed • Incapacity Benefit (IB) claimants • Black & Minority Ethnic (BME) residents • Carers • Lone parents • Young People not in education, employment or training (NEET) • Vulnerable young people including: <ul style="list-style-type: none"> • Looked after children • Care leavers • Special Education Needs (SEN) • Disabled • Young offenders • BME • Mobile • English as a second language • Disaffected & disengaged (at risk of exclusion or being NEET) • Permanently excluded • Underachieving boys

3. Fewer children in Hartlepool experience the effects of poverty	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA)
Target Groups	<ul style="list-style-type: none"> • Families where one of more adults are out of work • Families where one of more adults work part time • BME families • Families who have caring responsibilities including caring for the elderly • Lone parents • Families where one or more of the adults is disabled • Families where one or more of the children is disabled • Families with more than three children • Families with children aged less than five years old • Families with a history of depression and mental health illness • Families with substance misuse issues • Families with a history of domestic violence • Families which contain offenders who are in prison or ex-offenders

4. People have greater access to financial information, advice and support particularly those currently excluded	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA)
Target Groups	<ul style="list-style-type: none"> • NRA residents

Outcome:	1. Hartlepool has increased levels of investment and is globally competitive
Outcome Owner & Organisation:	Antony Steinberg, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Business Enterprise North East (BENE), PD Ports, UKSE, Job Centre Plus, Skills Funding Agency, Hartlepool College of Further Education, Hartlepool Skills Partnership, Economic Forum, Tees Valley Unlimited

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
New business registration rate – the proportion of new business registration per 10,000 resident population (16+)	ONS / HBC	Financial Year	Monitor	N/A
NI 166 Average Earnings of Employees in the Area	ONS / HBC	Financial Year	Monitor	N/A
NI 172 VAT Registered Businesses in the Area Showing Growth	ONS / HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Investigate and pursue funding opportunities to deliver Innovation Skills Quarter Gateway Scheme	Rob Smith, HBC	HBC Officer Time and Tees Valley Unlimited (the Local Enterprise Partnership)	March 2012
Support PD Ports in the delivery of offshore wind facilities at Victoria Harbour by encouraging inward investment and job creation	Antony Steinberg, HBC	PD Ports, Tees Valley Unlimited (the Local Enterprise Partnership)	March 2012

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Fully develop the 20,000 sq. ft extension to the UK Steel Enterprise (UKSE) Innovation Centre at Queens Meadow Business Park	Simon Hamilton, UKSE	UKSE and Single Programme	March 2012

Outcome:	2. People have greater access to employment and skills opportunities
Outcome Owner & Organisation:	Antony Steinberg, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Jobcentre Plus, Skills Funding Agency, Business Enterprise North East, Hartlepool College of Further Education, Schools, Colleges, Work Based Learning Providers, Community & Voluntary Sector, Hartlepool Skills Partnership & Economic Forum

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 117 Percentage of 16 to 18 year olds who are Not in Education, Employment or Training (NEET)	HBC	Financial Year	Targeted	6.9%
NI 151 Overall Employment rate (proportion of people of working age who are in employment)	ONS / HBC	Financial Year	Monitor	N/A
Employment Rate (16-24) – proportion of 16 to 24 year olds who are in employment	HBC	Financial Year	Monitor	N/A
Unemployment rate (Hartlepool) – the proportion of economically active people who are unemployed	HBC	Financial Year	Monitor	N/A
New business registration rate – the proportion of new business registration per 10,000 resident population (16+)	ONS / HBC	Calendar Year	Monitor	N/A
NI 152 The percentage of working age people who are claiming out of work benefits	ONS / HBC	Financial Year	Monitor	N/A
NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods	ONS / HBC	Financial Year	Monitor	N/A
Youth Unemployment rate (Hartlepool) – the proportion of economically active 18-24 year olds who are unemployed	HBC	Financial Year	Monitor	N/A

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Youth Unemployment rate (Neighbourhood Renewal narrowing the gap) – the proportion of economically active 18-24 year olds who are unemployed	HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Develop 3 employment and training initiatives in partnership with key stakeholder for residents which meet the demands of the local labour markets and the business community	Antony Steinberg, HBC	HBC Officer Time	March 2012
Continue to implement Targeted Recruitment & Training clauses and section 106 agreements, set targets and monitor beneficiaries of regeneration initiatives	Antony Steinberg, HBC	HBC Officer Time	March 2012
Continue the delivery of the Worksmart programme to support local businesses with 10 seminars	Antony Steinberg, HBC	HBC Officer Time	March 2012
Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy	James Sinclair, HBC	HBC Officer Time and Support from the Youth Working Group Members	March 2012
Ensure all young people have the appropriate skills and qualifications to equip them for further and higher education and for the world of work so that they are well prepared to gain employment	Tom Argument, HBC	HBC Officer Time	March 2012
To implement and develop the Job Centre Plus Offer including 'Get Britain Working Measures'	Peter Clark, Job Centre Plus	Mainstream JC+ Funding	March 2012

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
To develop the new localised 'Work Programme'	Peter Clark, Job Centre Plus	DWP Work Programme	March 2012
To increase the number of Work Clubs across Hartlepool	Peter Clark, Job Centre Plus	In-kind support from Partnership Manager	March 2012

Outcome:	3. Fewer children in Hartlepool experience the effects of poverty
Outcome Owner & Organisation:	Danielle Swainston, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, DWP, Children's Trust, Hartlepool Partnership & Theme Partnership members

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Proportion of children in poverty – the gap between Hartlepool and the North East Region	HMRC / HBC	Financial Year	Targeted	-4.8%

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Implement the Child Poverty Strategy and Action Plan	Danielle Swainston, HBC	Child Poverty working group (LSP sub group) Partnership Resources	March 2012
Enhance working between local services to ensure child poverty is central to organisational planning and commissioning of services	Danielle Swainston, HBC	Child Poverty working group (LSP sub group) Partnership Resources	March 2012
Implement Family Intervention Projects with focus on Child Poverty issues	Child Poverty Working group – lead Lynne Beeston, Police	Partnership resources/ Child Poverty funding	March 2012
Implement People's Millions project – debt advice programme	Val Evens, West View Advice & Resource Centre	People's Millions funding	March 2012

Outcome:	4. People have greater access to financial information, advice and support particularly those currently excluded
Outcome Owner & Organisation:	John Morton, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Hartlepool Credit Union, Hartlepool Financial Inclusion Partnership

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of Credit Union Current Accounts / Saving Accounts opened by adults	Hartlepool Credit Union	Financial Year	Targeted	400
Number of Credit Union savings accounts opened by school age / college age individuals	Hartlepool Credit Union	Financial Year	Targeted	300
Number of successful applications for Council Tax reductions	HBC	Financial Year	Targeted	100

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Deliver Money Matters engagement programme in prioritised neighbourhoods	Carol Jones, HBC	Hartlepool Financial Inclusion Partnership	March 2012
Develop financial capability / awareness amongst Hartlepool College students	Carol Jones, HBC	Hartlepool Financial Inclusion Partnership, HCFE	March 2012

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Support the development of outreach services via the Children's Centre Network to engage with children and their extended families	Carol Jones, HBC	Hartlepool Financial Inclusion Partnership, Children's Centres	March 2012
Promote availability of special council tax reductions and discretionary housing benefit hardship payments	Margaret Wrigglesworth, HBC		March 2012
Develop financial capability amongst College Sector students.	Wendy Morris, Hartlepool College of Further Education	Financial Inclusion Partnership Development Officer	March 2012
Develop referral channels from DWP to West View Advice and Resource Centre on financial awareness and budgeting support.	Peter Clark, Job Centre Plus Val Evens West View Advice and Resource Centre	Financial Inclusion Partnership Development Officer	March 2012
Implement Money Matters Roadshow events programme	Julie Donkin, Housing Hartlepool	Financial Inclusion Partnership Development Officer	March 2012
Support the development and sustainability of Hartlepool Credit Union as a provider of financial products to support the transition into work.	Anne McGrath, Hartlepool Credit Union	Financial Inclusion Partnership Development Officer	March 2012
Develop DWP referrals to Hartlepool Credit Union to raise awareness of the third sector as opposed to door step lenders and loan sharks	Peter Clark, Job Centre Plus	Financial Inclusion Partnership Development Officer	March 2012

Lifelong Learning & Skills

1. National Policy Context

At the end of October 2010 the statutory Children's Trust guidance was withdrawn as it did not reflect the new coalition government's policy. This means that Children's Trust Boards will no longer be required to produce a Children and Young People's Plan.

The ***Schools White Paper*** published in November 2010 set out that:

- Local authorities will be given a new role in the new schools system:
 - as champions of choice;
 - securing a wide range of education options for parents and families;
 - ensuring there are sufficient high-quality school places;
 - coordinating fair admissions;
 - supporting vulnerable children; and
 - challenging schools that fail to improve.
- Funding for maintained schools will continue to go through local authorities but the Government will consult in Spring 2011 on introducing a national funding formula - including consulting on how fast the new formula should be implemented and the transition measures required.
- The Young People's Learning Agency (YPLA) will be abolished and its functions for funding academies and 16-19 education transferred to an executive agency, the Education Funding Agency. It will also have the responsibility for passing funding on to local authorities for maintained schools.
- The National Curriculum will be reviewed and reformed with a New National Curriculum coming in from April 2013.
- The minimum age at which young people can leave education or training will be increased to 17 by 2013 and 18 by 2015 as previously committed.
- The academies programme would be rapidly expanded to provide greater autonomy for schools. To enable this to happen the selection criteria will be widened to enable more schools to apply to become academies and the attainment floors will be raised to allow the Secretary of State to require schools to convert to academy status. However, as long as a school is meeting minimum standards, no school will be forced to become an academy if the head teacher and governors do not want to.
- There will be a reformed school inspection system from December 2011. Ofsted will refocus inspection on schools' core educational purpose, and will release outstanding schools from all routine inspection.
- The pupil premium will be introduced from 2011-12.

- The Education Bill will significantly simplify the bureaucratic competition process currently required to open a new school. Where a local authority is unable to identify a suitable sponsor to open a new school, it will be able to contact the Secretary of State, so that they can work together to find a sponsor.

The coalition government have withdrawn the Education Maintenance Allowance (EMA) and it is recognised locally that this will have implications for the young people who currently access post 16 education.

Skills for Growth, the national skills strategy, sets out that the improvement of skills underpins the coalition government's purpose of returning the economy to sustainable growth, extending social inclusion and social mobility and building the Big Society. This strategy sets the direction for skills policy and outlines the shared responsibility of Government, employers and individuals to create a system for skills in which all parties can invest with confidence and benefit with consistency. The central role of apprenticeships is identified and there is commitment to increase the number of adult apprenticeships available.

However, alongside this commitment to improving skills the government has called to an end the 'Train to Gain' programme. Workplace learning will continue, the focus for Government funding will be on individuals with entitlements and Apprenticeships. There will be an increased focus for workplace training in Small & Medium Sized Enterprises

(SMEs). In 2011/12 the collection of fees of 50% from employers will remain a priority.

The ***Skills Investment Strategy*** sets out that funding support will focus upon learners with low levels of skills; young people aged 19 up to 24 seeking to make a successful transition from education to work by fully funding first, full qualifications at Levels 2 or 3. It also confirms funding for literacy and numeracy courses for adults and young people and also to support adults moving from welfare to work by helping them gain the necessary skills. Funding includes the Single Adult Budget element, Apprenticeships and Adult Safeguarded Learning.

Funding for Adult Safeguarded Learning has been protected. This has been delivered via four main programmes:

1. personal and community development learning (PCDL);
2. wider family learning (WFL);
3. neighbourhood learning in deprived communities (NLDC); and
4. family literacy, language and numeracy (FLLN)

This year these budgets will be consolidated into one single budget, however, providers will be responsible for continuing to deliver a balanced offer that meets the policy imperatives of the four elements, and is responsive to the needs of the local community.

2. Local Policy Context

The ***Children & Young People's Plan*** was produced in 2009 and sets out how partners in Hartlepool will work together to improve the lives of children and young people in the Borough.

The ***Adult Education Service Plan*** sets out what will be delivered by the Adult Education Service during the 2011/12 academic year.

The Skills Partnership will be working during 2011 to develop a Skills Strategy for Hartlepool based on the findings of the Economic Assessment, the knowledge of local partners and key government policy drivers and plans.

3. Identified Need & Priorities for 2011/12

The recently produced Economic Assessment identifies that:

- despite significant improvements in educational attainment there are still low levels of achievement in science-related subjects;
- attainment of level 3 qualifications by age 19 is well below the national rate;
- there have been recent improvements in level 2 attainment by age 16;
- the number of adults with no qualifications is above both national and regional rates;

- there is a general need to up skill the workforce and also to ensure that there is a supply of skilled and motivated work-ready young entrants to replace the ageing workforce;
- there may be future employment opportunities in the offshore wind and low carbon economy sectors and there will need to develop in these areas by increasing the volume of individuals with engineering skills;
- there is a need to develop specific skills including:
 - management, leadership and strategic skills;
 - ICT skills;
 - technical and high level engineering skills in key manufacturing sectors;
 - customer service, communication and team working skills.

Priorities for 2011/12 will be to continue the upward trend in educational attainment at all levels and to support skill development of working age adults.

4. Focus of Activity for 2011/12

5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
<p>The focus for this outcome will be on the continuing improvement in educational attainment through support for schools.</p>
6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice
<p>The development of skills in new sectors including wind energy will be a focus for this outcome. Subject to funding being made available the education business links programme will be further developed to encourage young people's enterprise skills. Also, Hartlepool Borough Council's Adult Education Service and Economic Development will continue to support training and skills development to Hartlepool residents.</p>

5. Target Areas and Groups

5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA) – all children with an emphasis on young people who will be in Years 6 and 11 in 2010 especially boys
Target Groups	<ul style="list-style-type: none"> • Vulnerable children and young people, including those who are: <ul style="list-style-type: none"> • Looked after • Special educational needs, have disabilities and/or learning difficulties • Young offenders • Black and minority ethnic • Mobile • Have English as an additional language (EAL) • Disaffected and disengaged – at risk of exclusion and becoming NEET (not in education, employment & training) • Permanently excluded • Priority target group is underachieving boys across all phases of education.

6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice	
Target Areas	<ul style="list-style-type: none"> • Vulnerable Communities
Target Groups	<ul style="list-style-type: none"> • Employers and employer representative organisations • Individuals in employment and those unemployed who lack basic skills or first level 2 qualifications • Hartlepool residents • Training for individuals facing redundancy or newly unemployed • Training places for the unemployed • Disaffected & excluded groups in the community including both young people and adults not in education, employment or training (NEET) • Providers of education, training & skills their partners & support agencies • Providers of Careers Information & Advice (All Age Guidance Services) • Young people leaving care • Carers (those on active benefits will be entitled to fee remission) • Apprentices

Outcome:	5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
Outcome Owner & Organisation:	Caroline O'Neill, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Hartlepool Skills Partnership, Children's Trust, Durham Diocesan Board of Education, Diocese of Hexham & Newcastle, Head Teachers, Skills Funding Agency, Colleges

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	DCSF / HBC	Academic Year (2010/11)	Targeted	53.5%
NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2	DCSF / HBC	Academic Year (2010/11)	Targeted	82%
NI 75 Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	DCSF / HBC	Academic Year (2010/11)	Targeted	57.1%
NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	DCSF / HBC	Academic Year (2010/11)	Targeted	34.1%
NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	DCSF / HBC	Academic Year (2010/11)	Targeted	94.0%
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	DCSF / HBC	Academic Year (2010/11)	Targeted	92.0%
Percentage of pupils achieving 5+A*-C grades at GCSE or equivalent	DCSF / HBC	Academic Year (2010/11)	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Analyse Early Years Foundation Stage Profile (EYFSP) data and challenge schools with anomalies. Provide support and Continuous Professional Development (CPD) to identified schools. Monitor impact through Foundation Stage Profile software.	Lynne Pawley, HBC		September 2012
Through Hartlepool skills partnership, produce new skills strategy and action plan.	Antony Steinberg, HBC	Hartlepool Skills Partnership	December 2011

Outcome:	6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice
Outcome Owner & Organisation:	Diane Martin, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Skills Funding Agency, Job Centre Plus, Hartlepool College of Further Education, Post 16 Providers, Schools, Voluntary Sector, Private Sector Training Providers & University of Teesside.

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of learners participating in Adult Education Programmes	HBC	Academic Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Explore initiatives with Hartlepool College of Further Education to respond to emerging offshore wind opportunities	Antony Steinberg, HBC	Qualifications and courses offered by HCFE	September 2011
Continue to develop and implement education – business links to encourage entrepreneurship and highlight future career opportunities by organising Enterprise week	Antony Steinberg, HBC	Private sector engagement with Education	November 2011
Ensure access to high quality learning opportunities that increase the skills and qualification of local residents via implementing the Adult Education Service Plan	Maggie Heaps, HBC	Support with funding through Adult Education budget and other sources	July 2012

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Produce a skills action plan as part of the Economic Regeneration Strategy	Hartlepool Skills Partnership (Diane Martin)	Hartlepool Skills Partnership members	March 2012
Gather from partnership members information on qualitative and quantitative data that can be shared to enable monitoring of Hartlepool qualifications and achievements.	Hartlepool Skills Partnership (Diane Martin)	Hartlepool Skills Partnership members	March 2012

Health & Wellbeing

1. National Policy Context

Since May 2010 the Government has been making key financial decisions on public spending. In parallel the Coalition Government has launched a wide range of policy initiatives which relate to the health and well-being theme. While much of the media focus has been on health reforms and the NHS there are also important changes ahead in child and adult social care.

The policy initiatives have been set out in key documents including:

- NHS White Paper (published 12 July), ***Equity and excellence: Liberating the NHS.***
- Following on from the White Paper consultation, the Government have now produced ***Liberating the NHS: Legislative Framework and Next Steps.***
- In December the ***NHS Outcome Framework for 2011/12*** was published.
- Public Health White Paper ***Healthy Lives, Healthy People: Our strategy for public health in England*** (published 30 November 2010).
- Future plans for adult social care services were published on 16 November 2010 in ***A Vision for Adult Social Care: Capable Communities and Active Citizens.***
- The direction of travel for personalisation was set out in ***Think Local Act Personal: Next Steps for Transforming Adult Social Care*** (published November 2011).
- Alongside the Social Care Vision, the Department of Health has launched ***Transparency in Outcomes: a framework for adult social care*** - a consultation on a new strategic approach to quality and outcomes in adult social care.
- ***No health without mental health: a cross-Government mental health outcomes strategy for people of all ages*** was published February 2011 along with ***Delivering better mental health outcomes for people of all ages***, the shared objectives to achieve better mental health and well-being, and the interventions needed.
- A Social Care White Paper is due by the end of 2011.
- The ***Commission on Funding Care and Support*** has been established and is due to report by July 2011.

The NHS White Paper sets out new roles and resources for local councils in public health and the requirement for local areas to develop a new statutory Health and Wellbeing Board. These new Boards will be established to ensure coordination, integration and partnership working on social care, public health and health improvement.

In addition Professor Monro's review of child protection is now starting to report. ***The Munro Review of Child Protection: Interim Report, The Child's Journey***, was published on 1st February 2011. This follows on from ***A System's Analysis***, which discussed the problems in the child protection system and how they have arisen (October 2010).

Some of the most important changes will be implemented over next 24 months. The key milestones set out in the Government's plans include:

- Launch of Healthwatch nationally April 2012
- Cancer Drugs Fund established April 2011
- NHS Commissioning Board in shadow form from April 2011 and fully established from April 2012
- GP Consortia first allocations given in November 2012 full responsibility from April 2013
- Monitor in place as an economic regulator from April 2012
- Abolition of Strategic Health Authorities April 2012
- Abolition of Primary Care Trusts 2013
- Transfer of public health budgets to Local Authorities introduced in shadow from April 2012 and in full from April 2013
- Launch of Public Health England
- Public Health Responsibility Deal launched March 2011
- National roll out of personal health budgets for chronic/long term conditions started October 2012
- Refreshed carers' strategy published with a clear plan of action for 2011 to 2015
- Personal budget granted for on going social care April 2013
- Establishment of Health & Wellbeing Boards from April 2013 with shadow arrangements in place from April 2012.

2. Local Policy Context

The ***Joint Strategic Needs Assessment (JSNA)*** provides a single point of reference for identifying the wider population health needs of the residents of Hartlepool. The JSNA addresses:

- Health needs of children and adults
- Lifestyle factors that threaten health
- Health and social care
- Wider Determinants of Health – Transport, Community Safety, Housing

Key local policy documents for this theme include:

- ***Public Health Strategy***
- ***Teenage Pregnancy Strategy***
- ***Alcohol Harm Reduction Strategy***
- ***Drug Strategy***
- ***Assistive Technology Strategy***
- ***Housing Care & Support Strategy***
- ***Carers Strategy***

In terms of social care, progress will continue on the ***Putting People First*** agenda. The direction for the policy was set out in the Health White Paper, 'Our Health, Our Care, Our Say: a New Direction for Community Services' (2006) and Putting People First: A Shared Vision and Commitment to the Transformation of Adult Social Care' (2007). The policy has four elements

- Universal Services

- Early Intervention and Prevention
- Social Capital
- Choice and Control

The local implications of Coalition Government spending plans are still being worked through. For example Michael Gove, the Education Secretary, announced (December 2010) that a new early intervention grant is being set in place which combines schemes such as Teenage Pregnancy, Young People Substance Misuse, Sure Start among others. However, Mr. Gove has made it clear that the total funding for the early intervention grant would be about 11% less than the total funding allocated to these schemes this year but the government would give local authorities the freedom to spend it the way they see fit. Another area where there will be significant impact as a result of changes to funding arrangements is housing related support, previously funded through a ring-fenced Supporting People Grant and now subject to a cut of around 12% in 2011/12 with further cuts in 2012/13. In addition there are a number of services which contributed to the health and wellbeing agenda which were commissioned using the Working Neighbourhood Fund, which ceases in March 2011.

3. Identified Need & Priorities for 2011/12

Key overall findings from the [Joint Strategic Needs Assessment](#) are:

- The health of the people in Hartlepool is generally improving, but is still worse than the England average.
- Levels of deprivation are higher and life expectancy is lower than the England average.
- There are inequalities within Hartlepool. For example, life expectancy for men living in the most deprived areas is over 9 years lower than for men living in the least deprived areas. For women it is 7 years lower.
- Over the last ten years, the death rate from all causes has fallen steadily for men, but has fluctuated for women. The early death rate from heart disease and stroke has fallen markedly, but the early death rate from cancer has changed little over the decade.
- In Hartlepool, the percentage of mothers smoking in pregnancy is worse than the England average.
- The death rate from smoking is worse than the England average.
- The rate of road injuries and deaths is better than the England average.

The needs identified through the JSNA have been used to identify priorities and activities for 2011/12

Demographic challenges have also informed priorities for 2011/12. These include an increasing elderly population, increased prevalence of dementia and long term conditions and longer life expectancy for people with disabilities and complex needs.

3. Focus of Activity for 2011/12

7. Improve health by reducing inequalities and improving access to services

The focus of activity will be on reducing premature mortality in the under 75s, particularly through cancer and cardiovascular disease. Having effective screening programmes and seeking to reduce smoking are key mechanism for achieving this outcome. In addition partners are seeking to effectively coordinate mental health services in the town.

8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle

The focus of activity is on helping mothers, young children and teenagers through encouraging breast feeding, reducing smoking amongst pregnant women, reducing teenage conceptions and reducing childhood obesity.

9. Children & young people are safe

The focus of activity is on providing a stable environment for looked after children by delivering the priorities set out in the Looked After Children strategy, ensuring child protection is working effectively and diverting young people from activities which lead them to becoming involved in the youth justice system.

10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved

The focus of activity is on supporting people to maintain independence while exercising choice and control and ensuring that vulnerable people are safeguarded. This will be achieved through increasing uptake of personal budgets, development of reablement services and increased use of assistive technology.

4. Target Areas and Groups

7. Improve health by reducing inequalities and improving access to services

Target Areas	<ul style="list-style-type: none"> • Areas with higher prevalence of smoking • Hartlepool
Target Groups	<ul style="list-style-type: none"> • Smokers • Heavy drinkers • Under 75s at risk of cancer and cardiovascular disease

8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA)
Target Groups	<ul style="list-style-type: none"> • Young people at risk of teenage pregnancy • Pregnant women & new mothers • Children and young people, including: <ul style="list-style-type: none"> • Looked after children & young people • Young people who are on the transition from children focused to adult focused services • Children with physical disabilities • Children & young people with learning disabilities

9. Children & young people are safe	
Target Areas	<ul style="list-style-type: none"> • None identified
Target Groups	<ul style="list-style-type: none"> • Vulnerable children across the whole town who are looked after • Children across the whole town who are subject to protection plans

10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved	
Target Areas	<ul style="list-style-type: none"> • Hartlepool
Target Groups	<ul style="list-style-type: none"> • Vulnerable adults who meet the eligibility criteria for adult social care or who require health services and their families / carers including: <ul style="list-style-type: none"> • People with mental health needs • Older people • People with learning disabilities • People with a physical disability or sensory impairment • Those at risk of admission to hospital or nursing / residential care • Those who are currently accessing intermediate care services • People currently accessing services in secondary care which could be provided in a primary care or community setting • People at risk of abuse or neglect

Outcome:	7. Improve health by reducing inequalities and improving access to services
Outcome Owner & Organisation:	Louise Wallace, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Health and Wellbeing Partnership, NHS Hartlepool, Public Health Strategy Group, Public Health Directorate (4PCTs across Tees), North Tees and Hartlepool NHS Foundation Trust, Tees Esk & Wear Valley NHS Trust, GPs, North of England Cancer Network, North of England Cardiovascular Network, Improvement Foundation

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 39 Rate of hospital admissions per 100,000 for alcohol related harm	DoH / ONS / HBC	Financial Year	Targeted	TBC*
NI 123 Stopping smoking – rate of self-reported 4-week smoking quitters per 100,000 population aged 16 or over	DoH / HBC	Financial Year	Targeted	TBC*
NI 123 (NRA) Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator) – number of 4 week quitters	DoH / HBC	Financial Year	Targeted	TBC*
NI 120a All-age all cause mortality rate – Females (directly age standardised mortality rate per 100,000 population)	ONS / PCT / HBC	Calendar Year	Monitor	N/A
NI 120b All-age all cause mortality rate – Males (directly age standardised mortality rate per 100,000 population)	ONS / PCT / HBC	Calendar Year	Monitor	N/A
NI 121 Mortality rate from all circulatory diseases at ages under 75	ONS / PCT / HBC	Calendar Year	Monitor	N/A
NI 122 Mortality from all cancers at ages under 75 (directly age standardised mortality rate per 100,000 population aged under 75)	ONS / PCT / HBC	Calendar Year	Monitor	N/A

* External targets have not yet been set

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Ensure coordination of mental health activity across the town	Geraldine Martin, HBC	Hartlepool MIND, TEWV Mental Health Trust	March 2012
Ensure implementation of the Cardiovascular Primary Preparation programme across all practices in Hartlepool	Louise Wallace, HBC	NHS Hartlepool, GP Practices	March 2012
Implement the Healthy Places, Healthy Lives early detection of cancer programme across Hartlepool	Louise Wallace, HBC	NHS Hartlepool, North Tees & Hartlepool Foundation Trust, GP Practices	March 2012
Refresh the Public Health Strategy in the light of the Health White Paper	Louise Wallace, HBC	NHS Hartlepool	March 2012
Influence the commissioning of effective evidence based Stop Smoking Services and work collaboratively through the Smoke Free alliance to reduce illicit tobacco across the town	Louise Wallace, HBC	NHS Hartlepool, FRESH, North Tees & Hartlepool Foundation Trust, GP Practices	March 2012
Ensure all eligible people particularly in high risk groups take up the opportunity to be vaccinated especially in relation to flu	Louise Wallace, HBC	NHS Hartlepool, North Tees & Hartlepool Foundation Trust, GP Practices	March 2012

Outcome:	8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle
Outcome Owner & Organisation:	Louise Wallace, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, NHS Hartlepool, North Tees & Hartlepool NHS Trust, Schools, Youth Service

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 112 The change in the rate of under 18 conceptions per 1,000 girls aged 15-17, as compared with the 1998 rate	NHS / HBC	Calendar Year	Targeted	-55%
Under 18 conception rates (Neighbourhood Renewal Area) (per 1,000 females aged 15-17)	NHS / HBC	Calendar Year	Targeted	44
NI 55 (iv) The percentage of children in Reception who are obese	NHS / HBC	Academic Year	Targeted	TBC*
NI 56 (ix) The percentage of children in Year 6 who are obese	NHS / HBC	Academic Year	Targeted	TBC*
Percentage of women smoking during pregnancy	NHS / HBC	Financial Year	Targeted	22%

* External targets have not yet been set

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Implement Breast Feeding Strategy	Louise Wallace, HBC	HBC, NHS Hartlepool, North Tees & Hartlepool NHS Trust	March 2012
Implement Smoking in Pregnancy Action Plan	Carole Johnson, NHS Hartlepool	HBC, NHS Hartlepool, North Tees & Hartlepool NHS Trust	March 2012
Implement Teenage Pregnancy Strategy and action plan	Lynne Pawley, HBC	HBC, NHS Hartlepool, North Tees & Hartlepool NHS Trust, Schools, Youth Service	March 2012

Outcome:	9. Children & young people are safe
Outcome Owner & Organisation:	Sally Robinson, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, NHS Hartlepool, Schools, Police, Probation, Independent Fostering Agencies, NHS Trusts, CAFCASS, Barnardos & Harbour

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Children who became the subject of a Child Protection plan, or were registered per 10,000 population under 18	DCSF / HBC	Financial Year	Targeted	36
NI 62 Percentage of children looked after at 31 st march with 3 or more placements during the year	DCSF / HBC	Financial Year	Targeted	10%
NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Embed the Youth Crime Action Plan process	Jacquie Gofton, HBC		March 2012
Implement the strategic priorities from the Looked After Children strategy	Jane Young, HBC		March 2012
Develop the work of the Local Safeguarding Children Board via implementing local work plan	Jim Murdoch, HBC		March 2012

Outcome:	10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved
Outcome Owner & Organisation:	Jill Harrison, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, NHS Hartlepool, Housing Hartlepool, Joseph Rowntree Trust, Tees Esk & Wear Valley NHS Trust, North Tees & Hartlepool NHS Trust, Health & Wellbeing Partnership

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 130 Percentage of adults and carers (aged 16+ but caring for an adult) receiving Self Directed Support	HBC	Financial Year	Targeted	65%
NI 132 Percentage of adults where time from first contact to completion of assessment is less than or equal to four weeks	HBC	Financial Year	Targeted	85%
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information as a percentage of all people receiving a community based service	HBC	Financial Year	Targeted	23%
NI 136 Number of people supported to live independently through social services (all adults) per 100,000 population	RAP / HBC	Financial Year	Targeted	4,700
Access to equipment and telecare: users with telecare equipment	HBC	Financial Year	Targeted	725

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Develop a Centre for Independent Living to bring together services for people with disabilities and support people to retain their independence	Neil Harrison, HBC		March 2012
Work with strategic partners to further develop reablement services ensuring that funding is used effectively to meet the needs of all client groups (including people with dementia and disabilities) and to prevent hospital admissions	Phil Hornsby / John Lovatt, HBC		March 2012
Maximise use of preventative approaches such as assistive technology to support people to maintain their independence	Phil Hornsby / John Lovatt, HBC		March 2012
Increase the number of people accessing personal budgets through focused work with mental health services, development of personal budgets for carers, work with health partners on personal health budgets and health direct payments and the development of personal budgets for children and young people	Geraldine Martin / Sarah Ward, HBC		March 2012

Community Safety

1. National Policy Context

There have been a number of policy initiatives recently announced by the Coalition Government which will have an impact on how Community Safety is delivered in Hartlepool. These include;

In November 2010, the government launched a paper '**Call to end violence against women and girls**' outlining their ambition and guiding principles to tackle violence against women and girls. The principles of this vision are to

- prevent violence from happening by challenging the attitudes and behaviours which foster it and intervening early where possible to prevent it
- provide adequate support where violence does occur
- work in partnership to obtain the best outcome for victims and their families
- take action to reduce the risk to women and girls who are victims of these crimes and ensure that perpetrators are brought to justice

More effective responses to Anti Social Behaviour consultation

The government plans to streamline the toolkit used to tackle anti-social behaviour, so that the police and partners have faster, more flexible tools. It is hoped that these, plus more effective sanctions, will help professionals and, where

necessary the courts, stop anti-social behaviour earlier, and better protect victims and communities.

The proposals include:

- repealing the anti-social behaviour (ASBO) and other court orders and replacing them with two new tools that bring together restrictions on future behaviour and support to address underlying problems;
- ensuring there are powerful incentives on perpetrators to stop behaving anti-socially;
- bringing together many of the existing tools for dealing with place-specific anti-social behaviour;
- bringing together existing police dispersal powers for anti-social behaviour into a single police power;
- making the informal and out-of-court tools for dealing with anti-social behaviour more rehabilitative and restorative;
- introducing a Community Trigger that gives victims and communities the right to require agencies to deal with persistent anti-social behaviour.

Street Level Crime Maps

This new website provides information to the public about crime and policing in their area. Members of the public can input their postcode, town, village or street and gain instant access to street-level crime maps and data, as well as details of their local policing team and beat meetings. The street-level crime map identifies types of crime including:

- total crime
- burglary
- robbery
- vehicle crime
- violence
- antisocial behaviour
- other crime

This is the first phase in a longer programme, which could see other crime and justice information (like court progress and convictions) being published alongside the maps.

In December 2010 the government launched its new drug strategy, **'Reducing demand, restricting supply, building recovery: supporting people to live a drug-free life'**. The Strategy sets out a fundamentally different approach to preventing drug use in our communities, and in supporting recovery from drug and alcohol dependence.

The strategy has a focus on recovery. It:

- puts more responsibility on individuals to seek help and overcome dependency;
- places emphasis on providing a more holistic approach, by addressing other issues in addition to treatment to support people dependent on drugs or alcohol, such as offending, employment and housing ;
- aims to reduce demand;

- takes an uncompromising approach to crack down on those involved in the drug supply both at home and abroad ;
- puts power and accountability in the hands of local communities to tackle drugs and the harms they cause.

The government has announced the introduction of legislation that would make the police service more accountable to local people and tackle alcohol-related violence. The ***Police Reform and Social Responsibility Bill*** provides for this and other key coalition agreement commitments. It marks the next step in the government's programme to reduce central bureaucracy, increase democratic accountability and empower local communities. A key element of this Bill will be the introduction of Police and Crime Commissioners in May 2012. These Commissioners will be directly elected by the public and will:

- listen to people's concerns and use them to set local policing priorities that will reduce crime and increase community safety;
- set the police force budget and hold the chief constable to account for achieving these priorities but will remain operationally independent;
- have the power to appoint - and, where necessary, remove - the chief constable;

The Bill will also see changes to the Licensing Act giving more powers to local authorities and police to tackle any premises that are causing problems, doubling the maximum fine for

persistent underage sales and permitting local authorities to charge more for late-night licences to contribute towards the cost of policing the late night economy.

2. Local Policy Context

Within Hartlepool we have a number of strategies in place which support the Safer Hartlepool Partnership in delivering its aims and objectives. Key strategies include:

The Safer Hartlepool Partnership conducted its annual review of crime, disorder and substance misuse in December 2010 (known as the strategic assessment). This provided the evidence to develop the ***Safer Hartlepool Crime Disorder, Substance Misuse and Reducing Reoffending Strategy 2011-14.***

Hartlepool's revised and updated ***Alcohol Harm Reduction Strategy*** utilises local statistical evidence gathered from a range of partner organisations including NHS Hartlepool, North Tees and Hartlepool NHS Foundation Trust, Police, Probation, Fire Brigade and Tellus4 survey. The strategy focuses on:

- tackling alcohol related offending;
- promoting sensible drinking;
- early identification, intervention and treatment of drinking that could cause harm.

The first ***Hartlepool Domestic Violence Strategy*** was published in 2007. The revised and updated strategy which is being prepared in early 2011 utilises local statistical evidence gathered from a range of partner organisations such as Police, Harbour, Children's Services, Courts, Housing Hartlepool, North Tees and Hartlepool NHS Foundation Trust and Probation. The strategy focuses on:

- support for victims, perpetrators and children and young people;
- awareness raising of the extent and impact of domestic violence;
- greater emphasis on high risk cases.

The ***Hartlepool Social Behaviour Strategy*** will be revised and updated utilising information gathered on public perceptions and local statistical evidence from a range of partner organisations such as Police, Fire Brigade, Housing Hartlepool and Anti-social Behaviour Unit to set out the key aspects of anti-social behaviour which cause most concern and harm to communities.

During 2011/12 the Safer Hartlepool Partnership intends to pilot a new approach to its work by focusing on families/households, specifically those who have criminally active family members, both adults and young people. These families will be known to a number of individual partner organisations and a multi-agency approach may prove financially beneficial to all organisations over a period of time.

3. Identified Need & Priorities for 2011/12

The Safer Hartlepool Partnership carries out an annual strategic assessment each year. The assessment examines performance against national and local key indicators, and includes views from the community about local problems. This forms the basis for a performance framework for the following year. The strategic assessment identified the following strategic priorities:

- Acquisitive crime – specifically domestic burglary and theft;
- Violent crime – including domestic violence and abuse;
- Anti-social behaviour – including links to private rented properties and alcohol related youth ASB;
- Criminal damage – specifically damage to dwellings;
- Confidence and cohesion;
- Prevent and reduce offending, re-offending and the risk of offending.

4. Focus of Activity for 2011/12

11. Hartlepool has reduced crime and repeat victimisation

The two key areas of focus in delivering against this objective will be working with partners to tackle organised crime groups in Hartlepool and the delivery of a multi agency response to tackling domestic abuse in Hartlepool.

12. There is reduced harm caused by drugs and alcohol misuse

The key focus of activities will be to integrate drug and alcohol treatment and recovery programmes in line with the new Drug Strategy, the establishment of criminal justice alcohol programmes for offenders and the delivery of comprehensive education and prevention campaigns relating to substance misuse.

13. Communities have improved confidence and feel more cohesive and safe

A key focus will be the continued development of the PREVENT agenda as guided by the local Silver group against an accurate and updated action plan. Activity will also include delivering on the Anti-Social Behaviour and Community Cohesion agendas.

14. Offending and re-offending has reduced

There will be a focus on opportunities for restorative justice with adult offenders. In terms of dealing with Prolific and Priority Offenders the design out crime team will be re-introduced by working together with the Probation Trust.

5. Target Areas and Groups

11. Hartlepool has reduced crime and repeat victimisation	
Target Areas	<ul style="list-style-type: none"> • Crime “hot-spot” areas & vulnerable localities including the town centre
Target Groups	<ul style="list-style-type: none"> • Victims of crime (residents & businesses) • Perpetrators of crime

12. There is reduced harm caused by drugs and alcohol misuse	
Target Areas	<ul style="list-style-type: none"> • Crime “hot-spot” areas & vulnerable localities including the town centre
Target Groups	<ul style="list-style-type: none"> • Children and young carers affected by parental substance misuse • Women with alcohol problems

13. Communities have improved confidence and feel more cohesive and safe	
Target Areas	<ul style="list-style-type: none"> • Areas which report higher than average perceptions of anti-social behaviour
Target Groups	<ul style="list-style-type: none"> • Those whose drinking is having a negative impact on the wellbeing of the community will be targeted in particular

	<ul style="list-style-type: none"> • Victims of Crime and Anti-social Behaviour, especially Young Victims • Victims of hate crime
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14. Offending and re-offending has reduced	
Target Areas	<ul style="list-style-type: none"> • None identified
Target Groups	<ul style="list-style-type: none"> • Adult Offenders selected as: <ul style="list-style-type: none"> • Prolific and other Priority Offenders (PPOs) • High Crime Causers • those on the caseload of the Drug Interventions Programme • those receiving community orders, in particular Drug and Alcohol misusing offenders • Young people: <ul style="list-style-type: none"> • subject to community orders/custody • identified as the Deter Group of the PPO scheme • at risk of serious harm • subject to Intensive Supervision and Surveillance programme • Young people who are deemed to be ‘at risk’ of first time offending

Outcome:	11. Hartlepool has reduced crime and repeat victimisation
Outcome Owner & Organisation:	Brian Neale, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Cleveland Police, National Probation Service Teesside, Housing Hartlepool, Victim Support & Harbour

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
All Crime	Police	Financial Year	Target	TBC
NI 32 Repeat incidents of domestic violence	MARAC / HBC	Financial Year	Monitor	N/A
Percentage of successful domestic violence prosecutions	MARAC / HBC	Financial Year	Monitor	N/A
Percentage of unsuccessful (broken) cases due to victim witness issues	MARAC / HBC	Financial Year	Monitor	N/A
Number of incidents of local violence (common assault and wounding)	Police	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Assist partners to implement national guidance locally under tackling organised crime groups in Hartlepool	Brian Neale, HBC	Safer Hartlepool Partnership	March 2012

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Produce in conjunction with partners, an action plan which will aim to deliver a multi agency response to tackling domestic abuse	Laura Gourlay, HBC	Safer Hartlepool Partnership	June 2011
Develop a repeat victim protocol	Police (Brian Neale)	Police	January 2012
Analyse hate crime data, including hot spot analysis	Police (Brian Neale)	Police	September 2011

Outcome:	12. There is reduced harm caused by drugs and alcohol misuse
Outcome Owner & Organisation:	Chris Hart, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, NHS Hartlepool, Police, Jobs Centre Plus, Probation Service, GPs, North Tees & Hartlepool NHS Trust, Voluntary & Community Sector, National Treatment Agency

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 30 Percentage reduction in reoffending rate of prolific and other priority offenders	JTRACK / HBC	Quarterly	Target	TBC
NI 40 Change in number of drug users recorded as being in effective treatment compared to 2007/8 baseline	NDTMS / HBC	Financial Year	Monitor	N/A
Number of alcohol users successfully completing treatment and recovering from their dependence	HBC	Financial Year	Monitor	N/A
Number of alcohol-related violent crimes	HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Chris Hart, HBC	NHS Hartlepool	December 2011
Establish criminal justice alcohol programmes for offenders	Gemma Sparrow, HBC	NHS Hartlepool	September 2011

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Deliver comprehensive education and prevention campaigns re substance misuse	Sharon Robson, HBC	NHS Hartlepool	June 2011
Deliver 2011/12 Alcohol Harm Reduction Strategy Action Plan	Safer Hartlepool Partnership (Chris Hart)	NHS Hartlepool, North Tees & Hartlepool NHS TRust	March 2012

Outcome:	13. Communities have improved confidence and feel more cohesive and safe
Outcome Owner & Organisation:	Sally Forth, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Police, Cleveland Fire Brigade, Housing Hartlepool

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of criminal damage crimes in Hartlepool	HBC	Financial Year	Target	TBC
Number of Deliberate Fires (Hartlepool)	HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Ensure the development of the PREVENT agenda as guided by the local Silver group against an accurate and updated action plan	Brian Neale, HBC	Police	March 2012
Implement year one of new anti-social behaviour strategy action plan	Nicholas Stone, HBC	Police, Housing Hartlepool	March 2012
Agree and publish agreed minimum standards for dealing with anti-social behaviour across partners	Sally Forth, HBC	Safer Hartlepool Partnership	November 2011

Outcome:	14. Offending and re-offending has reduced
Outcome Owner & Organisation:	Denise Ogden, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Police, Probation

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
There are no Performance Indicators considered appropriate				

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Explore opportunities for restorative justice with adult offenders	Brian Neale, HBC	Police & Probation	July 2011
For Prolific & Priority Offenders (PPO) & High Crime Causers (HCO), re-introduce the design out crime team by working with Probation Trust	Brian Neale, HBC	Probation	July 2011

Environment

1. National Policy Context

The coalition government have made a number of announcements since coming to power which will impact on the delivery of the outcomes within this theme. They have sought to put an end to the centralisation of power in government allowing the local communities and councils the freedom to run their lives and neighbourhoods in their own way.

The **Localism Bill** sets out a number of changes to the planning system and introduces Neighbourhood Development Orders which will provide a new right for communities to shape their own local area. Neighbourhood Planning Vanguard areas have been introduced to pilot the new Neighbourhood Development Orders. These will work with local communities within the existing planning system to develop Neighbourhood Plans.

The Local Transport White Paper, **Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen**, was published in January 2011 and sets out the Government's vision for a sustainable local transport system that supports the economy and reduces carbon emissions. It explains how the Government is placing localism at the heart of the transport agenda, taking measures to empower local authorities when it comes to tackling these issues in their areas. The White Paper also underlines Central Government's

direct support to local authorities, including through the Local Sustainable Transport Fund.

The **Local Sustainable Transport Fund** will be available for Councils to bid for additional funding to support their Local Transport Plan (LTP) aspirations. The overall value of the Fund, over the four year period to 2014/15, is £560 million and guidance is awaited as to the process for bidding and the criteria as to how the decisions on the allocation of funding will be taken. Initial indications are that this criteria will include meeting the core objectives of supporting economic growth and reducing carbon and that bids will need to demonstrate value for money, deliverability and affordability for a four year package of works (i.e. there will only be two rounds of bidding in 2011/12 for the full four year allocation).

A number of consultations and papers will be introduced over the next few months which will have implications for the delivery of this theme. These include:

- A white paper on the natural environment which will be published by Spring 2011;
- Defra's review of waste policy in England which has an overarching aim of achieving a zero waste economy and will set new goals for 2014, 2020 and beyond (in particular for waste reduction and recycling).

The Public Health White Paper **Healthy Lives, Healthy People: Our strategy for public health in England** (published 30 November 2010) will also have implications for this theme.

2. Local Policy Context

The Planning and Compulsory Purchase Act 2004 establishes the requirement on local authorities to prepare a Local Development Framework (LDF) setting out the planning framework for their area. A key element of the LDF is the **Core Strategy** which provides the overall spatial vision and strategic planning objectives for the Borough. The preparation of the Core Strategy involves a number of prescribed stages which are set out in statute. The Core Strategy for Hartlepool will be subject to consultation during 2011 with adoption planned for 2012.

The **Local Transport Plan (LTP) 3** sets out how we can deliver a safe and sustainable transport system within Hartlepool. The LTP has been designed to look towards 2026 should be aligned with the emerging Local Development Framework. The strategy will be kept under review within this time period to ensure that it remains current, responds to any changes in circumstances, and takes into account any revisions in guidance and best practice. Over the period of the plan the Local Authority will work in partnership with other organisations and agencies to deliver a wide range of local transport schemes and policy measures to address identified problems. These improvements will represent a step-change in the delivery of a long-term transport strategy.

Integrated Transport and Structural Maintenance block funding is provided from the Department of Transport to support the delivery of LTPs. The recent grant settlement for the next four years has shown large reductions on the

indicative budgets outlined by the previous Government. This reduction in funding along with an existing commitment towards the Tees Valley Bus Network Improvement programme means that the Councils ability to build on previous LTP successes is restricted over the first four years of the new plan period.

The vision of the Tees Valley Climate Change Partnership is "creating prosperous and resilient communities in a low carbon economy." Alongside the Low Carbon Transition Plan for the Tees Valley, and the Covenant of Mayors, the **Tees Valley Climate Change Strategy** prioritises substantial and measurable emissions reductions, adaptation to the impacts of climate change, and developing the economic opportunities associated with climate change. To take forward the Strategy within Hartlepool a local action plan has been developed.

A **Climate Change Adaptation Strategy** is also being developed during 2011.

The **Allotment Development Strategy** covers those sites directly managed by the Local Authority and those sites under self management by allotment associations. It sets out seven broad "work areas" that will be the focus for development:

- Promotion of allotment use and food growing
- Appropriate allotment provision
- Good administration
- Localised Allotment Management
- Allotment Crime Prevention
- Environmental sustainability
- Appropriate service resourcing

3. Identified Need & Priorities for 2011/12

The Joint Strategic Needs Assessment (JSNA) takes account of data and information on inequalities within and between communities. There is a section within this assessment which highlights the impact that the environment has on health and well being of people. The priorities that have been identified for the next three to five years included ensuring that air quality is properly assessed with effective monitoring. It aims to ensure that more people are satisfied with their home and neighbourhood and see Hartlepool as a good place to live. It is looking to move towards achieving target to reduce carbon emissions per capita by 3.75% per annum through the use of new low carbon technologies. By implementing the Allotment Development Strategy it will help improve the number and condition of allotments.

4. Focus of Activity for 2011/12

15. Hartlepool has an improved natural and built environment

The focus for this outcome will be the finalisation of the Core Strategy and the development of Master Plans for Seaton Carew/Town Centre. There will also be a partnership approach to wildlife sites and continuing work with volunteers. Hartlepool will also feed into work Tees Valley wide on green infrastructure. Bringing derelict buildings and un-used land back into use continues to remain a priority for the Borough.

16. Quality local environments where public and community open spaces are clean, green and safe

Enforcement strategies and education through partnership activity with the Police, Fire Brigade, the Environment Agency and others will be a focus for this outcome. Partners will also work to achieve the green flag award for Ward Jackson Park, Summerhill and the Quality Coast Award for Seaton Beach. Tackling the mismanagement of private waste sites remains a priority for the town and a partnership approach has been developed working on a strategic and operational level to mitigate the impact of such sites on our communities.

17. Provide a sustainable, safe, efficient, effective and accessible transport system

This outcome will work to support the Community Strategy through the delivery of the Local Transport Plan. It will also support one of the Department for Transport's 5 goals, to improve the health of individuals by encouraging and enabling more physically active travel.

18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects

The focus for this outcome will be to develop and submit the Covenant of Mayors Sustainable Energy Action Plan (SEAP) and develop the borough-wide action plan to reflect the SEAP. The Local Authority will also establish Service Level Agreement's with all schools to deliver Eco-schools/Green Flag programme.

5. Target Areas and Groups

15. Hartlepool has an improved natural and built environment

Target Areas	<ul style="list-style-type: none"> • Hartlepool • Town centre and Seaton Carew • Designated special protection areas, local wildlife sites and local nature reserves
Target Groups	<ul style="list-style-type: none"> • Mental Health Groups • Unemployed people

16. Quality local environments where public and community open spaces are clean, green and safe

Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA)
Target Groups	<ul style="list-style-type: none"> • Residents • Young people • Community groups

17. Provide a sustainable, safe, efficient, effective and accessible transport system

Target Areas	<ul style="list-style-type: none"> • None identified
Target Groups	<ul style="list-style-type: none"> • Public transport users (all groups) • Bus users

18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects

Target Areas	<ul style="list-style-type: none"> • None identified
Target Groups	<ul style="list-style-type: none"> • Local residents • Businesses • Community & voluntary groups • Schools

Outcome:	15. Hartlepool has an improved natural and built environment
Outcome Owner & Organisation:	Damien Wilson, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Tees Valley Wildlife Trust, East Durham & Houghall College; Natural England; Teesmouth Bird Club; INCA; Hartlepool Natural History Society

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of Volunteer days spent working on nature conservation	HBC	Financial Year	Target	725
NI 197 Improved Local Biodiversity - proportion of Local Wildlife Sites where active conservation management is being achieved	Tees Valley Local Sites Partnership / Ian Bond	Financial Year	Monitor	N/A
Percentage of population that have basic (300m 2-20 ha) criteria met	Ian Bond	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Continue the preparation of the Local Development Framework including publication of the Core Strategy and development of Supplementary Planning Document's/Development Plan Document's in accordance with Local Development Scheme	Derek Gouldburn, HBC		March 2012
Undertake an audit of current provision of Accessible Natural Greenspace based on ANGSt (as part of Hartlepool Gi strategy)	Dr Ingo Schüder, Natural England		March 2012

Outcome:	16. Quality local environments where public and community open spaces are clean, green and safe
Outcome Owner & Organisation:	Clare Clark, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Environment Agency

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Percentage of household waste sent for reuse, recycling and composting	Environment Agency / HBC	Financial Year	Target	45%
Percentage of streets that fall below unacceptable of cleanliness	HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Achieve green Flag Award for Ward Jackson Park, Summerhill and Quality Coast award for Seaton beach	Chris Wenlock, HBC		March 2012

Outcome:	17. Provide a sustainable, safe, efficient, effective and accessible transport system
Outcome Owner & Organisation:	Mike Blair, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Cleveland Police, NHS Hartlepool, North Tees & Hartlepool NHS Trust, Cleveland Fire & Rescue Service

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 47 The percentage change in the number of people killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years	Cleveland Police / HBC	Calendar Year	Monitor	N/A
NI 48 The percentage change in number of children killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years	Cleveland Police / HBC	Calendar Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Delivery the Local Transport Plan (LTP)	Mike Blair, HBC		March 2012

Outcome:	18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects
Outcome Owner & Organisation:	Paul Hurwood, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Energy Saving Trust

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Percentage per capita reduction in CO2 emissions in the Local Authority area	DEFRA / HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Develop and submit Covenant of Mayors, Sustainable Energy Action Plan (SEAP) and develop the borough-wide action plan to reflect the SEAP	Paul Hurwood, HBC		March 2012
Establish Service Level Agreement's with all schools to deliver Eco-schools/Green Flag programme	Helen Beaman, HBC		March 2012

Housing

1. National Policy Context

Nationally the Coalition Government have stated that they want to:

- Increase the number of houses available to buy and rent, including affordable housing
- Improve the flexibility of social housing (increasing mobility and choice) and promote homeownership
- Protect the vulnerable and disadvantaged by tackling homelessness and support people to stay in their homes
- Make sure that homes are of high quality and are sustainable

There are a number of initiatives that they have announced that are designed to assist local authorities in a number of key areas, including:

- Housing Supply
- Home Ownership
- Privately Rented Housing
- Social Housing
- Housing for older and disadvantaged people
- Homelessness and rough sleeping

Initiatives already announced include:

The Government have announced through the **Community Right to Build** that they will give the community the right to

build homes, shops and facilities where they want. In order to do this there must be 'overwhelming local support' and there is certain criteria that will have to be met before schemes can go ahead.

In the current economic climate the Government has recognised the need to **help home buyers** as more people are struggling to purchase properties due to rising house prices and the inability to access a shrinking mortgage market. Nationally the average age of people buying their first home with no financial support from others has risen to 37.

The Government is encouraging home ownership through the continuation of the **Right to Buy scheme** and through promoting **low cost homeownership schemes**.

In November 2010 the Government published for consultation "**Local Decisions: a fairer future for social housing**" which set out the Government's plans for changes to the way people access social housing and the types of tenancies which are provided, which are part of the wider **Localism Bill**.

In addition the Coalition Government have announced measures designed to:

- improve social housing mobility
- change the way social housing is regulated
- bring empty homes back into use as affordable housing

The Government have announced the ***New Homes Bonus*** scheme which will reward local authorities for building new homes and bringing empty homes back into use. The scheme states that the government will “match fund the additional council tax for each new home and property brought back into use, for each of the 6 years after that home is built”.

2. Local Policy Context

There are a number of key strategies that impact on the Housing theme and set out what the Council and Partners are trying to achieve:

The current ***Housing Strategy*** was agreed in 2006, and a supplement agreed in 2008, setting out the key issues for Hartlepool in relation to Housing, what was being done to tackle the issues and setting out the key actions to be undertaken that would drive improvements across the town.

The Strategy is currently being reviewed and a new Housing Strategy for the period 2011-15 is due to be agreed in Autumn 2011.

The ***Empty Homes Strategy 2010–15*** provides a framework for bringing long-term private sector empty homes back into use in Hartlepool. These include failed private rented properties, abandoned properties and buy to leave empty properties.

The ***Homelessness Strategy 2010-15*** was agreed in November 2010 and sets out its vision as “to end homelessness within Hartlepool and to ensure all residents have access to a safe, secure and suitable home”

The ***Supporting People Strategy 2006-11*** sets out how we plan to provide the best housing and support for people who need them. The strategy aims for “a good quality of life for all”.

The ***Housing Adaptations Policy 2010-13*** outlines an effective framework to deliver the vision of supporting people to live as independently as possible in homes that are safe and comfortable. It details how the Council will work to the preventative agenda, thereby reducing the need for costly adaptations and improving how it works in partnership with agencies across Hartlepool.

The ***Older Person’s Housing Care and Support Strategy***, agreed in 2008, looked at how housing, care and support services could be offered and delivered to older people in an integrated way. This Strategy is currently being refreshed and widened to include other client groups including older people, learning disabilities, mental health, physical disability, substance misuse and children in transition. The new ***Housing Care & Support Strategy*** will be completed by late summer 2011.

This ***Extra Care Housing Strategy*** is currently being updated to reflect the launch of 5 extra care schemes in the Borough

and to look at the next steps in the development of extra care in Hartlepool. The new Strategy will be completed in spring 2011.

3. Identified Need & Priorities for 2011/12

During 2011 a new Housing Strategy for the Borough is being developed. In order to inform this Strategy an updated evidence base is being prepared. This will be used to identify the needs and priorities for Hartlepool beyond 2011.

Our priorities for 2011/12 in terms of needs will be to build on the successes of the last three years. In particular delivery of affordable housing, this will be via National Affordable Housing Programme and section 106 agreements and will take account of the new operating environment in the provision of affordable housing.

4. Focus of Activity for 2011/12

19. Hartlepool has a more balanced housing provision
The focus of activity will be on bringing empty homes back into use, and developing local policies, procedures and protocols to enable this to happen.

20. The quality of existing housing has been improved
The focus of activity will be on meeting and exceeding the 'decent homes standard' within private sector homes and looking at feasibility of extending the selective licensing initiative to other areas of the Borough.

21. Vulnerable people have improved access to accommodation which meets their need
The focus of activity will be on monitoring tenancy failure from all social housing providers and implementing changes to the Common Allocations Policy.

5. Target Areas and Groups

19. Hartlepool has a more balanced housing provision	
Target Areas	<ul style="list-style-type: none"> Hartlepool, but in particular: <ul style="list-style-type: none"> Dyke House, Stranton, Grange, Brus, Burn Valley and Foggy Furze Wards
Target Groups	<ul style="list-style-type: none"> Elderly and vulnerable groups Those on low incomes Families who have problems accessing the housing market due to affordability levels

20. The quality of existing housing has been improved	
Target Areas	<ul style="list-style-type: none"> None identified
Target Groups	<ul style="list-style-type: none"> Private Sector tenants living in non-decent homes Vulnerable owner-occupiers living in non-decent homes All residents requiring energy efficiency improvements

21. Vulnerable people have improved access to accommodation which meets their need	
Target Areas	<ul style="list-style-type: none"> Hartlepool
Target Groups	<ul style="list-style-type: none"> Vulnerable residents

Outcome:	19. Hartlepool has a more balanced housing provision
Outcome Owner & Organisation:	Amy Waller, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Registered Social Landlords

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of affordable homes delivered (gross)	HBC	Financial Year	Target	80
Number of private dwellings empty for over 6 months and brought back into use	HBC	Financial Year	Target	10% of empty properties at 1 st April 2011
Number of Housing Hartlepool properties demolished for regeneration	Housing Hartlepool	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Research & develop local policies, procedures & protocols, to bring empty homes back into use	Sylvia Pinkney, HBC		October 2011

Outcome:	20. The quality of existing housing has been improved
Outcome Owner & Organisation:	Sylvia Pinkney, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Registered Social Landlords

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
The proportion of vulnerable households occupying homes in the private sector, which meet decent homes standard.	HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Encourage improvements to private sector homes to meet & exceed 'decent homes standard'	Sylvia Pinkney, HBC		March 2012
Evaluate evidence to extend selective licensing to other areas, consult residents and landlords and make recommendations to Cabinet	Sylvia Pinkney, HBC		September 2011
Continue ongoing programme of insulation upgrades, boilers, doors & windows	Kenny Taylor, Home		March 2012

Outcome:	21. Vulnerable people have improved access to accommodation which meets their need
Outcome Owner & Organisation:	Lynda Igoe, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Housing Options Centre, Registered Social Landlords

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of households where homelessness has been prevented through Local Authority action	HBC	Financial Year	Monitor	N/A

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Continue to monitor tenancy failure to all social housing providers	Lynda Igoe, HBC	Registered Social Landlords	March 2012
Implement further changes to Common Allocations Policy approved from review	Lynda Igoe, HBC	Registered Social Landlords	August 2011
Continue to carry out adaptations to enable vulnerable people to remain living independently in their own home	Kenny Taylor, Home		March 2012

Culture, Leisure & Community Learning

1. National Policy Context

In October 2010 the Government announced that the Department for Culture, Media and Sport (DCMS) would face a reduction in their budget of 25%. This in turn meant significant cuts to other areas of spend including overall budget reductions to English Heritage (32%), Visit Britain (34%), Arts Council England (29%) and the merging of UK Sport and Sport England which is due to be completed by April 2011. In its Business Plan for 2011-15 the DCMS outlines that its priorities will be to:

- deliver a safe and successful Olympic and Paralympic Games in 2012
- facilitate sustainable growth in the tourism, leisure, creative and cultural industry
- encourage competitive sport in schools
- improve local sports facilities

The Museums, Libraries and Archives Council (MLA) is to merge with the Arts Council at some point in 2011, the impact on the current financial programmes including 'Renaissance' has yet to be determined.

2. Local Policy Context

The **Cultural Strategy** drives forward the aim for Culture and Leisure in Hartlepool's Community Strategy which is "To create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here".

The strategy establishes a context to help Hartlepool residents achieve a better future and quality of life, and to do this by promoting and celebrating everything that culture has to offer.

The **Allotment Development Strategy's** vision is to work with allotment holders and surrounding communities to encourage through partnership working the growth of vibrant, supportive and inclusive allotment groups that make a positive contribution to a greener and healthier future for the people of Hartlepool.

The **Sport and Physical Activity Strategy** has been developed and will be implemented from April 2011. The aim of the strategy is to provide a framework to ensure that participation in sport and recreation activity is increased by 1% year on year and a lasting Olympic legacy is provided.

The **Public Health Strategy** provides a five-year framework (2005-2010) of action for the prevention of ill-health, the protection of health and the promotion of positive health and wellbeing with a particular aim to 'increase participation in physical activity in Hartlepool'.

3. Identified Need & Priorities for 2011/12

The Cultural Strategy identifies its priorities as being:

- To create a strong cultural identity for Hartlepool within the region.

- To celebrate Hartlepool and express that local identity.
- To develop a sustainable cultural economy
- Seek to support excellence in local cultural, artistic, live entertainment, sporting, and leisure provision / practice.
- Increase participation, inclusion and opportunity for access and diversity.
- Advocate the value of culture, and use it in meeting the expressed needs and aspirations of the community, to raise the bar for levels of cultural awareness, aspiration and participation.

4. Focus of Activity for 2011/12

22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities.

To achieve this outcome partners and groups will work closely together to deliver programmes of activity to meet the cultural, leisure, sport and physical activity and community learning needs of the Hartlepool community. This will include implementing the Sport and Physical Activity strategy; delivering the Rossmere Co-Location project which aims to bring together existing services through the establishment of a skate park facility and multi use games area; and delivering the Renaissance Programme to improve access to Museum services and develop new audiences. Support will also be given to the Voluntary Sector through the provision of grant funding.

5. Target Areas and Groups

22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities.

Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA)
Target Groups	<ul style="list-style-type: none"> • Children & young people including: <ul style="list-style-type: none"> • Looked after children • Those 0-5 years old • Disabled people • Older People • NRA residents • Parents • Carers • People who are helped to live at home • People with visual impairment • People with mental health issues • BME residents

Outcome:	22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities.
Outcome Owner & Organisation:	John Mennear, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Hartlepool Community Activities Network, Tees Valley CSP, Sport England,

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 10 Percentage of adult population who have attend a museum or gallery in last year	DCMS / HBC	Financial Year	Targeted	54.9%
Number of people from vulnerable groups engaged in culture, leisure activities and sport	HBC	Financial Year	Targeted	1112
NI 9 Percentage of adult population who have used a public library in last year	DCMS / HBC	Financial Year	Targeted	44%

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community increasing participation by 1%	Pat Usher, HBC		March 2012
Target and support the Voluntary Sector through the provision of grant funding and development of initiatives and to raise standards	John Mennear, HBC		March 2012

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Deliver Renaissance Programme to improve access to Museum Services and develop new audiences	David Worthington, HBC		March 2012

Strengthening Communities

1. National Policy Context

Through the previous Government a focus was placed on supporting improvements in the most disadvantaged neighbourhoods across the country. The National Strategy for Neighbourhood Renewal and the grant programmes of Neighbourhood Renewal Fund (NRF), New Deal for Communities (NDC), Neighbourhood Element and Working Neighbourhoods Fund (WNF) enabled large-scale investment into these areas since 2001.

Since the formation of the Coalition Government in May 2010 there have been a wide range of new policies introduced. Many of these new policies will impact on the delivery of the Strengthening Community theme. Policies have focused on:

- shifting power from the centre to local areas (the Localism Bill);
- developing the 'Big Society';
- abolishing unnecessary red tape;
- reducing the number of public bodies; and
- large cuts in public sector funding.

The Big Society is the Government's vision of a society where individuals and communities have more power and responsibility, and use it to create better neighbourhoods and local services. There is a key role for residents and the Voluntary and Community Sector (VCS) in developing the Big Society.

Initiatives that have been established or are currently being developed include:

- Community Organisers
- Communities First Fund
- Big Society Transition Fund
- Big Society Bank
- National Citizenship Service pilot
- Community Right to Challenge – ability to express an interest in running a service
- Community Right to Buy – new powers for communities to save local facilities threatened with closure
- Community Right to Build - new rights making it simpler for communities to provide homes for local people
- Rights to Provide – for Public Sector workers
- Supporting the creation and expansion of mutuals, co-operatives, charities and social enterprises, and enable these groups to have much greater involvement in the running of public services (Modernising Commissioning Green Paper)
- Neighbourhood Vanguards Scheme
- Neighbourhood Plans – including funding for town & parish councils to produce their own

2. Local Policy Context

Within Hartlepool a number of local policies have been developed which are relevant to this theme:

- Neighbourhood Renewal Strategy
- Neighbourhood Action Plans (NAPs)
- Hartlepool Compact
- Neighbourhood Management & Empowerment Strategy
- Voluntary Sector Strategy

In previous years Hartlepool has received special grants from central government in order to deliver some of these policies including NRF (2001-8), Neighbourhood Element (2006-10) and WNF (2008-11). In addition the New Deal Communities programme has seen over £53.7m invested in the town centre area of Hartlepool over the last 10 years. Although this programme ended in March 2011 an NDC Trust has been established to own and manage assets on behalf of the local community, attract and deploy resources for regeneration and develop projects and social enterprise to further regenerate the area.

Through the Comprehensive Spending Review (CSR) in autumn 2010 the Coalition Government confirmed that it would not be continuing with the special grant approach adopted by the previous government and that public sector organisations would receive less central government funding over the next 4 years.

Hartlepool has a well established Voluntary and Community Sector (VCS) which serves both communities of interest and place.

During 2011 there will be a review of how the Council engages with the communities within Hartlepool including residents, the Community & Voluntary Sector (VCS), business and public sector partners. An element of this review will be a review of the Local Strategic Partnership structure. This review will be concluded by summer 2011.

3. Identified Need & Priorities for 2011/12

The Hartlepool Household Survey undertaken in 2010 identified that since 2004 there had been increases in the number of people feeling that they are satisfied or very satisfied with their local area as a place to live and those feeling that they can influence decisions affecting their local area.

With significant reductions in public sector budgets there will be a need to make difficult decisions around the services that are provided by partners. The implications of these decisions will be felt over the coming year and there will be a need to support the Voluntary and Community Sector to continue to develop and take a leading role in the delivery of local services.

Many local residents have been active in their communities long before the introduction of the 'Big Society'. Promoting opportunities for resident involvement will continue to be a priority in 2011/12.

4. Focus of Activity for 2011/12

23. Local people have a greater voice and influence over local decision making and the delivery of services
The focus for this outcome will be the ongoing development of resident involvement particularly in the most disadvantaged areas and delivering the Compact between partners and the Voluntary and Community Sector (VCS).
24. Make a positive contribution – people are involved with the community and society
There are 3 main focuses for this outcome: volunteering, developing the VCS and engaging young people into positive activities. The focus for the Fairtrade Town Steering Group remains the retention of Fairtrade status for the Borough.

5. Target Areas and Groups

23. Local people have a greater voice and influence over local decision making and the delivery of services	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA) • Hartlepool
Target Groups	<ul style="list-style-type: none"> • NRA residents • Young people • Hard to reach groups • Parents
24. Make a positive contribution – people are involved with the community and society	
Target Areas	<ul style="list-style-type: none"> • Neighbourhood Renewal Area (NRA)
Target Groups	<ul style="list-style-type: none"> • NRA residents • Voluntary & Community Sector Groups • Hard to reach groups • Children & young people including: <ul style="list-style-type: none"> • Looked after children

Outcome:	23. Local people have a greater voice and influence over local decision making and the delivery of services
Outcome Owner & Organisation:	Denise Ogden, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, HVDA, Neighbourhood Managers

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
Number of Community/Voluntary sector groups and organisations supported/signposted/assisted	HBC	Financial Year	Target	TBC

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Complete update of Neighbourhood Action Plan for North Hartlepool and commence consultation on updating another (priority area to be determined)	Tracey Rowe, HBC	Local Service Providers	March 2012
Prepare the 2012/13 Compact Action Plan with partners	Fiona Stanforth, HBC	Local Service Providers	March 2012
Produce local improvement plan for empowering communities in line with the Big Society & localism agenda	Denise Ogden, HBC		March 2012
Implement the action plan in relation to the Neighbourhood Management empowerment agenda	Clare Clarke, HBC		March 2012

Outcome:	24. Make a positive contribution – people are involved with the community and society
Outcome Owner & Organisation:	John Robinson, Hartlepool Borough Council
Key partners: (* denotes overall lead)	Hartlepool Borough Council*, Hartlepool Voluntary Development Agency (HVDA), Cleveland Police

Performance Indicators 2011/12:

Performance Indicator	Data Source & Responsible Organisation	Collection Period	Targeted or Monitor	2011/12 Target
NI 111 Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 population	Police / HBC	Financial Year	Targeted	1966
Percentage of young people with learning disabilities participating in their Section 140 assessments	HBC	Financial Year	Targeted	100
Number of people who volunteer	HVDA VCS survey	Biennial available Oct 2011	Monitor	N/A
Percentage of businesses (retail outlets, restaurants, cafes and hotels) participating in the Fairtrade Town scheme meeting the minimum Fairtrade Foundation requirements	Hartlepool Fairtrade Town Steering Group Annual Review	Financial Year	Targeted	100%
Number of new businesses (retail outlets, restaurants, cafes and hotels) meeting the minimum Fairtrade Foundation requirements	Hartlepool Fairtrade Town Steering Group Annual Review	Financial Year	Targeted	10
Number of schools participating in the Fairtrade School Status programme	Hartlepool Fairtrade Town Steering Group & Hartlepool Fairtrade Schools Committee Annual Review	Financial Year	Targeted	3

Key Actions for Improvement 2011/12:

Action for Improvement	Action Owner & Organisation	Support & Resource Requirements	Date to be Completed
Improve the level of young people's participation in positive activities via implementing the relevant action plan integration and targeted plan.	Mark Smith, HBC		March 2012
To seek funding to continue supporting volunteering in Hartlepool	Keith Bayley HVDA Manager	No funding as yet identified	March 2012
To ensure that the VCS groups benefit from funding and procurement opportunities	Keith Bayley HVDA Manager	No funding as yet identified	March 2012
To refresh the VCS Strategy	Keith Bayley HVDA Manager	No funding required at this stage	March 2012
Review the renewal approach taking account of new guidelines in respect of minimum 'product lines' issued by the Fairtrade Foundation	Martin Green, Fairtrade Steering Group	Volunteers	March 2012

APPENDIX C



Chief Executive's Department

Departmental Plan 2011/12

Contents

	Page
Introduction	3
Departmental Structure	4
Performance Management	6
Priorities	7
Departmental Annual Action Plan 2011/12	9
Appendix 1 – Risks by Theme	20

4.1 – Appendix C

Introduction

This document is the Chief Executive's Departmental Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

This plan should be looked at in conjunction with the Council's Corporate Plan, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

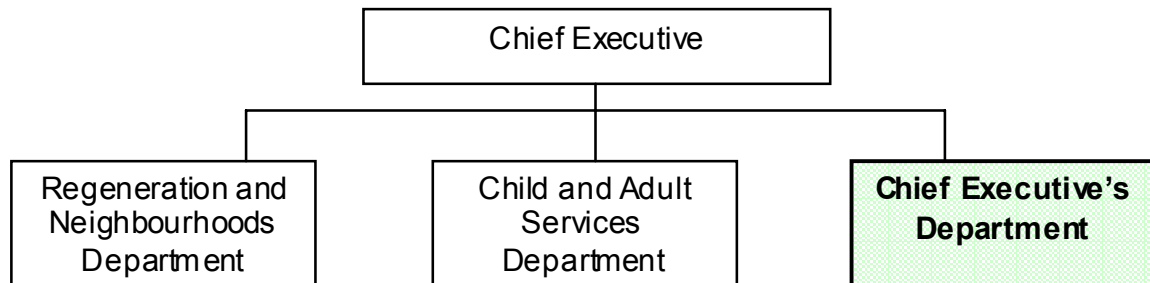
Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

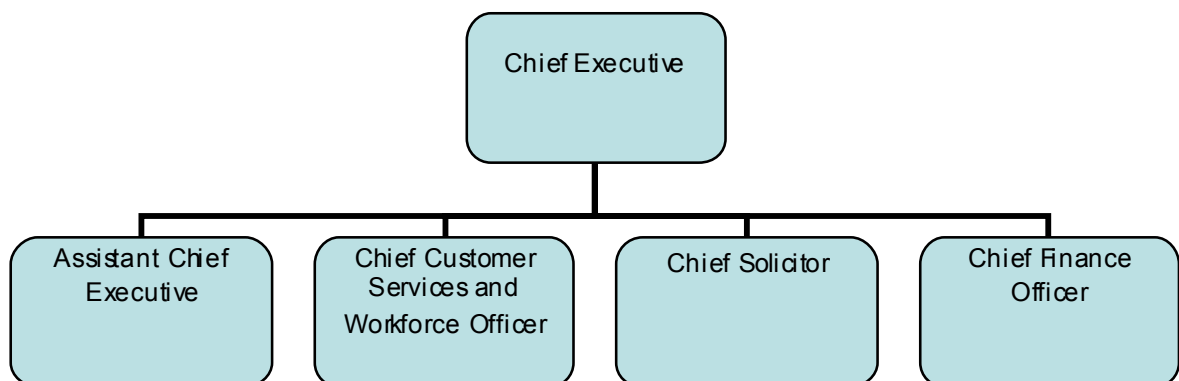
- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

Departmental Structure

Hartlepool Borough Council Structure



Chief Executive's Departmental Structure



4.1 – Appendix C

The table below list the service areas that fall within the remit of each chief officer.

Assistant Chief Executive	Chief Customer Services and Workforce Officer	Chief Solicitor	Chief Finance Officer
Corporate Strategy Division	Customer Services and Workforce Development Division	Legal Division	Finance Division
Business Transformation	Benefits	Elections	(Corporate) Accountancy
Democratic Services	Contact Centre	Land Charges	Audit
E-Government / ICT	Customer Services	Legal	Financial Management
Partnership	Diversity	Member services	
Performance and Consultation	Fraud		
Public Relations	Health, Safety & Wellbeing		
Scrutiny	Human Resources Advisors		
	Human Resources Operations		
	Means Tested Services		
	Organisational Development		
	Payments		
	Revenues		
	Revenues Transactional Service		

Performance and Risk Monitoring and Reporting

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main priorities for the forthcoming year will be monitored constantly, and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Departmental Management Team and relevant Portfolio holders.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

Appendix 1 summarises the risks currently being managed and that relate to this plan.

Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:-

“To take direct action and work in partnership with others, to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people”.

The Council's aim is based on the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 20 years ahead is:-

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

The Council has adopted the eight themes that the Partnership has agreed forms part of the Sustainable Community Strategy:-

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future:-

4.1 – Appendix C

- Organisational Development
- **Departmental Priorities**

The department has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

Theme	Outcome
Jobs and the Economy	4. People have greater access to financial information, advice and support particularly those currently excluded
Organisational Development	27. Improve the efficiency and effectiveness of the organisation 28. Deliver effective customer focussed services, meeting need of diverse groups and maintaining customer satisfaction 29. Maintain effective governance arrangements for core business and key partnerships 30. Maintain effective Performance, Finance and Risk Management Arrangements 31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function 32. Maintain the profile and reputation of the Council

- **Annual Action Plan**

The Chief Executive's Department's annual action plan is attached below, providing details on how the department will be working towards achieving the outcomes set out above.

4.1 – Appendix C

Chief Executive's Departmental Action Plan 2011/12

SECTION 1 OUTCOME DETAILS

Outcome:	4. People have greater access to financial information, advice and support particularly those currently excluded.		Hartlepool Partnership Outcome?	Yes
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Owner	John Morton
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Lead Dept:	Chief Executive's
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Theme:	Jobs and the Economy
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDFI P025	Number of Credit Union Current Accounts / Saving Accounts opened by adults	John Morton	Targeted	Yes	Financial Year	250	400	600
CEDFI P026	Number of Credit Union savings accounts opened by school age / college age individuals	John Morton	Targeted	Yes	Financial Year	200	300	400
CEDFI P027	Number of successful applications for Council Tax reductions	John Morton	Targeted	Yes	Financial Year	88	100	130

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Deliver Money Matters engagement programme in prioritised neighbourhoods	Yes	March 2012	Carol Jones
Develop financial capability / awareness amongst Hartlepool College students	Yes	March 2012	Carol Jones
Support the development of outreach services via the Children's Centre Network to engage with children and their extended families	Yes	March 2012	Carol Jones
Promote availability of special council tax reductions and discretionary housing benefit hardship payments	Yes	March	Margaret

4.1 – Appendix C

		2012	Wigglesworth
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SECTION 1 OUTCOME DETAILS

Outcome:	27. Improve the efficiency and effectiveness of the organisation	Hartlepool Partnership Outcome?	No
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Owner:	Andrew Atkin / Chris Little
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Lead Dept:	Chief Executive's
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Theme:	Organisational Development
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDCS P042	Actual savings from Business Transformation Programme	Andrew Atkin	Targeted	Yes	Financial Year	£2.46m	£2.9m	£6.6m
ICT PI 4	Percentage of ICT incidents resolved within agreed service levels	John Bulman	Targeted		Financial Year	96%	96%	96%
ICT SI 3	Unavailability of ICT services to users	John Bulman	Targeted		Financial Year	4.75%	4.5%	4.25%
CEDCS P017	Number of website hits – unique visitors	Paul Diaz	Targeted		Financial Year	297,000	310,000	325,000
CEDCS P018	Number of online transactions	Paul Diaz	Targeted		Financial Year	5,500	6,000	6,500
CEDCS P019	Number of available on-line services	Paul Diaz	Targeted		Financial Year	65	71	78
CEDFI P002	Percentage of Council Tax Collected	Roy Horseman	Targeted		Financial Year	97.2%	97.2%	97.2%
CEDFI P003	Percentage of Non-Domestic Rating Collected	Roy Horseman	Targeted		Financial Year	97.8%	97.8%	97.8%
CEDFI P001	Percentage of Invoices paid in 30 days	Kevin Shears	Targeted		Financial Year	92%	93%	94%

4.1 – Appendix C

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Determine and implement a revised efficiency programme through the review of the Business Transformation programme and associated efficiency programmes in light of MTFS and budget settlement for 2011/12 and 2012/13	Yes	Mar 2012	Andrew Atkin
Review and update Medium Term Financial Strategy (MTFS)		Mar 2012	Chris Little
Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives including opportunities to use ICT to generate efficiency savings across the authority	Yes	Mar 2012	Joan Chapman
Delivery of key projects identified in ICT Strategy		Mar 2012	Joan Chapman
Investigate the potential for Place Based Budgeting		Mar 2012	Catherine Frank
Review Chief Executive's Dept Support Services function		Mar 2012	Christine Armstrong
Undertake Joint Procurement Exercise for Insurance Provisions		Jul 2011	Kevin Shears

4.1 – Appendix C

SECTION 1 OUTCOME DETAILS			
Outcome:	28. Deliver effective customer focused services, meeting need of diverse groups and maintaining customer satisfaction	Hartlepool Partnership Outcome?	No
Owner:	Joanne Machers	Lead Dept:	Chief Executive's
Theme:	Organisational Development	Other Contributors:	

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
New	Average wait for telephone calls to be answered	Julie Howard	Targeted	Yes	Financial Year	30 secs	30 secs	30 secs
New	Average wait for face to face visitors without appointment	Julie Howard	Targeted		Financial Year	8 mins	8 mins	8 mins
New	Percentage of e-mails responded to the same day	Julie Howard	Targeted		Financial Year	90%	90%	90%
New	Percentage of customer enquiries dealt with at the first point of contact (across the three primary channels)	Julie Howard	Targeted	Yes	Financial Year	80%	80%	80%
CEDFI P004	Average time to process new Housing Benefit/Council Tax Benefit claims	Julie Pullman	Targeted	Yes	Financial Year	20 days	20 days	20 days
CEDFI P005	Average time to process Housing Benefit/Council Tax Benefit changes of circumstances	Julie Pullman	Targeted	Yes	Financial Year	9 days	9 days	9 days
CEDCS PO04	Council formal complaints - percentage dealt with within deadlines (Comps 2)	Peter Turner	Targeted		Financial Year	80%	80%	80%
CEDCS PO02	Satisfaction with complaint handling (BVPI 4 – measured via Viewpoint every three years)	Peter Turner	Monitor		Every 3 years	n/a	Not Required	
CEDCS PO03	Number of formal complaints received by the Council	Peter Turner	Monitor		Financial Year	n/a	Not Required	

4.1 – Appendix C

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDCS P043a	LGO Complaints – LGO Investigative team decisions – total number investigated	Peter Turner	Monitor		Financial Year	n/a	Not Required	
CEDCS P043b	LGO Complaints – LGO Investigative team decisions – total maladministration or local settlement	Peter Turner	Monitor		Financial Year	n/a	Not Required	
CEDCS PO16	Percentage of residents agreeing that HBC regularly asks local people about views and opinions	Peter Turner	Monitor		Every 3 years	n/a	Not Required	
CEDCS P001	Percentage of citizens satisfied with the overall service provided by the local authority	Peter Turner	Monitor		Every 2 years	n/a	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Implement Hartlepool Connect Service Integration & Improvement Strategy taking account of Business Transformation programme strands	Yes	Mar 2012	Christine Armstrong
Implement Customer Service & Channel Strategy Action Plan	Yes	Mar 2012	Christine Armstrong
Implement Registration & Nationality Service Delivery Plan		Mar 2012	Christine Armstrong
Ensure that the Council has arrangements in place to comply with its equality duties	Yes	Mar 2012	Joanne Machers
Corporate complaints - maximise use of complaints and comments information to improve services, keep procedure under review; ensure accessibility of procedure for all groups and equip officers to deal with complaints		Mar 2012	Peter Turner
Seek opportunities to develop cost effective mechanisms for consultation with customers and residents in line with budget decisions		Mar 2012	Peter Turner
Complete Viewpoint surveys – rounds 36 and 37		Mar 2012	Peter Turner
Model impacts of Dept for Work and Pension changes to benefits system	Yes	Jul 2011	Julie Pullman
Develop & implement Engagement Strategy for Dept for Work and Pension changes to benefits system	Yes	Jan 2012	Julie Pullman

4.1 – Appendix C

SECTION 1 OUTCOME DETAILS			
Outcome:	29. Maintain effective governance arrangements for core business and key partnerships	Hartlepool Partnership Outcome?	No
Owner:	Peter Devlin	Lead Dept:	Chief Executive's Department
Theme:	Organisational Development	Other Contributors:	

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Provide full opinion on Governance arrangements to Audit Committee		May 2012	Noel Adamson
Ensure continuation of robust and relevant governance arrangements in relation to the ICT arrangements with Northgate Information Solutions		Mar 2012	Joan Chapman
Ensure appropriate governance and partnership arrangements are in place for the Local Strategic Partnership and Theme Partnerships	Yes	Mar 2012	Catherine Frank
Ensure lawfulness and fairness of decisions		Mar 2012	Peter Devlin
Maintain robust arrangements in relation to local standards framework		Mar 2012	Peter Devlin
Maintain and promote whistle-blowing policy		Mar 2012	Peter Devlin
Monitor progress of the Decentralisation and Localism Bill and ensure appropriate implementation arrangements	Yes	Mar 2012	Peter Devlin / Andrew Atkin

4.1 – Appendix C

SECTION 1 OUTCOME DETAILS					
Outcome:	30. Maintain effective Performance, Finance and Risk Management Arrangements		<table border="1"> <tr> <td>Hartlepool Partnership Outcome?</td> <td>No</td> </tr> </table>	Hartlepool Partnership Outcome?	No
Hartlepool Partnership Outcome?	No				
Owner:	Andrew Atkin / Chris Little	Lead Dept:	Chief Executive's		
Theme:	Organisational Development	Other Contributors:			

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Implement reclassification and valuation of highways assets		Dec 2011	Chris Little
Review implementation of International Financial Reporting Standards (UIFRS)		Dec 2011	Chris Little
Develop and agree revised Performance and Risk Management Framework for the Council taking account of Coalition Government policy	Yes	July 2011	Peter Turner
Develop and agree the Performance and Risk Management Framework for the Local Strategic Partnership for 2011-12	Yes	July 2011	Catherine Frank
Coordinate quarterly performance, finance and risk reporting for 2011/12 to ensure well informed decision making and accountability of Executive and senior managers		Mar 2012	Peter Turner
Coordinate regular performance reporting for 2011/12 to the Local Strategic Partnership to ensure well informed decision making and accountability of partners		Mar 2012	Catherine Frank
Report review of 2011/12 Council and Local Strategic Partnership planning arrangements with recommendations for revision for 2012/13 onwards		Sept 2011	Joanne Smithson

4.1 – Appendix C

SECTION 1 OUTCOME DETAILS			
Outcome:	31. Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function	Hartlepool Partnership Outcome?	No

Owner:	Andrew Atkin / Peter Devlin / Joanne Machers
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Lead Dept:	Chief Executive's
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Theme:	Organisational Development
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDCS P012	Percentage of draft Minutes of Non executive meetings produced within 10 days of the meeting	Amanda Whitaker	Targeted		Financial Year	98%	98%	98%
CEDCS P013	Percentage of draft Minutes of Executive meetings produced within 3 days of the meeting	Amanda Whitaker	Targeted		Financial Year	98%	98%	98%
CEDCS Feeder 01	Number of Non Executive Meetings requiring minutes	Amanda Whitaker	Monitor		Financial Year	n/a	Not Required	
CEDCS Feeder 03	Number of Executive meetings requiring minutes	Amanda Whitaker	Monitor		Financial Year	n/a	Not Required	
CEDCS P014	Percentage of Minutes of Executive meetings published within 4 days of the meeting	Amanda Whitaker	Monitor		Financial Year	n/a	Not Required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Continue to support developing the Skills of the Workforce		Mar 2012	Joanne Machers
Continue to Promote Healthy Working	Yes	Mar 2012	Stuart Langston

4.1 – Appendix C

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Continue to support how employees are recognised, engaged and rewarded	Yes	Mar 2012	Joanne Machers
Continue to apply and develop the Single Status Agreement	Yes	Mar 2012	Wally Stagg
Implement Actions from Resourcelink Implementation Plan		Mar 2012	Kevin Shears
Agree revised Member arrangements following discussions with Members		May 2011	Andrew Atkin
Support of Council's Executive, Non Executive and Scrutiny Processes		Mar 2012	Amanda Whitaker
Support of the Development and Updating of the Constitution		Mar 2012	Peter Devlin/ Amanda Whitaker/ Angela Hunter
Maintenance of Statutory Registers		Jun 2012	Lorraine Bennison
Support of School Admission and Exclusion Appeal Hearings		Mar 2012	Amanda Whitaker/David Cosgrove
Support and Process Petitions received in accordance with Petition Scheme		Mar 2012	Amanda Whitaker
Provide legal advice and support to officers and members		Mar 2012	Peter Devlin

4.1 – Appendix C

SECTION 1 OUTCOME DETAILS			
Outcome:	32. Maintain the profile and reputation of the Council	Hartlepool Partnership Outcome?	No
Owner:	Andrew Atkin	Lead Dept:	Chief Executive's
Theme:	Organisational Development	Other Contributors:	

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CEDCS P026	Percentage of residents feeling they are fairly well or very well informed	Alastair Rae	Monitor		Every 2 years	n/a	Not Required	
CEDCS P027	Percentage of residents who read some or most of Hartbeat	Alastair Rae	Monitor		Every 2 years	n/a	Not Required	
CEDCS P028	Percentage of residents who are fairly satisfied or very satisfied with Hartbeat	Alastair Rae	Monitor		Every 2 years	n/a	Not Required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Implement the Corporate Communications Strategy Action Plan	Yes	Mar 2012	Alastair Rae
Maintain the Overview and Scrutiny Function		June 2012	Joan Stevens
Maintain the profile of the work of the Overview and Scrutiny Function		June 2012	Joan Stevens / Laura Stones
Compile and deliver the Scrutiny Work Programme for 2011/12	Yes	May 2012	Joan Stevens / James Walsh
Monitor recommendations made across all Overview and Scrutiny Committees and report progress to Scrutiny Coordinating Committee - July 2011 and Jan 2012		Jan 2012	James Walsh

4.1 – Appendix C

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Prepare and deliver the Overview and Scrutiny Annual Report (2010/11)		June 2011	James Walsh

4.1 – Appendix C

Appendix 1 Risks by theme

Jobs and the Economy

Outcomes

4	People have greater access to financial information, advice and support particularly those currently excluded
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Code	Risk	Assignee	Outcome
CEDNEW001	Community hard to reach groups fail to engage with initiatives	John Morton	4

Organisational Development

Outcomes

27	Improve the efficiency and effectiveness of the organisation
28	Deliver effective customer focused services, meeting need of diverse groups and maintaining customer satisfaction
29	Maintain effective governance arrangements for core business and key partnerships
30	Maintain effective Performance, Finance and Risk Management Arrangements
31	Deliver effective Member and Workforce arrangements, maximising the efficiency of the Council's Democratic function
32	Maintain the profile and reputation of the Council

Code	Risk	Assignee	Outcome
CED R001	Failure to publish Hartbeat magazine	Alastair Rae	27
CED R005	Poor perception of the Council's profile regionally and nationally.	Alastair Rae	32
CED R009	Retention of key staff	Andrew Atkin	31
CED R011	Failure to deliver the content of the Overview and Scrutiny Work Programme 2010/11	Joan Stevens	32

4.1 – Appendix C

Code	Risk	Assignee	Outcome
CED R013	Failure to Monitor Agreed Scrutiny Recommendations	Joan Stevens	32
CED R016	Failure to raise the profile of the work of the Authority's Overview and Scrutiny Committees	Joan Stevens	32
CED R018	Loss of ICT service due to contract problems with Northgate	Joan Chapman	27 and 29
CED R021	Failure of ICT to support corporate objectives	Joan Chapman	27
CED R036	Failure to achieve continuous improvement resulting in a decline in council performance compared with other LAs	Peter Turner	30
CED R037	Failure to embed risk management arrangements leads to service/governance failures resulting in reputation/financial loss	Peter Turner	30 and 32
CED R052	Failure of Contact Centre to improve service delivery	Christine Armstrong	28
CED R059	Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims	Joanne Machers	28
CED R060	Delivery of an effective Corporate Service	Alyson Caman	31
CED R063	Lack of data quality for performance information results in poor decision making and worsening performance	Peter Turner	30
CED R073	Maintain skill and knowledge of appropriate employees across the Council in relation to PM, risk and data quality through the Business transformation Process	Andrew Atkin	27
CED R075	Failure to successfully manage ICT projects leading to slippage	Joan Chapman	27
CED R076	Poor recruitment/training/development/retention resulting in a failure to maintain a suitably skilled/experienced/procedure compliant workforce leading to inadequate/inappropriate service delivery/behaviour by employees	Joanne Machers	31
CEDNEW002	Budget decisions not taken in line with timetable.	Chris Little	27
CEDNEW003	Insufficient savings identified and agreed.	Chris Little	27
CEDNEW004	Full opinion on governance arrangements not provided.	Noel Adamson	29
CEDNEW005	Statutory deadlines for the production of the Council's accounts may not be met	Chris Little	30
STR R007	Experiencing failure or lack of access to Critical ICT systems	Andrew Atkin	27
STR R008	Loss of Council reputation due to both internal and external factors	Andrew Atkin	32

4.1 – Appendix C

Code	Risk	Assignee	Outcome
STR R025	Absence of robust documentation that sets out the roles and responsibilities of each partner could lead to HBC baring unnecessary responsibility should the partnership fail to deliver	Chris Little	29
STR R043	Fail to maximise benefits of implementing the Business Transformation Programme	Andrew Atkin	27

APPENDIX D



Child and Adult Services Department

Departmental Plan 2011/12

Contents

	Page
Introduction	3
Departmental Structure	4
Performance and Risk Monitoring and Reporting	5
Priorities	6
Departmental Annual Action Plan 2011/12	8
Appendix 1: Risks by Theme	29

4.1 Appendix D

Introduction

This document is the Child and Adult Services Departmental Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

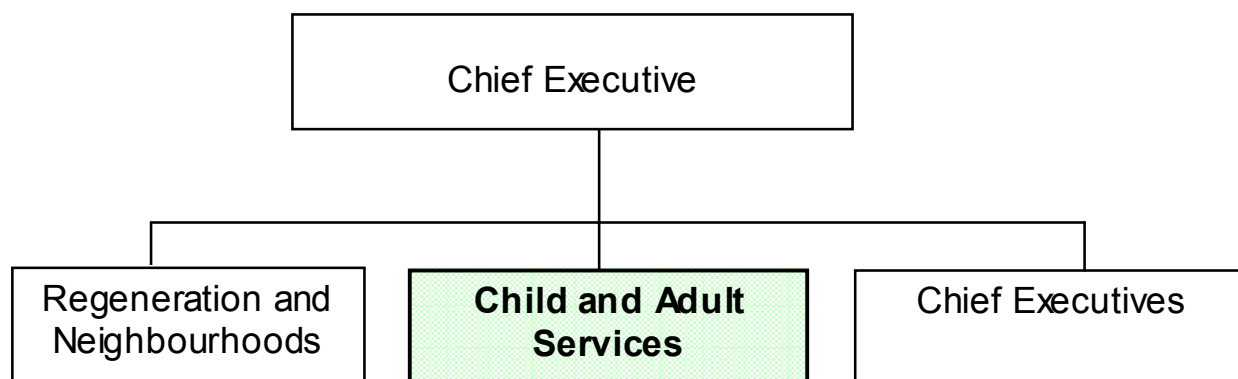
This plan should be looked at in conjunction with the Council's Corporate Plan, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

Hartlepool Borough Council Structure



Department of Child and Adult Services Departmental Structure

Nicola Bailey
Director of Child & Adult Services

Sally Robinson
Assistant Director
Safeguarding &
Specialist Services

Caroline O'Neill
Assistant Director
Performance & Achievement

Jill Harrison
Assistant Director
Adult Social Care

John Mennear
Assistant Director
Community Services

Louise Wallace
Assistant Director
Health Improvement

<p>Services to children in need, particularly children who are in need of protection or care or have a disability.</p> <p>Family Support Services - children under 11 years and of all ages with a disability: Young People's Service - family support services, children and young people over 11 years - children looked after, leaving care, fostering and adoption</p> <p>Safeguarding and Review- Local Safeguarding Children Board and Independent Reviewing Officers Parenting, Children's Fund and preventative services Acorn Team</p> <p>Youth Offending Service</p>	<p>School improvement monitoring, challenge and support Curriculum development & enrichment National Primary & Secondary Strategies Schools Performance management and self-evaluation Pupil Referral Unit ICT in schools Transformation of Learning Primary Capital Programme Building Schools for the Future Social & Educational Inclusion School Transformation Extended School and Children's Centre development Sure Start Early Years Team (including Play) Special Educational Needs, Educational Psychology Integrated Youth Support Services Schools Admission and School Place Planning Departmental Performance Management and Management Information Departmental Administration</p>	<p>Older Peoples Commissioning</p> <p>Mental Health Commissioning</p> <p>Commissioning for Working Age adults</p> <p>Social Care Transformation</p> <p>Adult Social Work Teams</p> <p>Safeguarding Vulnerable Adults</p> <p>Integrated Mental Health Services</p> <p>Occupational Therapy</p> <p>Assistive Technology</p> <p>Carers</p> <p>Direct Care and Support Services</p> <p>Day Services</p> <p>Commissioned Services Team</p>	<p>Sports and Recreation, including school swimming pools/tuition and youth facilities</p> <p>Museum, heritage, strategic arts and events</p> <p>Libraries</p> <p>Adult Education</p> <p>Grayfields / Summerhill</p> <p>Tall Ships</p> <p>Workforce Planning and Development</p> <p>Departmental issues, e.g., complaints, including social care, diversity, communications</p>	<p>Public health responsibilities including:</p> <p>The production of the Joint Strategic Needs Assessment</p> <p>Smoking cessation & Tobacco control</p> <p>Alcohol</p> <p>Fuel Poverty</p> <p>Teenage Pregnancy</p> <p>Obesity</p> <p>CVD programme</p> <p>early detection of cancer</p>
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Performance and Risk Monitoring and Reporting

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main priorities for the forthcoming year will be monitored and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Departmental Management Team and relevant Portfolio Holders.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

Appendix 1 summarises the risks currently being managed and that relate to this plan.

4.1 Appendix D

Priorities

- **Overall Aim/Vision**

The Council's overall aim remains:-

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

The Council's aim is based on, and virtually identical to, the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 20 years ahead:-

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

The Council has adopted the eight themes that the Partnership has agreed form part of the Sustainable Community Strategy: -

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future: -

4.1 Appendix D

- Organisational Development

- **Departmental Priorities**

The department has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

Theme	Outcome
Jobs and the Economy	2. People have greater access to employment and skills opportunities 3. Fewer Hartlepool children experience the effects of poverty
Lifelong Learning and Skills	5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning 6. Provision of high quality learning and skills opportunities that drive economic competitiveness, which increases participation and builds social justice
Health and Wellbeing	7. Increase health by reducing social inequalities and improving access to services. 8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle 9. Children & young people are safe 10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved.
Community Safety	12. There is reduced harm caused by drugs and alcohol misuse
Culture and Leisure and Community Learning Strengthening Communities	22. People enjoy equal access to leisure, culture, sport, libraries & community learning which enrich their lives, improve the places they live & strengthen communities. 24. Make a positive contribution – people are involved with the community and society

- **Annual Action Plan**

The Child and Adult Services Department's annual action plan is attached below, providing details on how the department will be working towards achieving the outcomes set out above.

4.1 Appendix D

Child and Adult Services Departmental Action Plan 2011/12

SECTION 1 OUTCOME DETAILS

Outcome:	2. People have greater access to employment and skills opportunities.	Hartlepool Partnership Outcome?	Yes
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Owner	Antony Steinberg
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Lead Dept:	Regeneration & Neighbourhoods
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Theme:	Jobs and the Economy
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Other Contributors:	Child and Adult Services
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SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 117	Percentage of 16 to 18 year olds who are Not in Education, Employment or Training (NEET)	James Sinclair	Targeted	Yes	Financial Year	7.2%	6.9%	6.6%
NI 79	Percentage of young people achieving a Level 2 qualification by the age of 19	Tom Argument	Targeted	Yes	Financial Year	72.9	74.7	76.5
NI 80	Percentage of young people achieving a Level 3 qualification by the age of 19	Tom Argument	Targeted		Financial Year	44.2	45.6	47.0
NI 81	Percentage gap in the achievement of a Level 3 qualification by the age of 19 between those claiming free schools meals and those that are not	Tom Argument	Targeted		Financial Year	23.3	22.9	22.5
NI 82	Percentage gap in the achievement of a Level 2 qualification by the age of 19 between those claiming free schools meals and those that are not	Tom Argument	Targeted		Financial Year	59.6	62.5	65.4
NI 91	Percentage of 17 year-olds in education or training	Tom Argument	Targeted		Financial Year	82%	83.6%	85%
NI 106	Percentage gap between those young people from low income backgrounds and those that are not progressing to higher education	Kelly Armstrong	Targeted		Financial Year	21.0	22.0	23.0

4.1 Appendix D

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Reduce the level of young people who are Not in Employment, Education or Training (NEET) by implementing NEET Strategy.		March 2012	James Sinclair
Implement the Hartlepool 14-19 Strategy	Yes	March 2013	Tom Argument
Provision of high quality independent careers advice and guidance to enable young people to make informed choices as to their future learning and training.	Yes	March 2012	Tom Argument
Ensure all young people have the appropriate skills and qualifications to equip them for further and higher education and for the world of work so that they are well prepared to gain employment.	Yes	March 2012	Tom Argument

4.1 Appendix D

SECTION 1 OUTCOME DETAILS

Outcome:	3. Fewer Hartlepool children experience the effects of poverty		Hartlepool Partnership Outcome?	Yes
Owner:	Danielle Swainston	Lead Dept:	Child and Adult Services	
Theme:	Jobs and the Economy	Other Contributors:		

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CSD 116	Proportion of children in poverty – the gap between Hartlepool and the North East Region	Danielle Swainston	Targeted	Yes	Financial Year	-4.8%	-4.8%	-4.8%
CSD 116b	Proportion of children in poverty – the gap between Hartlepool and the North East Region (aspirational target)	Danielle Swainston	Monitor		Financial Year	-4.3%	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Implement the Child Poverty Strategy and Action Plan	Yes	March 2012	Danielle Swainston
Enhance working between local services to ensure child poverty is central to organisational planning and commissioning of services		March 2012	Danielle Swainston

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning	Hartlepool Partnership Outcome?	Yes

Owner:	Caroline O'Neil
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Lead Dept:	Child and Adult Services
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Theme:	Lifelong Learning and Skills
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Other Contributors:	
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*Future targets are currently being agreed as part of the statutory target setting process and will be available in early 2011.

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 72	Percentage of children achieving at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Lynne Pawley	Targeted	Yes	Academic year	45.9% (09/10)	53.5% (10/11)	n/a* (11/12)
NI 73	Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2	Lynne Pawley	Targeted	Yes	Academic year	82.0% (09/10)	82% (10/11)	n/a* (11/12)
NI 75	Percentage of pupils achieving 5 or more A*- C grades at GCSE or equivalent including English and Maths	Caroline O'Neill	Targeted	Yes	Academic year	51.7% (09/10)	57.1% (10/11)	n/a*
NI 92	Percentage gap between the lowest achieving 20% of children in the Early Years Foundation Stage Profile and all children	Lynne Pawley	Targeted		Academic year	38.1% (09/10)	34.1% (10/11)	n/a*
NI 93	Percentage of pupils progressing by 2 levels in English between Key Stage 1 and Key Stage 2	Lynne Pawley	Targeted	Yes	Academic year	94.0% (09/10)	94.0% (10/11)	n/a*
NI 94	Percentage of pupils progressing by 2 levels in Maths between Key Stage 1 and Key Stage 2	Lynne Pawley	Targeted	Yes	Academic year	95.0% (09/10)	92.0% (10/11)	n/a*
NI 99	Percentage of looked after children reaching level 4 in English at Key Stage 2	Zoe Westley	Monitor		Academic year	37.5% (09/10)	Not Required	

4.1 Appendix D

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 100	Percentage of looked after children reaching level 4 in mathematics at Key Stage 2	Zoe Westley	Monitor		Academic year	25.0% (09/10)	Not Required	
NI 101	Percentage of looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	Zoe Westley	Monitor		Academic year	12.5% (09/10)	Not Required	
NI 102a	Percentage gap between pupils eligible for free school meals and their peers achieving at least level 4 in English and Maths at Key Stage 2	Lynne Pawley	Monitor		Academic year	16% (09/10)	Not Required	
NI 102b	Percentage gap between pupils eligible for free school meals and their peers achieving 5 A*-C grades at GCSE (and equivalent) including GCSE English and Mathematics at Key Stage 4	Caroline O'Neill	Monitor		Academic year	17% (09/10)	Not Required	
NI 104	Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving level 4 or above in both English and Maths at Key Stage 2	Lynne Pawley	Monitor		Academic year	42% (09/10)	Not Required	
NI 105	Percentage gap between pupils identified as having Special Educational Needs (SEN) and their peers achieving 5 A*-C grades or equivalent including English and Maths at Key Stage 4	Caroline O'Neill	Monitor		Academic year	34% (09/10)	Not Required	
New	Percentage of pupils achieving the English Baccalaureate	Caroline O'Neill	Monitor	Yes	Academic year	New	Not Required	
NI 87	Percentage of Secondary school pupils who are persistently absent	Jackie Webb	Monitor		Academic year	5.4% (09/10)	Not Required	
NEW	Percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent	Caroline O'Neill	Monitor		Academic Year	New	Not Required	

4.1 Appendix D

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Analyse Early Years Foundation Stage Profile (EYFSP) data and challenge schools with anomalies. Provide support and Continuous Professional Development (CPD) to identified schools. Monitor impact through Foundation Stage Profile software.	Yes	September 2012	Lynne Pawley
Analyse Key Stage 2 data in English and mathematics. Identify schools below 55% floor target in combined English and mathematics and separate English and mathematics and report to Portfolio Holder under Council's schools causing concern.	Yes	March 2012	Lynne Pawley
Analyse Key Stage 4 data. Identify schools below 5A*-C (including English and mathematics) threshold and report to Portfolio Holder under Council's schools causing concern.	Yes	March 2012	Caroline O'Neill

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	6. Provision of high quality learning and skills opportunities that drive economic competitiveness, which increases participation and builds social justice	Hartlepool Partnership Outcome?	Yes

Owner:	Diane Martin
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Lifelong Learning and Skills
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Other Contributors:	Child and Adult Services
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
ACS P053	Number of learners participating in Adult Education Programmes	Maggie Heaps	Monitor	Yes	Academic Year	3500 (09/10)	Not Required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Ensure access to high quality learning opportunities that increase the skills and qualification of local residents via implementing the Adult Education Service Plan	Yes	Jul 2012	Maggie Heaps

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	7. Improve health by reducing inequalities and improving access to services	Hartlepool Partnership Outcome?	Yes
Owner:	Louise Wallace	Lead Dept:	Child and Adult Services
Theme:	Health and Wellbeing	Other Contributors:	

*External targets have not yet been set

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Louise Wallace	Targeted	Yes	Financial Year	2596	Tbc*	Tbc*
NI 123	Stopping smoking - rate of self-reported 4-week smoking quitters per 100,000 population aged 16 or over	Carole Johnson	Targeted	Yes	Financial Year	1769	Tbc*	Tbc*
NI 123 (NRA)	Stopping smoking (Neighbourhood Renewal Area narrowing the gap indicator) - number of 4 week quitters	Carole Johnson	Targeted	Yes	Financial Year	550	Tbc*	Tbc*
NI 131	Average weekly rate of delayed transfers of care from all NHS hospitals, acute and non-acute, per 100,000 population aged 18+	John Lovatt	Targeted		Financial Year	0	0	0
New	GP Referrals - The number of participants completing a 10 week programme of referred activity	Pat Usher	Targeted		Financial Year	300	325	325
P035	GP Referrals – of those participants completing a 10-week programme for the percentage going onto mainstream activity	Pat Usher	Targeted		Financial Year	50%	50%	50%
P080	Vascular Risk Register (Vital Signs)	Louise Wallace	Monitor		Financial Year	100%	Not Required	
NI 120a	All-age all cause mortality rate - Females (directly age standardised mortality rate per 100,000 population)	Louise Wallace	Monitor		Calendar Year	539	Not Required	

4.1 Appendix D

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 120b	All-age all cause mortality rate - Males (directly age standardised mortality rate per 100,000 population)	Louise Wallace	Monitor		Calendar Year	735	Not Required	
NI 121	Mortality rate from all circulatory diseases at ages under 75 (directly standardised rates per 100,000 population aged under 75)	Louise Wallace	Monitor		Calendar Year	79.92	Not Required	
NI 122	Mortality rate from all cancers at ages under 75 (directly standardised rates per 100,000 population aged under 75)	Louise Wallace	Monitor		Calendar Year	130.74	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Be an active lead partner in the physical activities workstream for Public Health		March 2012	Pat Usher
Ensure coordination of mental health activity across the town		March 2012	Geraldine Martin
Ensure implementation of the Cardiovascular Primary Prevention programme across all practices in Hartlepool	Yes	March 2012	Louise Wallace
Implement the Healthy Places, Healthy Lives early detection of cancer programme across Hartlepool		March 2012	Louise Wallace
Ensure all eligible people particularly in high risk groups take up the opportunity to be vaccinated especially in relation to flu	Yes	March 2012	Louise Wallace
Ensure all eligible groups for respective screening programmes are aware and able to access screening		March 2012	Louise Wallace
Refresh the Public Health Strategy in the light of the Health White Paper	Yes	March 2012	Louise Wallace
Review Joint Strategic Needs Assessment (JSNA) in the context of the local authority responsibilities as described in the NHS White Paper		March 2012	Louise Wallace
Influence the commissioning of effective evidence based Stop Smoking Services and work collaboratively through the Smoke Free alliance to reduce illicit tobacco across the town		March 2012	Louise Wallace

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	8. Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle	Hartlepool Partnership Outcome?	Yes
Owner:	Louise Wallace	Lead Dept:	Child and Adult Services
Theme:	Health and Wellbeing	Other Contributors:	

*External targets have not yet been set yet

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
LAA HW P001	Percentage of women smoking during pregnancy	Carole Johnson	Targeted	Yes	Financial Year	22	22	22
NI 112	The change in the rate of under 18 conceptions per 1,000 girls aged 15-17, as compared with the 1998 rate	Deborah Gibbin,	Targeted	Yes	Calendar Year	45%	-55%	2012 is final year of assessment
LAA HC20	Under 18 conception rates (Neighbourhood Renewal Area) (per 1,000 females aged 15-17)	Deborah Gibbin	Targeted		Financial Year	44	44	44
NI 55(iv)	The percentage of children in Reception who are obese	Louise Wallace	Targeted		Academic Year	14.5% (09/10)	Tbc*	Tbc*
NI 56(ix)	The percentage of children in Year 6 who are obese	Louise Wallace	Targeted		Academic Year	27.5% (09/10)	Tbc*	Tbc*
NI 57	Percentage of children aged 5-16 participating in at least 2 hours a week of high quality curriculum time PE and sport	Andrew Jordan	Monitor		Financial Year – biennial	96%	Not Required	
New	Percentage of Primary school children attending HBC Learn to swim achieving the 25m swim standard	Pat Usher	Monitor				Not Required	
VSB12_MO2	Access to Mental Health Services for 16-17 year olds	Louise Wallace	Monitor		Financial Year	4	Not Required	

4.1 Appendix D

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
New	Percentage of schools that are maintaining the Hartlepool Healthy Schools Programme and have established and are implementing agreed outcomes related to health and well-being for their school community.	Sandra Saint	Monitor				Not Required	
NI 53a	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks	Louise Wallace	Monitor		Financial Year	26.2%	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Reviewing and evaluating the effectiveness of services delivered, including Child and Adolescent Mental Health Services (including targeted school provision), Children with complex needs, Health Visiting, Speech and Language Therapy, Paediatric Occupational Therapy, Physiotherapy and School Nursing		March 2012	Louise Wallace
Implement Breast Feeding Strategy		March 2012	Louise Wallace
Implement Child Measurement Programme		March 2012	Louise Wallace
Ensure range of Physical Activity available for children & young people		March 2012	Pat Usher
Implement Smoking in Pregnancy Action Plan	Yes	March 2012	Carole Johnson
Work with partner agencies, young people, schools and families to tackle substance misuse (including alcohol)		March 2012	John Robinson
Implement Teenage Pregnancy Strategy and action plan	Yes	March 2012	Lynne Pawley
Commission effective substance misuse services for young people		March 2012	John Robinson

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	9. Children & young people are safe	Hartlepool Partnership Outcome?	Yes

Owner:	Sally Robinson
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Lead Dept:	Child and Adult Services
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Theme:	Health & Wellbeing
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
CSD P035	Children who became the subject of a Child Protection plan, or who were registered per 10,000 population under 18	Sally Robinson	Targeted	Yes	Financial Year	30	36	36
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	Wendy Rudd	Targeted		Financial Year	80%	80%	80%
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	Wendy Rudd	Targeted		Financial Year	78%	80%	80%
NI 61	Percentage of looked after children placed for adoption within 12 months of the decision that they should be placed for adoption, and who remained in that placement on adoption	Jane Young	Targeted		Financial Year	80%	80%	80%
NI 62	Percentage of children looked after at 31 March with three or more placements during the year	Jane Young	Targeted	Yes	Financial Year	12%	10%	10%
NI 63	Percentage of looked after children living in the same placement for at least 2 years	Jane Young	Targeted		Financial Year	70%	70%	70%
NI 64	Percentage of children who had been the subject of a Child Protection Plan continuously for two years or longer	Maureen McEnaney	Targeted	Yes	Financial Year	8%	8%	8%
NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	Maureen McEnaney	Targeted		Financial Year	11%	10%	10%
NI 66	Percentage of Looked after children cases which were reviewed on time	Maureen McEnaney	Targeted		Financial Year	95%	95%	95%

4.1 Appendix D

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 67	Percentage of child protection cases which were reviewed within required timescales	Maureen McEnaney	Targeted		Financial Year	100%	100%	100%
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	Danny Dunleavy	Monitor		Financial Year	3%	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Embed the Youth Crime Action Plan process		March 2012	Jacque Gofton
Implement action plan to improve service to young victims		March 2012	Jacque Gofton
Implement the action plans arising from areas for development identified through inspections		March 2012	Sally Robinson
Implement the strategic priorities from the Looked After Children strategy	Yes	March 2012	Jane Young
Develop the work of the Local Safeguarding Children Board via implementing local work plan.		March 2012	Jim Murdoch
Develop early intervention and prevention services via an action plan when budget allocation confirmed		March 2012	John Robinson

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	10. Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved.	Hartlepool Partnership Outcome?	Yes
Owner:	Jill Harrison	Lead Dept:	Child and Adult Services
Theme:	Health and Wellbeing	Other Contributors:	NHS Hartlepool, Tees, Esk & Wear Valley (TEWV) NHS Foundation Trust, North Tees & Hartlepool (NT&H) NHS Foundation Trust, Health & Wellbeing Partnership and Voluntary Sector Partners

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 130	Percentage of adults and carers (aged 16+ but caring for an adult) receiving self-directed support	Geraldine Martin	Targeted		Financial Year	60%	65%	70%
NI 136	Number of people supported to live independently through social services (all adults) per 100,000 population	John Lovatt	Targeted	Yes	Financial Year	4698	4700	4700
NI 145	Percentage of adults with learning disabilities in settled accommodation	Neil Harrison	Targeted		Financial Year	70%	70%	70%
P066	Number of admissions of supported residents aged 65 or over to residential/nursing care per 10,000 population	John Lovatt	Targeted		Financial Year	109	140	140
NI 149	Percentage of adults receiving secondary mental health services in settled accommodation	Geraldine Martin	Targeted		Financial Year	70%	70%	70%
NI 125	Percentage of older people achieving independence for older people through rehabilitation/intermediate care	John Lovatt	Targeted		Financial Year	70%	70%	70%
NI 132	Percentage of adults where time from first contact to completion of assessment is less than or equal to four weeks	John Lovatt	Targeted	Yes	Financial Year	93%	85%	85%

4.1 Appendix D

SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information as a percentage of all people receiving a community based service	Phil Hornsby	Targeted	Yes	Financial Year	21%	23%	25%
ACS P050	Access to equipment and telecare; percentage equipment delivered in 7 days.	Phil Hornsby	Targeted		Financial Year	91%	91%	91%
ACS P051	Access to equipment and telecare: users with telecare equipment	Phil Hornsby	Targeted	Yes	Financial Year	700	725	750
ACS P072	Clients receiving a review as a percentage of adults and older clients receiving a service	John Lovatt	Targeted		Financial Year	75%	75%	75%
NI 146	Percentage of Adults with learning disabilities (known to the Council) in paid employment	Neil Harrison	Monitor		Financial Year	18% (6.5% baseline increase)	Not Required	
ACS P003	Number of Extra Care Housing Places	Phil Hornsby	Monitor		Financial Year	430	Not Required	
ACS P079	Number of Safeguarding Adults referrals during the year	John Lovatt	Monitor		Financial Year	160	Not Required	
NI150	Percentage of adults receiving secondary mental health services that are in paid employment	Geraldine Martin	Monitor		Financial Year	7%	Not Required	
ACS P038	Number of emergency psychiatric re-admissions as a percentage of discharges	Geraldine Martin	Monitor		Financial Year	4%	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Work with strategic partners to further develop reablement services ensuring that funding is used effectively to meet the needs of all client groups (including people with dementia and disabilities) and to prevent hospital admissions.		March 2012	Phil Hornsby / John Lovatt
Maximise use of preventative approaches such as assistive technology to support people to maintain their independence.	Yes	March 2012	Phil Hornsby / John Lovatt
Increase the number of people accessing personal budgets through focused work with mental health services, development of personal budgets for carers, work with health partners on personal health budgets and health direct payments and the development of personal budgets for children and young people.		March 2012	Geraldine Martin / Sarah Ward
Develop a Centre for Independent Living to bring together services for people with disabilities and support people to		March	Neil Harrison

4.1 Appendix D

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
retain their independence.		2012	
Explore how Local Area Co-ordination and social networking can be used to facilitate community engagement and consultation.		March 2012	Geraldine Martin / Neil Harrison
Further develop local arrangements to safeguard vulnerable adults, ensuring the engagement of all strategic partners.		March 2012	John Lovatt
Review day services using the Working Together for Change methodology to ensure that people using services, carers, providers and commissioners are partners in the process.		Oct 2011	Neil Harrison / Phil Hornsby

4.1 Appendix D

SECTION 1 OUTCOME DETAILS

Outcome:	12. There is reduced harm caused by drugs and alcohol misuse	Hartlepool Partnership Outcome?	Yes
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Owner:	Chris Hart
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Lead Dept:	Child and Adult Services
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Theme:	Community Safety
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Other Contributors:	Police, Probation, Job Centre Plus, Public Health, GP's, Community Safety and Voluntary sector.
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SECTION 2 PERFORMANCE INDICATORS & TARGETS

Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 30	Percentage reduction in reoffending rate of prolific and other priority offenders	Gemma Sparrow	Targeted	Yes	Quarterly	19%	Tbc	Tbc
NI 40	Change in number of drug users recorded as being in effective treatment compared to 2007/08 baseline	Karen Clark	Monitor		Annual Financial Year	756	Not Required	
Local	Number of alcohol users successfully completing treatment and recovering from their dependence	Sharon Robson	Monitor		Annual Financial Year	n/a	Not Required	
Local	Number of alcohol-related violent crimes	Brian Neale	Monitor		Annual Financial Year	n/a	Not Required	

SECTION 3 ACTIONS

Action	Corporate Plan	Due Date	Assignee
Integrate drug and alcohol treatment and recovery programmes in line with new Drug Strategy	Yes	December 2011	Chris Hart
Develop single assessment and care plan processes for substance misuse		September 2011	Karen Clark

4.1 Appendix D

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Establish criminal justice alcohol programmes for offenders		September 2011	Gemma Sparrow
Deliver comprehensive education and prevention campaigns re substance misuse		June 2011	Sharon Robson
Establish 'Whole Family' support network for substance misusers		September 2011	Chris Hart
Strengthen safeguarding and address Hidden Harm issues within substance misuse services	Yes	March 2012	Karen Clark

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	22. People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities	Hartlepool Partnership Outcome?	Yes
Owner:	John Mennear	Lead Dept:	Child and Adult Services
Theme:	Culture and Leisure and Community Learning	Other Contributors:	Regeneration and Neighbourhoods

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
NI 10	Percentage of adult population who have attended a museum or gallery in last year	David Worthington	Targeted		Financial Year	54.7%	54.9%	55.1%
LAA CL P001	Number of people from vulnerable groups engaged in culture, leisure activities and sport	Leigh Keeble	Targeted	Yes	Financial Year	1110	1112	1115
ACS P011	The number of pupils visiting museums and galleries in organised school groups	David Worthington	Targeted		Financial Year	9500	9500	9500
ACS P059	Overall attendance at Mill House, Brierton and Headland Leisure Centres	Pat Usher	Targeted	Yes	Quarterly	400,000	405,000	410,000
ACS P062	Number of housebound people receiving a home visit from the home library service once every 3 weeks, for as long as they require the service.	Graham Jarritt	Targeted		Financial Year	562	565	567
NI 9	Percentage of adult population who have used a public library in last year	Graham Jarritt	Targeted		Financial Year	51.1%	44%	45%
NEW	Maintain & enhance the Historic Environment Record (HER) via % reviewed, edited and added.	Robin Daniels	Targeted		Financial Year	10%	10%	10%

4.1 Appendix D

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Achieve Service Accreditation as required across community services.	Yes	March 2012	John Mennear
Develop on-line membership services		March 2012	Graham Jarritt
Work closely with key partners and groups to deliver programmes of activity to meet the sport and physical activity needs of the Hartlepool community increasing participation by 1%	Yes	March 2012	Pat Usher
Target and support the Voluntary Sector through the provision of grant funding and development of initiatives and to raise standards		March 2012	John Mennear
Undertake a strategic lead for the delivery of Sport and physical activity through the Community Activities Network		March 2012	Pat Usher
Deliver Renaissance Programme to improve access to Museum Services and develop new audiences	Yes	March 2012	David Worthington
Enhance partnership working by creating a community hub via the Rossmere Co-Location Project	Yes	Sept 2011	Pat Usher
Implement Olympic Legacy Action Plan		March 2012	Pat Usher
Ensure a wide range of learning opportunities re available which encourage participation in Lifelong Learning via implementation of the Adult Education Service Plan		July 2012	Maggie Heaps
Ensure a range of learning opportunities are available which encourage community involvement via implementation of the Adult Education Service Plan		July 2012	Maggie Heaps

4.1 Appendix D

SECTION 1 OUTCOME DETAILS			
Outcome:	24. Make a positive contribution – people are involved with the community and society	Hartlepool Partnership Outcome?	Yes
Owner:	John Robinson	Lead Dept:	Child and Adult Services
Theme:	Strengthening Communities	Other Contributors:	

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
LAA SC P005	Percentage of young people with learning disabilities participating in their Section 140 assessments	Ali Blakey	Targeted		Financial Year	98	100	100
NI 111	Number of first time entrants to the Youth Justice System aged 10-17 per 100,000 population (aged 10-17)	Danny Dunleavy	Targeted	Yes	Financial Year	2070	1966	1868

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Support parents and carers to fulfil their responsibilities to their children effectively by implementing the child poverty strategy.	Yes	Mar 2012	John Robinson
Promote emotional well-being in children and young people via Implementation of Targeted Mental Health in Schools Strategy and responding to the individual needs of Children	Yes	Mar 2012	Jacqui Braithwaite
Improve the level of young people's participation in positive activities via implementing the relevant action plan integration and targeted plan.	Yes	Mar 2012	Mark Smith

4.1 Appendix D**Jobs and the Economy****Outcomes**

2	People have greater access to employment and skills opportunities
3	Fewer Hartlepool children experience the effects of poverty

Code	Risk	Assignee	Outcome
STR R048	Provision of a viable free school meal service to the eligible children of Hartlepool	John Brownhill	3

Lifelong Learning and Skills**Outcomes**

5	To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning
6	Provision of high quality learning and skills opportunities that drive economic competitiveness, which participation and build social justice

Code	Risk	Assignee	Outcome
CSD R019	An increase in the number of schools falling below Performance Achievement Standard	Caroline O'Neill	5
CSD R024	Failure to meet the statutory requirements of the department	Sally Robinson	5
STR R001	Failure to plan school provision appropriately	Nicola Bailey / Caroline O'Neill	5
ACS R001	Services damaged by insufficient budget allocation or changes in national funding/grants	Peter McIntosh	6

4.1 Appendix D

Health and Wellbeing

Outcomes

7	Improve health by reducing inequalities and improving access to services
8	Be healthy – children enjoy good physical and emotional health and live a healthy lifestyle
9	Children & young people are safe
10	Vulnerable adults are supported and safeguarded and people are able to maintain maximum independence while exercising choice and control about how their outcomes are achieved

Code	Risk	Assignee	Outcome
ACS R001	Services damaged by insufficient budget allocation or changes in national funding/grants	Peter McIntosh	10
CADNEW002	Failure to make significant inroads in Health Impact	Louise Wallace	7
CADNEW012	Increased demand on services due to demographic pressures and current economic climate	Peter McIntosh	10
CSD R004	Failure to provide statutory services to safeguard children & vulnerable adults and protect their well-being.	John Lovatt / Sally Robinson	9
CSD R005	Failure to carry out specific statutory duties and/or comply with regulatory codes of practice	Nicola Bailey	9
CSD R024	Failure to meet the statutory requirements of the department	Sally Robinson	8
STR R002	Failure to appropriately safeguard children	Nicola Bailey / Sally Robinson	9
STR R030	Failure to work in effective partnerships with Health Services, including risk of cost shunting.	Nicola Bailey / Jill Harrison	7 and 10

4.1 Appendix D

Community Safety

Outcomes

12	There is reduced harm caused by drugs and alcohol misuse
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Code	Risk	Assignee	Outcome
RND R033	Government reduces grant allocations i.e. Pooled Treatment and Drugs Intervention Programme (DIP)	Chris Hart	12
RND R034	Alcohol investment by Safer Hartlepool Partnership does not permit increased level of provision required to meet need (e.g. PCT for clinical and treatment interventions, Offender programmes such as Alcohol Treatment Requirements)	Chris Hart	12
RND R035	Adverse publicity and community tension (e.g. in regard to reintegration of drug users/offenders back into community, drug related deaths, establishing community services/Pharmacist)	Chris Hart	12

Culture and Leisure and Community Learning

Outcomes

22	People enjoy equal access to leisure, culture, sport, libraries and community learning which enrich their lives, improve the places where they live, and strengthen communities
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Code	Risk	Assignee	Outcome
ACS R010	Failure to achieve visitor levels	John Mennear	22

4.1 Appendix D

Strengthening Communities

Outcomes

24	Make a positive contribution – people are involved with the community and society
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Code	Risk	Assignee	Outcome
STR R048	Provision of a viable free school meal service to the eligible children of Hartlepool	John Brownhill	24

APPENDIX E



**Regeneration and
Neighbourhoods Department**

**Departmental Plan
2011/12**

Contents

	Page
Introduction	3
Council / Departmental Structure	4
Performance and Risk Monitoring and Reporting	5
Priorities	6
Departmental Annual Action Plan 2011/12	7
Appendix 1: Risks by theme	31

Introduction

This document is the Regeneration and Neighbourhoods Departmental Plan for 2011/12 and forms part of the Council's overall Service Planning arrangements. The plan addresses the key priorities and issues facing the department, including a detailed action plan for the next 12 months.

This plan should be looked at in conjunction with the Council's Corporate Plan, individual service plans and other plans that together form part of the Council's overall Service Planning Arrangements.

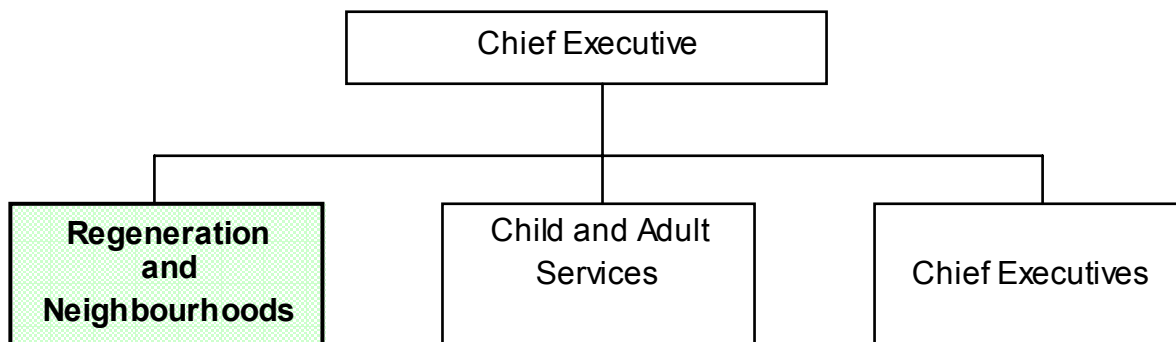
Also relevant is the Hartlepool Partnership Plan, agreed through the Hartlepool Local Strategic Partnership. This includes key actions of the Council's partners (Police, Fire Brigade, health agencies and the voluntary and community sector) as well as key actions from the Council's Corporate Plan.

The Council's service planning framework is based on having **a clear set of outcomes** that the Council is working towards achieving. For each outcome the department has identified: -

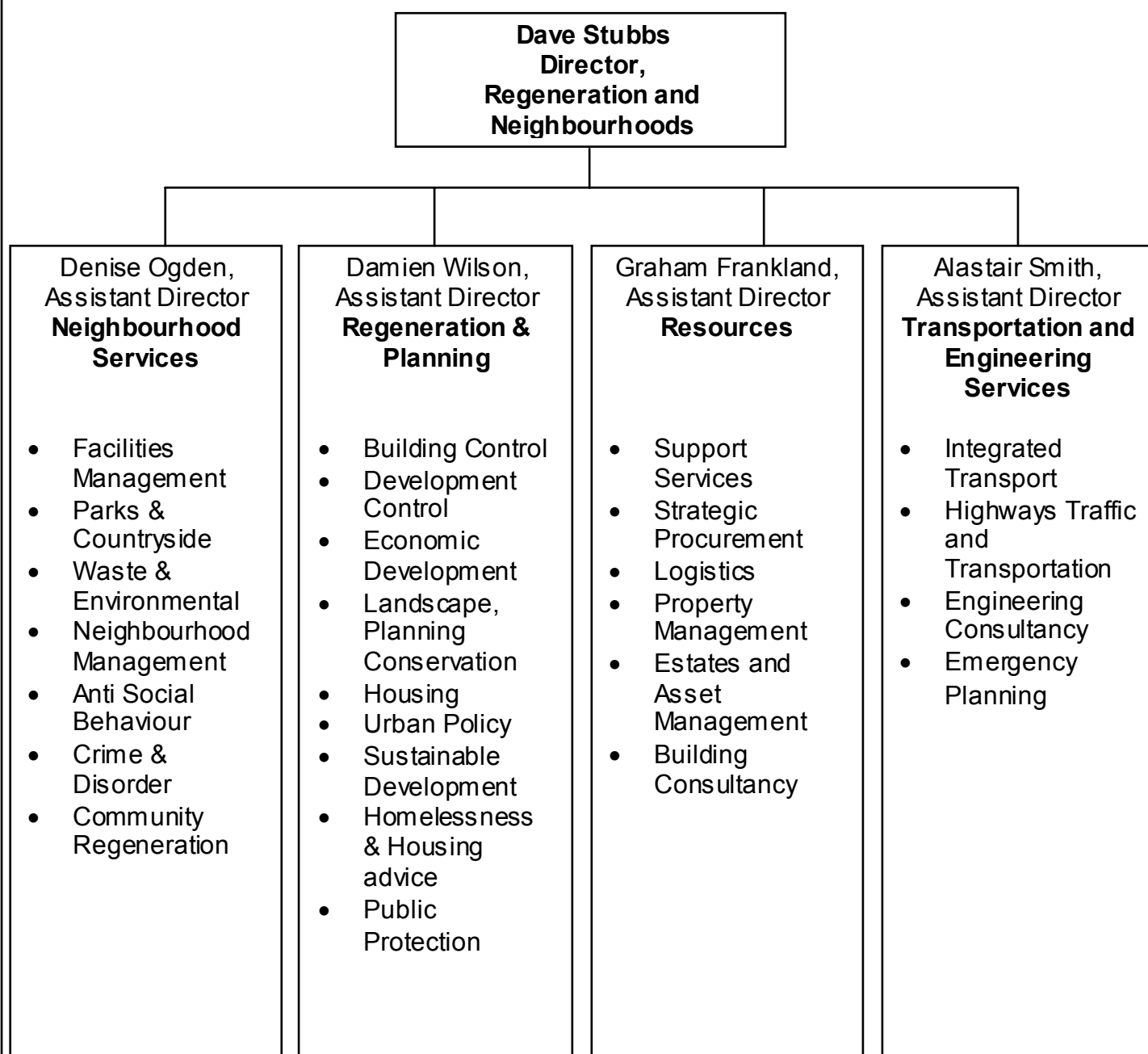
- a number of **actions**, which when completed, will help to achieve the outcome;
- **performance indicators** as the basis for making and measuring progress towards achieving the outcome;
- the significant **risks** that could affect progress towards its achievement.

4.1 Appendix E

Hartlepool Borough Council Structure



Regeneration and Neighbourhoods Departmental Structure



4.1 Appendix E Performance and Risk Monitoring and Reporting

Monitoring and Reporting

The action plan detailing how the department will meet its main priorities for the forthcoming year will be monitored constantly, and regularly reported to Senior Officers and Councillors to update them on progress and highlight any key areas of achievement and concern.

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the annual plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of the Departmental Management Team and relevant Executive member.

The Council has a responsibility to put in place proper arrangements to manage risks and maintain a sound system of internal control – the Council does this through its risk management framework. The Council seeks to reduce the impact and likelihood of risks that will impact on the achievement of the outcomes being sought by the Council in this plan.

Appendix 1 summarises the risks currently being managed and that relate to this plan.

Priorities

Overall Aim/Vision

The Council's overall aim remains: -

“To take direct action and work in partnership with others, to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people.”

The Council's aim is based on, and virtually identical to, the Hartlepool Partnership's new long term vision, agreed in July 2008, looking 20 years ahead is: -

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

The Council has adopted the eight themes that the Partnership has agreed forms part of the Sustainable Community Strategy: -

- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Wellbeing
- Community Safety
- Environment
- Housing
- Culture and Leisure and Community Learning
- Strengthening Communities

The Council has a ninth theme, which covers what the Council is doing to sustain its capacity to deliver excellent, value for money services in the future: -

- Organisational Development

Departmental Priorities

The department has identified a number of key outcomes that it will contribute towards in 2011/12, encompassing the following themes: -

4.1 Appendix E

Theme	Outcome
Jobs and the Economy	<p>1. Hartlepool has increased levels of investment and is globally competitive</p> <p>2. People have greater access to employment and skills opportunities</p> <p>25. Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels</p> <p>26. Key public buildings and spaces are improved to reflect Hartlepool's economic ambition.</p>
Lifelong Learning and Skills	<p>5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning</p> <p>6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice</p>
Health and Wellbeing	<p>7. Improve health by reducing inequalities and improving access to services</p> <p>8. Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle</p>
Community Safety	<p>11. Hartlepool has reduced crime and repeat victimisation</p> <p>13. Communities have improved confidence and feel more cohesive and safe</p> <p>14. Offending and re-offending has reduced</p>
Environment	<p>15. Hartlepool has an improved natural and built environment</p> <p>16. Quality local environments where public and community open spaces are clean, green and safe</p> <p>17. Provide a sustainable, safe, efficient, effective and accessible transport system</p> <p>18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects</p>
Housing	<p>19. Hartlepool has a more balanced housing provision</p> <p>20. The quality of existing housing has been improved</p> <p>21. Vulnerable people have improved access to accommodation which meets their need</p>
Strengthening Communities	<p>23. Local people have a greater voice and influence over local decision making and the delivery of services</p>
Organisational Development	<p>27. Improve the efficiency and effectiveness of the organisation</p>

Departmental Annual Action Plan 2011/12

4.1 Appendix E

The Regeneration and Neighbourhoods Department's annual action plan is attached below , providing details on how the department will be working towards achieving the outcomes set out above.

4.1 Appendix E

Regeneration and Neighbourhoods Departmental Action Plan 2011/12

SECTION 1 OUTCOME DETAILS			
Outcome:	1. Hartlepool has increased levels of investment and is globally competitive	Hartlepool Partnership Outcome?	Yes

Owner	Antony Steinberg
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Lead Dept:	Regeneration & Neighbourhoods
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Theme:	Jobs and the Economy
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Investigate and pursue funding opportunities to deliver Innovation Skills Quarter Gateway Scheme	No	March 2012	Rob Smith
Support PD Ports in the delivery of offshore wind facilities at Victoria Harbour by encouraging inward investment and job creation	No	March 2012	Antony Steinberg
Continue to engage and manage up to 12 tourism network group meetings to develop and support visitor economy businesses	No	March 2012	Antony Steinberg
Deliver a minimum of 5 bespoke training packages to enhance the quality of visitor services including Discovery Tours and My Hartlepool	No	March 2012	Antony Steinberg
Promote the visitor offer in Hartlepool to residents and potential visitors within a 1-2 hour travel time through the delivery of 5 targeted marketing campaigns.	No	March 2012	Antony Steinberg
Deliver a new marketing plan for economic development to promote Hartlepool as a place to work, live and visit	Yes	July 2011	Antony Steinberg
Redesign destinationhartlepool.com in line with the future of the regional destination management system	No	September 2011	Antony Steinberg

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	2. People have greater access to employment and skills opportunities	Hartlepool Partnership Outcome?	Yes

Owner:	Antony Steinberg	Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Jobs and the Economy	Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NI 151	Overall Employment rate (proportion of people of working age population who are in employment)	Antony Steinberg	Monitor	Yes	Financial year	68.8%	Not Required	
RPD P045	Employment Rate (16-24) - proportion of 16 to 24 year olds who are in employment	Antony Steinberg	Monitor	Yes	Financial year	54.4%	Not Required	
RPD P052	Unemployment rate (Hartlepool) - The proportion of economically active people who are unemployed	Antony Steinberg	Monitor	No	Financial year	3.7%	Not Required	
NI 171	New business registration rate - the proportion of new business registration per 10,000 resident population (aged 16+)	Antony Steinberg	Monitor	Yes	Calendar year	47.5%	Not Required	
NI 152	The percentage of Working age people who are claiming out of work benefits	Antony Steinberg	Monitor	No	Financial year	18.7%	Not Required	
NI 153	The percentage of working age people claiming out of work benefits in the worst performing neighbourhoods	Antony Steinberg	Monitor	No	Financial year I	26%	Not Required	
RPD P054	Youth Unemployment rate (Hartlepool) The proportion of economically active 18 to 24 year olds who are unemployed	Patrick Wilson	Monitor	No	Financial year	32.2	Not Required	
RPD P055	Youth Unemployment rate (Neighbourhood Renewal narrowing the gap) The proportion of economically active 18 to 24 year olds who are unemployed	Patrick Wilson	Monitor	No	Financial year	32.5	Not Required	

4.1 Appendix E

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Achieve sub contracting arrangements under the Department for Work and Pensions (DWP) Work Programme with Prime providers	Yes	September 2011	Antony Steinberg
Develop 3 employment and training initiatives in partnership with key stakeholder for residents which meet the demands of the local labour markets and the business community	Yes	March 2012	Antony Steinberg
Continue the delivery of the Future Jobs Fund to support 720 clients	No	November 2011	Antony Steinberg
Continue to implement Targeted Recruitment & Training clauses and section 106 agreements, set targets and monitor beneficiaries of regeneration initiatives	No	March 2012	Antony Steinberg
Continue the delivery of the Worksmart programme to support local businesses with 10 seminars	No	March 2012	Antony Steinberg

4.1 Appendix E

SECTION 1 OUTCOME DETAILS				
Outcome:	25. Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels		Hartlepool Partnership Outcome?	No

Owner:	Derek Gouldburn
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Jobs and the Economy
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2009/10)	Future Targets	
							10/11	11/12
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Safeguard and promote Hartlepool's regeneration priorities by ensuring that these are included in key Tees Valley Strategies and Plans including the Tees Valley Economic Regeneration Investment Plan and by regular attendance at meetings including Directors of Regeneration	No	March 2012	Derek Gouldburn
Produce a new Hartlepool economic regeneration strategy	Yes	October 2011	Antony Steinberg

4.1 Appendix E

SECTION 1 OUTCOME DETAILS					
Outcome:	26. Key public buildings and spaces are improved to reflect Hartlepool's economic ambition.		<table border="1"> <tr> <td>Hartlepool Partnership Outcome?</td> <td>No</td> </tr> </table>	Hartlepool Partnership Outcome?	No
Hartlepool Partnership Outcome?	No				
Owner:	Andy Golightly	Lead Dept:	Regeneration and Neighbourhoods		
Theme:	Jobs and the Economy	Other Contributors:			

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Complete design and feasibility study for Crown House	No	January 2012	Rob Smith
Identify funding and procurement strategy to support the delivery of Seaton Carew Master Plan	No	March 2012	Derek Gouldburn
Undertake feasibility study for the acquisition and development of Jackson's Landing	No	April 2011	Antony Steinberg
Implement 5 targeted environmental improvements to key sites within the Southern Business Zone undertaken by Environmental Task Force	No	November 2011	Antony Steinberg

4.1 Appendix E

SECTION 1 OUTCOME DETAILS				
Outcome:	5. To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning		Hartlepool Partnership Outcome?	Yes

Owner:	Caroline O'Neill (Child & Adult Services)
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Lead Dept:	Child and Adult Services
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Theme:	Lifelong Learning and Skills
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Other Contributors:	Regeneration and Neighbourhoods
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Through Hartlepool skills partnership, produce new skills strategy and action plan.	Yes	December 2011	Antony Steinberg

4.1 Appendix E

SECTION 1 OUTCOME DETAILS					
Outcome:	6. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice		<table border="1"> <tr> <td>Hartlepool Partnership Outcome?</td> <td>Yes</td> </tr> </table>	Hartlepool Partnership Outcome?	Yes
Hartlepool Partnership Outcome?	Yes				
Owner:	Diane Martin	Lead Dept:	Regeneration and Neighbourhoods		
Theme:	Lifelong Learning and Skills	Other Contributors:			

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Current Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Explore initiatives with Hartlepool College of Further Education to respond to emerging offshore wind opportunities	No	September 2011	Antony Steinberg
Work in partnership with Skills Funding Agency to address skills needs of the local economy through the delivery of 6 Skills Partnership meetings	Yes	March 2012	Antony Steinberg
Continue to develop and implement education – Business links to encourage entrepreneurship and highlight future career opportunities by organising Enterprise week	No	November 2011	Antony Steinberg

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	7. Improve health by reducing inequalities and improving access to services	Hartlepool Partnership Outcome?	Yes

Owner:	Louise Wallace (Child and Adult Services)
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Lead Dept:	Child and Adult Services
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Theme:	Health & Wellbeing
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Other Contributors:	Regeneration and Neighbourhoods
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NI 184	Percentage of food establishments in the area which are broadly compliant with food hygiene law	Sylvia Pinkney	Targeted	No	Financial year	88%	89%	89%

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Implement programmes of work that protect the safety and well being of those people living, working or visiting the borough by programmed inspections, sample visits and other interventions	No	March 2012	Sylvia Pinkney

4.1 Appendix E

SECTION 1 OUTCOME DETAILS				
Outcome:	8. Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle		Hartlepool Partnership Outcome?	Yes

Owner:	Louise Wallace (Child and Adult Services)
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Lead Dept:	Child and Adult Services
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Theme:	Health and Wellbeing
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Other Contributors:	Regeneration and Neighbourhoods
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NI 52a	Percentage uptake of school meals - primary schools	John Brow nhill	Targeted	No	Financial year	60%	61%	62%
NI 52b	Percentage uptake of school meals - secondary schools	John Brow nhill	Targeted	No	Financial year	52%	53%	54%

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
There are no Actions considered appropriate			

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	11. Hartlepool has reduced crime and repeat victimisation	Hartlepool Partnership Outcome?	Yes

Owner:	Brian Neale
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Community Safety
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
RPD P028a	All Crime	Brian Neale	Targeted	Yes	Financial year	7,316	To be agreed	
RPD P029a	Number of domestic burglaries	Brian Neale	Targeted	No	Financial year	400	To be agreed	
NEW	Percentage of unsuccessful (broken) cases due to victim witness issues	Brian Neale	Monitor	No	Financial year	N/A	Not Required	
NEW	Percentage of successful domestic violence prosecutions	Brian Neale	Monitor	No	Financial year	N/A	Not Required	
RPD P030a	Number of vehicle crimes (theft of and from a motor vehicle)	Brian Neale	Monitor	No	Financial year	553	Not Required	
RPD P031a	Number of incidents of local violence (common assault and wounding)	Brian Neale	Monitor	No	Financial year	1,176	Not Required	
NI 32	Repeat incidents of domestic violence	Brian Neale	Monitor	No	Financial year	-	Not Required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Assist partners to implement national guidance locally under tackling organised crime groups in Hartlepool	No	March 2012	Brian Neale
Produce in conjunction with partners, an action plan which will aim to deliver a multi agency response to	No	June 2011	Laura

4.1 Appendix E

tackling domestic abuse			Gourlay
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4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	13. Communities have improved confidence and feel more cohesive and safe		Hartlepool Partnership Outcome? Yes

Owner:	Sally Forth
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Community Safety
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
RPD P035	Number of Criminal damage crimes in Hartlepool	Sally Forth	Targeted	No	Financial year	2171	To be agreed	
RPD P034	Number of Deliberate Fires (Hartlepool)	Sally Forth	Monitor	No	Financial year	771	Not Required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Ensure the development of the PREVENT agenda as guided by the local Silver group against an accurate and updated action plan	Yes	March 2012	Brian Neale
Implement year one of new anti-social behaviour strategy action plan	No	March 2012	Nicholas Stone
Agree and publish agreed minimum standards for dealing with anti-social behaviour across partners	No	November 2011	Sally Forth

4.1 Appendix E

SECTION 1 OUTCOME DETAILS				
Outcome:	14. Offending and re-offending has reduced		Hartlepool Partnership Outcome?	Yes

Owner:	Chris Catchpole
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Community Safety
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Explore opportunities for restorative justice with adult offenders	No	July 2011	Brian Neale
For Prolific & Priority Offenders (PPO) & High Crime Causers (HCO), re-introduce the design out crime team by working with Probation Trust	No	July 2011	Brian Neale
Develop working protocol for joint working between Anti Social Behaviour Unit and Youth Offending Services for those young offenders causing Anti Social Behaviour.	No	July 2011	Sally Forth

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	15. Hartlepool has an improved natural and built environment	Hartlepool Partnership Outcome?	Yes

Owner:	Damien Wilson
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Environment
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
LAA Env P001	Number of Volunteer days spent working on nature conservation	Ian Bond	Targeted	No	Financial year	735	725	730

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Produce Core Strategy Publication Document	Yes	July 2011	Derek Gouldburn
Continue the preparation of the Local Development Framework including publication of the Core Strategy and development of Supplementary Planning Document's/Development Plan Document's in accordance with Local Development Scheme	No	March 2012	Derek Gouldburn

4.1 Appendix E

SECTION 1 OUTCOME DETAILS				
Outcome:	16. Quality local environments where public and community open spaces are clean, green and safe		Hartlepool Partnership Outcome?	Yes
Owner:	Clare Clarke	Lead Dept:	Regeneration and Neighbourhoods	
Theme:	Environment	Other Contributors:		

SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NI 191	Number of kilograms of residual household waste (not reused, recycled or composted) collected per household.	Craig Thelwell	Targeted	Yes	Financial year	715kg	712kg	710kg
NI 192	Percentage of household waste sent for reuse, recycling and composting	Craig Thelwell	Targeted	Yes	Financial year	42%	45%	46%
NI 193	Percentage of municipal waste (all waste collected by the local authority) land filled	Craig Thelwell	Targeted	Yes	Financial year	6%	5%	6%
LAA Env P002	Bathing Water Quality - compliance with guidelines	Debbie Kershaw	Targeted	No	Financial year	Pass	Pass	Pass
New	Residents satisfaction with public parks and open spaces (subject to satisfaction survey taking place)	Richard Harlanderson	Monitor	No	Financial year	76	Not required	
New	Residents satisfaction with street cleanliness (subject to satisfaction survey taking place)	Clare Clark	Monitor	No	Financial year	N/A	Not required	
New	Percentage of streets that fall below unacceptable level of cleanliness	David Frame	Monitor	No	Financial year	N/A	Not required	
NI 5	The proportion of the adult population who say they are 'satisfied', or 'very satisfied' with the area as a place to live (subject to satisfaction survey taking place)	Clare Clark	Monitor	No	Financial year	79.4	Not required	

4.1 Appendix E

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Deliver and monitor effectiveness of juvenile litter awareness course.	No	March 2012	Helen Beaman
Achieve green Flag Award for Ward Jackson Park, Summerhill and Quality Coast award for Seaton beach	No	March 2012	Chris Wenlock

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	17. Provide a sustainable, safe, efficient, effective and accessible transport system	Hartlepool Partnership Outcome?	Yes

Owner:	Mike Blair
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Environment
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
New	Percentage of footpaths & rights of ways that are easily accessible by members of the public	Chris Scaife	Targeted	No	Financial year	87%	90%	90%
NI 168	The percentage of Principal roads where maintenance should be considered	Mike Blair	Targeted	Yes	Financial year	3%	3%	4%
NI 169	The percentage of Non-principal classified roads where maintenance should be considered	Mike Blair	Targeted	No	Financial year	11%	12%	12%
NI 47	The percentage change in the number of people killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years.	Mark Reed	Monitor	No	Calendar year	31.3%	Not required	
NI 48	The percentage change in number of children killed or seriously injured in road traffic accidents during the calendar year compared to the average of the previous 3 years.	Mark Reed	Monitor	No	Calendar year	6.4%	Not required	
NI 177	Total number of local bus and light rail passenger journeys originating in the authority area	Neil Jeffery	Monitor	No	Financial year	5,578,820	Not required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Deliver the Local Transport Plan (LTP)	Yes	March 2012	Mike Blair

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	18. Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects		Hartlepool Partnership Outcome? Yes

Owner:	Paul Hurw ood
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Environment
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NI 185	Percentage CO2 reduction from local authority operations	Paul Hurw ood	Targeted	Yes	Financial Year	-7%	-7%	-7%
NI 186	Percentage per capita reduction in CO2 emissions in the local authority area.	Paul Hurw ood	Monitor	No	Financial year	3.8%	Not required	
NEW	Local Authority preparedness to manage risks and make the most of opportunities posed by Climate Change.	Paul Hurw ood	Monitor	No	Financial year	N/A	Not required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Deliver sustainable waste management practices and operations	No	March 2012	Craig Thelw ell
Carry out programmed and responsive multi-agency site visits to waste management sites	No	March 2012	Craig Thelw ell
Take action to mitigate against and adapt to climate change	Yes	March 2012	Paul Hurw ood
Develop and submit Covenant of Mayors, Sustainable Energy Action Plan (SEAP) and develop the borough-w ide action plan to reflect the SEAP	No	March 2012	Paul Hurw ood
Establish Service Level Agreement's w ith all schools to deliver Eco-schools/Green Flag programme.	No	March 2012	Helen Beaman

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	19. Hartlepool has a more balanced housing provision		Hartlepool Partnership Outcome? Yes

Owner:	Amy Waller
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Housing
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NI 155	Number of affordable homes delivered (gross)	Amy Waller	Targeted	Yes	Financial year	80	80	80
LAA H P001	Number of private dwellings empty for over 6 months and brought back into use	Sylvia Pinkney	Targeted	Yes	Financial year	63	10% of empty properties as at 1 April	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Research & develop local policies, procedures & protocols, to bring empty homes back into use.	Yes	October 2011	Sylvia Pinkney

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	20. The quality of existing housing has been improved		Hartlepool Partnership Outcome? Yes

Owner:	Sylvia Pinkney
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Housing
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
RPD P042	The proportion of vulnerable households occupying homes in the private sector, which meet decent homes standard.	Sylvia Pinkney	Monitor	Yes	Financial year	71.94	Not Required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Encourage improvements to private sector homes to meet & exceed 'decent homes standard'	Yes	March 2012	Sylvia Pinkney
Evaluate evidence to extend selective licensing to other areas, consult residents and landlords and make recommendations to Cabinet	No	September 2011	Sylvia Pinkney

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	21. Vulnerable people have improved access to accommodation which meets their need		Hartlepool Partnership Outcome? Yes

Owner:	Lynda Igoe
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Housing
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NEW	Number of households where homelessness has been prevented through Local Authority action.	Lynda Igoe	Monitor	Yes	Financial year	N/A	Not Required	
NI 156	Number of households accommodated in temporary accommodation each quarter	Lynda Igoe	Monitor	No	Financial year	1	Not Required	

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Continue to monitor tenancy failure to all social housing providers	No	March 2012	Lynda Igoe
Implement further changes to Common Allocations Policy approved from review	No	August 2011	Lynda Igoe
Develop IT software needs for the Housing Options service	No	October 2011	Lynda Igoe

4.1 Appendix E

SECTION 1 OUTCOME DETAILS			
Outcome:	23. Local people have a greater voice and influence over local decision making and the delivery of services	Hartlepool Partnership Outcome?	Yes

Owner:	Denise Ogden
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Lead Dept:	Regeneration and Neighbourhoods
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Theme:	Strengthening Communities
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Other Contributors:	
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
NEW	Number of Community/Voluntary sector groups and organisations supported/signposted/assisted	Fiona Stanforth	Targeted	No	Financial year	N/A	To be set	
NEW	Complete update of one Neighbourhood Action Plan (NAP)	Karen Oliver	Targeted	No	Financial year	Yes	Yes	Yes
NI 4	Percentage of people who feel they can influence decisions in their locality (subject to survey taking place)	Karen Oliver	Targeted	No	Financial year	35.5	-	-

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Complete annual internal review of neighbourhood renewal priority areas	No	January 2012	Adele Wilson
Complete update of Neighbourhood Action Plan for North Hartlepool and commence consultation on updating another (priority area to be determined)	No	March 2012	Tracey Rowe
Prepare the 2012/13 Compact Action Plan with partners	No	March 2012	Fiona Stanforth
Review Local Governance arrangements in relation to Neighbourhood Management (Neighbourhood Community Forums, Neighbourhood Action Plans etc)	No	March 2012	Denise Ogden
Produce local improvement plan for empowering communities in line with the Big Society & localism agenda	Yes	March 2012	Denise Ogden
Implement the action plan in relation to the Neighbourhood Management empowerment agenda	No	March	Clare Clark

4.1 Appendix E

			2012	
SECTION 1 OUTCOME DETAILS				
Outcome:	27. Improve the efficiency and effectiveness of the organisation		Hartlepool Partnership Outcome?	No

Owner:	Andrew Atkin / Chris Little (Chief Executive')
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Lead Dept:	Chief Executives
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Theme:	Organisational Development
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Other Contributors:	Regeneration and Neighbourhoods
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SECTION 2 PERFORMANCE INDICATORS & TARGETS								
Code	Indicator	Assignee	Targeted or Monitor	Corporate Plan	Collection Period	Previous Target (2010/11)	Future Targets	
							11/12	12/13
There are no Performance Indicators considered appropriate								

SECTION 3 ACTIONS			
Action	Corporate Plan	Due Date	Assignee
Review and gain approval of Capital Strategy / Asset Management Plan	Yes	March 2012	Dale Clarke
Agree first draft of council's special capital fund programme to inform 2012/13 budget process	No	November 2011	Dale Clarke
Final Capital programme agreed by Council	Yes	February 2012	Dale Clarke
Review progress of the 2011/12 Commissioning and Procurement Strategy and produce update.	No	March 2012	David Hart
Assess the Impact of the new e-quotation procurement system to ensure the aims are being met and compliance achieved.	No	March 2012	David Hart

4.1 Appendix E

Appendix 1 Risks by theme

Jobs and the Economy			
Outcomes			
1	Hartlepool has increased levels of investment and is globally competitive		
2	People have greater access to employment and skills opportunities		
25	Hartlepool is at the forefront of economic policy making at the national, regional and sub-regional levels		
26	Key public buildings and spaces are improved to reflect Hartlepool's economic ambition		
Code	Risk	Assignee	Outcome
	Continued economic uncertainty.	Antony Steinberg	1, 2, 6
RND R010	Insufficient recovery of the Property market to enable the viable redevelopment/disposal of land and buildings.	Dale Clarke	26
STR R013	Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation	Dale Clarke	26
STR R046	The effects and unpredictability of the current economic downturn and global recession on the local economy jobs and residents and on the ability of HBC to deliver the Council Plan and Strategy	Chris Little	2
STR R012	Lack of resources to maintain building stock	Albert Williams	26
STR R033	National & regional needs imposed which may not reflect Hartlepool needs	Andrew Atkin	25

4.1 Appendix E

Lifelong Learning and Skills			
Outcomes			
5	To promote opportunities for all children and young people to reach their full potential by accessing good quality teaching and curriculum provision which fully meets their needs and enables them to participate in and enjoy their learning		
6	Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice Hartlepool has increased levels of investment and is globally competitive		
Code	Risk	Assignee	Outcome
	Continued economic uncertainty.	Antony Steinberg	1, 2, 6
RPD R016	Direction of Government and external stakeholders policies and priorities.	Antony Steinberg	1, 6, 25

Health and Wellbeing			
Outcomes			
7	Improve health by reducing inequalities and improving access to services		
8	Be Healthy – children enjoy good physical, social and emotional health and live a healthy lifestyle		
Code	Risk	Assignee	Outcome
STR R048	Provision of a viable free school meal service to the eligible children of Hartlepool	John Brownhill	8

Community Safety			
Outcomes			
11	Hartlepool has reduced crime and repeat victimisation		
13	Communities have improved confidence and feel more cohesive and safe		
14	Offending and re-offending has reduced		
Code	Risk	Assignee	Outcome
RPD R001	Insufficient capacity of Safer Hartlepool Partnership to meet demand through lack of commitment from partners	Alison Mawson	11, 13, 14

4.1 Appendix E

Environment			
Outcomes			
15	Hartlepool has an improved natural and built environment		
16	Quality local environments where public and community open spaces are clean, green and safe		
17	Provide a sustainable, safe, efficient, effective and accessible transport system		
18	Hartlepool is prepared for the impacts of climate change and takes action to mitigate the effects		
Code	Risk	Assignee	Outcome
RND R022	Failure to achieve Waste Management Indicators, resulting in financial penalties / extra costs.	Craig Thelwell	16
NSD R040	Council liability for Road Traffic Accidents resulting from employees driving whilst on Council business.	Paul Robson	17
NSD R042	Failure to develop an integrated transport strategy	Paul Robson	17
NSD R049	Failure to provide an effective transport infrastructure	Mike Blair	17
STR R015	Failure to deliver Carbon Reduction targets resulting in environmental, social/community and financial consequences.	Paul Hurwood	18
RPD R009	Failure of service providers to focus resources on neighbourhood renewal areas	Denise Ogden	15
RPD R031	Failure to provide a 'sound' Planning Policy Framework leading to a lack of clear planning guidance	Derek Gouldburn	15
STR R006	Action required in addressing Contaminated Land issues that could affect Council Finances, staffing and reputation.	David Wilson	16
STR R019	Loss of Operators License	Paul Dawson; Dave Morton; John Quinn; Paul Robson; Liam Wilkinson	16
New	Failure to determine planning applications without regard to the development plan and / or material planning considerations	Chris Pipe	15
New	Failure to provide sound planning advice / enforcement in relation to waste sites in the borough	Chris Pipe	18

4.1 Appendix E

Housing			
Outcomes			
19	Hartlepool has a more balanced housing provision		
20	The quality of existing housing has been improved		
21	Vulnerable people have improved access to accommodation which meets their need		
Code	Risk	Assignee	Outcome
RPD R014	Failure to provide correct housing advice to the public	Lynda Igoe	21
RND R015	Failure to secure funding for delivery of empty homes strategy	Sylvia Pinkney	19
RPD R038	Inability to meet very high levels of local housing needs including affordable housing	Nigel Johnson	19
RPD R042	Delivery of housing market renewal affected by external decisions and funding	Nigel Johnson	19
New	Failure to effectively implement selective licensing	Sylvia Pinkney	20

Strengthening Communities			
Outcomes			
23	Local people have a greater voice and influence over local decision making and the delivery of services		
Code	Risk	Assignee	Outcome
RND R028	Failure to adequately support residents to become fully engaged in decisions that affect their local area	Karen Oliver	23

Organisational Development			
Outcomes			
27	Improve the efficiency and effectiveness of the organisation		
Code	Risk	Assignee	Outcome
RND R047	Failure to execute procurement activities within the guidelines leading to challenges to contract award decisions	David Hart	27

4.1 Appendix E

STR R013	Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation	Dale Clarke	27
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CABINET REPORT

8 April 2011



Report of: Director of Regeneration and Neighbourhoods

Subject: LOCAL ECONOMIC ASSESSMENT

SUMMARY

1. PURPOSE OF REPORT

To consider and endorse the draft Hartlepool Economic Assessment prior to official publication in April 2011.

2. SUMMARY OF CONTENTS

Details of the legislative framework for Economic Assessments and key issue and findings of the draft Hartlepool Economic Assessment, the executive summary and feedback from the consultation process are attached at **Appendix 1 and 2**.

3. RELEVANCE TO CABINET

The duty to undertake an Economic Assessments falls within the Regeneration and Economic Development Portfolio and is referred to Cabinet as a key decision.

4. TYPE OF DECISION

Key decision RN40 / 10 Test ii applies

5. DECISION MAKING ROUTE

To be considered by the Regeneration and Economic Development Portfolio Holder prior to submitting to Cabinet at the meeting 8th April 2011.

6. DECISION(S) REQUIRED

For Cabinet to comment on and endorse the draft Economic Assessment prior to official publication.

Report of: Director of Regeneration and Neighbourhoods

Subject: LOCAL ECONOMIC ASSESSMENT

1. PURPOSE OF REPORT

- 1.1 To comment on and endorse the draft Hartlepool Economic Assessment prior to official publication in April 2011.

2. BACKGROUND

- 2.1 In 2007, the Review of the Sub-National Economic Development and Regeneration ('SNR') proposed that all upper-tier and unitary local authorities carry out a local Economic Assessment which will outline economic development and regeneration matters. Included within the SNR proposal was a commitment to consult with all key partners on a comprehensive assessment which will compliment and underpin the statements and targets of local areas such as:

1. Sustainable Community Strategy (SCS);
2. Local Development Framework;
3. Local and Multi-Area Agreement targets; and
4. Will assist in helping the authority contribute to the development of the Regional Economic Strategy (RES).

The Department of Communities and Local Government (CLG) endorsed this new statutory Economic Assessment duty as it believes that it will 'add value to existing arrangements and practices'. The **Local Democracy, Economic Development and Construction Bill (2009)** now places a statutory duty with relevant local authorities expected to complete an assessment by April 2011 which will set out the economic vitality and conditions of their particular area.

- 2.2 Hartlepool's Economic Assessment will provide the necessary evidence base to increase knowledge and better understand local economic conditions and to analyse how the town makes a significant contribution to wider sub-regional and regional functional markets. By understanding this wider scope of economic activity across multiple boundaries it will provide an insight into the opportunities that the town could maximise and will also reflect the influence that global market forces have at a local level.
- 2.3 The guidance is quite clear that the Economic Assessment is an evidence base and not a strategy in itself, however the assessment will underpin the development of strategies that respond to economic conditions faced by an area.

Hartlepool's Economic Assessment follows the context of the Tees Valley Wide Economic Assessment which was completed by Tees Valley Unlimited.

- 2.4 This completed assessment will provide the golden thread between the above stated strategies and the emerging Economic and Regeneration Strategy which will respond to this needs assessment and which will in particular identify:
- The authority's capacity and prioritisation in relation to economic development and regeneration interventions.
 - Improved interventions to tackle worklessness, skills and enterprise initiatives
 - Enhanced ways of working to develop commercial activity and business infrastructure;
 - How it can improve local authority engagement with private sector partners; and;
 - How the town will respond to the eventual upturn and strengthen jobs and business growth in the long term through sustainable measures.
- 2.5 Hartlepool's Economic Assessment has been designed to follow a clear and concise process which compliments good practice guidance as outlined within the Improvement and Development Agency and Planning Advisory Service document, 'How to do a Local Economic Assessment' (October 2009).
- 2.6 The development of the Assessment is currently undergoing extensive consultation as prescribed in the legislation and the Council's Economic Development team is currently undertaking this exercise with key consultees include the Economic Forum, North East Chamber of Commerce, Federation of Small Business, other business groups, voluntary and community sector, Government Departments and educational establishments.

3. PROPOSALS

- 3.1 Hartlepool's Economic Assessment has largely been undertaken in house by the Economic Development Team with Durham University Business School assisting with developing the key findings and identifying potential growth sectors.
- 3.2 The Hartlepool Economic Assessment will adopt the Community Strategy and Neighbourhood Renewal Strategy visions and the Jobs & Economy themed aims.
- **Community Strategy**
'Hartlepool will be an ambitious, healthy, respectful, inclusive, thriving and outward-looking community, in an attractive and safe environment where everyone is able to realise their potential.'

- **Neighbourhood Renewal Strategy**
‘Continue the regeneration of Hartlepool and ensure that local people, organisations and service providers work together to narrow the gap between the most deprived neighbourhoods and the rest of the borough, so that in the future, no one is seriously disadvantaged by where they live’
- **Local Area Agreement Jobs & Economy Theme**
‘Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprise and entrepreneurs to be globally competitive and create more employment opportunities for local people.’

- 3.3 The scope of the Economic Assessment will be to undertake a robust and comprehensive review of Hartlepool’s industrial and economic landscape. The Assessment will consider the geographical area of the Hartlepool district and will pay particular attention to the changing industrial and business base, the demographics of the local population, skills requirements for the future, the regeneration of the area and the natural environment.
- 3.4 The Assessment will provide an analysis of the current factors which impact on the social, economic and environment development of the town. The assessment includes a strength, weakness, opportunities, and threat (SWOT) analysis against the key area of ‘Business, People and Place’ and will identify where there are gaps in knowledge on specialist areas for example ‘skills requirements of employers.’ The key findings from the Assessment will form the underpinning evidence base for the development of the Economic and Regeneration Strategy.

4. KEY FINDINGS

- 4.1 Whilst much of the document contains factual statistical information the development of the key findings and SWOT analysis represent the main thrust of the Assessment that will inform the development of the Economic and Regeneration Strategy. These elements are summarised below.

4.2 Business

- During the last decade business stock has increased substantially, out performing the region and sub region.
- During the recession business birth rate has fallen in line with other areas and business.
- Despite much improved business base and births there still remains an enterprise gap with the UK.
- The overall employment rate improved strongly to 2006 but has since declined particularly since the start of the current economic climate.

- Manufacturing jobs have declined but the sector remains relatively strong in the town and should benefit from Government policy which aims to stimulate this sector.
- The town is relatively dependent on public sector employment and budget cuts will no doubt impact on Hartlepool's economic performance.
- The knowledge sector is under represented in the town and difficult to develop but opportunities exist for commuting out. However the town is well represented in knowledge driven manufacturing and this represents Hartlepool's main opportunity to develop knowledge driven business.
- Some success has been achieved with new start up such as Hart Biologicals, inward investments such as JDR Cables and indigenous smes' such as Exwold Technologies.
- Productivity is relatively low which may bear out the above evidence on knowledge driven, high added value business and at the same time a reflection of the high level of non economically active residents.
- Key issues for business include global economic conditions, public sector budget cuts, access to finance, availability of skilled workforce, absenteeism and aging workforce particularly in process and engineering sectors.
- Growth sectors include nuclear, offshore oil and gas, offshore wind, low carbon, high value added engineering and manufacturing, process industries and service sectors including hospitality, tourism and retail. Construction sector has generally been strong in the last decade but has suffered during the recession, however the sector is beginning to show signs of recovery. In addition the Health and Social Care sector may present growth opportunities in future years.
- The voluntary and community is facing a major shift from grant aided to income generation and this will be particularly challenging, however future opportunities may exist through the Big Society initiative and devolved health care budgets.

4.3 People

- Hartlepool's population has seen some growth mainly in older age groups and this may have significant implications for the future economic prosperity of the town. The BME community has also grown to 1.9% of the population.
- Unemployment measured by JSA fell to an all time low of 3.8% but has risen steadily and has now reached 7%.

- Youth unemployment remains a key issue for the town with 1,185 young people unemployed however up to 1,900 young people may be classed as economically inactive. Although youth unemployment remains a key concern in some instances Hartlepool has often out performed other areas.
- Just over 6,200 adults claim incapacity benefit, the majority [4,080] have been claiming over 5 years. With Government policy drives to increase employment rates significant issues will exist to get residents work ready.
- In June 2010 616 unfilled vacancies were advertised by JCP [representing around 30% of all vacancies]. This represents around 51 unemployed residents per job vacancy and demonstrates the current lack of opportunities for employment.
- GCSE performance has markedly increased and is above the regional average. However achievements in science related subjects is relatively poor and this could negatively impact on the potential future labour supply for knowledge driven manufacturing sectors. In addition the proportion of 16 year olds studying and attaining level 2 is well above the national rate. However higher skills attainment remains relatively low. Overall there is clear progress in developing a more skilled future labour supply and these educational attainments at school need to be built upon to drive forward higher skills level attainment in future years.
- Skills levels among the working age population steadily increased from 2000 to 2007. However this improvement has stagnated since. Level 3 and above attainment is critical in developing a knowledge driven manufacturing sector and future issues arising out of changes to the funding of HE provision will present challenges. There is also a need to engage more SMEs' within the training system to help drive up productivity and competitiveness.
- Skills needs in sectors incorporate general employability skills and also professional, managerial, technical, high level engineering and ICT.
- There is a strong need for pre entry programmes as many of labour force lack experience.
- Key sectors such as nuclear and renewables require similar labour force characteristics and there is a need for technical, craft and engineering. There is a risk if local companies do not train staff to higher levels that business opportunities in these sectors will be lost to international and national large employers. In respect of knowledge driven manufacturing it is critical to develop HE attainment in the current and future labour force.
- The process industry is relatively strong but suffers from an ageing workforce and there is a clear need to promote the industry as a good career choice and also develop more apprentice opportunities.

- Leisure, hospitality and tourism is dominated by smes' and there is a need to develop management and customer skills with few employers engaging fully in training programmes. There is a need to identify training opportunities and promoting to the sectors.
- In addition skilled food preparation staff are in short supply however HCFE is building up its capacity in this area and has been supported by Economic Development through the "Taste Of" initiative.
- Retail sector issues are similar to the above with management and customer service skills being particularly important. Skillsmart Location Model could be used to develop the sector.
- Health and social care is likely to grow in line with an ageing population. Minimum qualification levels will mean expanding the apprenticeships and HCFE is responding by increasing the number of courses and relevant qualifications.
- Construction is forecast to grow slowly but there is a need to replenish the workforce over time and there will be a specific need to train residents in new techniques particularly related the to low carbon economy.
- Voluntary and community sector issues include moving towards a more commercially based approach and therefore the development of business skills will be important for this sector. In addition the move to the Work Programme will need new approaches and the Council is working on consortium bids to deliver subcontracted activities from Prime Providers.

4.4 Place

- Future regeneration activities are centred around key spatial areas including the Southern Business Zone, The Innovation and Skills Quarter, Victoria Harbour in respect of offshore wind and tourism opportunities at the Headland and Seaton Carew. The programmes require substantial financial resource and at this stage new solutions may need implementing due to the lack of public funding. Wynyard also offers economic benefits and to date this has been largely private sector driven and should provide business and employment opportunities for local residents.
- There is a limited range of high quality business premises that is suitable for modern business needs particularly small start up businesses and expanding smes'. This is largely borne out by the continued high occupation levels at Hartlepool Enterprise Centre and the Innovation Centre at Queens Meadow Business Park.
- This issue is partly being addressed by the Innovation Centre extension and possible development at the former Crown Buildings site in the ISQ. However if the business base is to continue growing appropriate

business infrastructure needs to be developed further especially within the Southern Business Zone.

- The use of broadband by businesses and residents is essential in maintaining and increasing economic performance. The speed and availability is generally good and should significantly improve by the Government's pledged introduction of superfast lines.
- The retail stock has reasonable occupancy levels and there are opportunities to further develop retail through initiatives such as the "Indoor Market".
- In terms of tourism there may be opportunities to develop further by increasing day visitors as families cut back on expensive holidays. With possible improvements to the visitor economy infrastructure there is an opportunity to develop a critical mass of attractions.
- Housing is forecast to grow that will be partly driven by the need for single person households. Demand for new homes exceeds supply and due to the demise of the mixed development plan at Victoria Harbour additional housing land is required that will provide a range of housing options including executive housing to support the development of the business market.
- Housing market renewal programmes is important to ensure decent modern housing for local residents.
- Rising costs of energy mean that more efficient housing is needed incorporating new technologies such as photo voltaic cells.
- Improving connectivity both locally and externally is important to support economic performance. If local residents need to take advantage of employment opportunities in the region and sub region better access is required. The proposed Tees Valley Metro will be a key improvement to assist in the mobility of local labour.
- Maintaining and improving national and international transport links are important in developing the indigenous base but also in attracting high quality inward investment.

5. FEEDBACK ON CONSULTATION PROCESS

5.1 The draft Assessment has been widely well received and praised as an excellent document. The key consultation responses have been summarised below and more detailed feedback on the consultation process is contained in **Appendix 1**.

- Housing Market Renewal – need to consider in light of Government funding cuts.

- Housing – need to consider future housing needs including single occupation and elderly needs. Also consider developing residential green energy such as photo voltaic cells.
- Business Growth – need to incorporate Government policy on Growth Hubs that will target high growth smes, lack of local data available to identify these businesses. Also need to continued support for new business start ups and ongoing support for young businesses. Specifically need to develop entrepreneurial activities for young people. Creative and digital media may be a particularly productive sector for young entrepreneurs.
- Local Enterprise Partnership – need to work closely with to develop
- Social enterprise – need to provide business support for this sector to grow.
- Apprentices – Develop Hartlepool partnership work within all sectors to increase apprentice take up.
- Cultural – need to develop this section and take into account the opportunities provide by the Higher Education expansion of Cleveland College of Art and Design. Need to build on existing tourism assets such as the Maritime Experience.

6 RECOMMENDATIONS

- 6.1 That Cabinet provide any comments and feedback on the draft Economic Assessment and endorse prior to publication in April 2011.

7. REASONS FOR RECOMMENDATION

- 7.1 The endorsement of Hartlepool's Draft Economic Assessment will ensure that a strong and robust evidence base is in place that will be used to underpin the development of economic regeneration strategies for Hartlepool and in particular will support the development of Hartlepool's Economic Regeneration Strategy.
- 7.2 The Assessment will also be used in the development of any funding bids demonstrating the town's understanding of its economic performance.

8 BACKGROUND PAPERS

- 8.1 The Economic Assessment Executive Summary and current consultation feedback are contained in the attached **Appendices 1 and 2**. The main Economic Assessment document can be accessed by contacting the Economic Development Manager.

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Appendix 1

Economic Assessment Feedback

- Homes & Communities Agency (Peter Jackson)

- Section 29.0 – There are several references in the document to Housing Market Renewal funding being used to address some of the issues with housing provision in the town. Many of these references give the impression that such funding is likely to continue into the future, which as we know is not the case and the information is not correct. References to the HMR model should be made clearer, perhaps by indicating what has been achieved in the past by this means and how the Council intends to pursue similar action in the future under the changed funding regimes.
- Section 14.12 – The text quotes information about new housing starts in the North East but what about Hartlepool? It would be useful to state what the town's performance is and how it compares with this.

- Tees Valley Unlimited (Rory Sherwood–Parkin)

- Section 14 – I've added a couple of brief comments on both the Exec Summary and Full Report on key growth sectors
- However overall I think it looks excellent.

- Federation of Small Businesses (Sarah Ainslie)

- Need to mention that the Government have introduced a Growth Hubs policy that will target SMEs with turnover £1m and growth potential of 20% per year over 3 years. A key issue for the NE and Hartlepool is a lack of robust data as to where high growth businesses are located, what sectors they operate in, business size and growth potential. Efforts should be made to work with partners in identifying high growth businesses in Hartlepool, linking with the preliminary scoping of the potential 'Business Coaching for Growth' programme for the NE through the Tees Valley LEP.
- The Cabinet Office are currently drafting plans for the forthcoming Public Service Reform White Paper (due Feb 2011) which will expand employee ownership of public services by increasing the number of new structures including cooperatives, mutual's and spin outs. It is important that initiatives are considered for development in Hartlepool which supports the development of social enterprises in light of emerging government thinking.

- The Hartlepool Economic Assessment describes the vulnerability of new starts in Hartlepool during the economic downturn, with indications of less resilience when compared with regional or national stats. What measures are being considered to increase the no of enterprises and what new support mechanisms are being considered / developed to ensure that businesses can continue to access the help and support they need in light of the impending restrictions on business support funding and public sector?
- BIS are currently in negotiation with the newly formed LEPS to ensure that the new Solutions for Business portfolio (April 2011) reflects all elements of the local delivery landscape. It is important that Hartlepool is involved in discussions around the SfB portfolio through the TV LEP. One North East are also funding a Tees Valley peer mentoring pilot which will likely be aimed at all SMEs with the desire and potential for growth. It is anticipated that the pilot will be most relevant for owners or key managers in new SMEs, or more established SMEs which have the potential to grow, who need to develop their internal capacity to lead the business. (NB The attached Good Practice Guide incorporates some detail about the Tees Valley mentoring pilot as an exemplar product descriptor)
- Section 23.0 – FSB would like to see business, educational and local authority partners come together to lead a Hartlepool based campaign to encourage small businesses to take on apprentices, supporting and promoting the HCFE initiative to provide more flexible based apprenticeships. Given the need to upskill employees in the town, proactive measures and initiatives to increase work based training learning are critical.
- Section 23.0 – It is evident from the assessment that the skills agenda for Hartlepool residents needs to be viewed within a wider geographical context i.e servicing industries outside of Hartlepool.
 - What research been undertaken to identify those targeted key industrial areas outside of Hartlepool and the skills sets required by employers?
 - Is there an overarching strategy to map the skills sets required in the wider geographic area with the skills provision, training, apprenticeships and career advice available within schools, colleges and businesses in Hartlepool?
 - Similarly how coordinated is the approach to matching skills sets required for those key growth sectors located within Hartlepool.
- Cameron's "Big Society" initiative has been one of the overarching themes of the coalition government as it seeks to reduce the role of the state in society and cut costs. The Cabinet office is keen to engage with LEPS to better understand the Big Society landscape and is currently developing an action plan to encourage volunteering and social action.

- Transport Manager (Mike Blair)

- Section 14.4 – Low Carbon Economy- perhaps some reference to the “Plugged in Places” initiative would be appropriate in this section? (or if not here needs to be somewhere)
- Section 28.1 – Is Victoria Harbour still regionally significant?
- Section 30.10 – Major bus scheme improvements include works to improve existing junctions to improve punctuality on core routes

- Hartlepool Credit Union (Carol Jones)

- Looks excellent to me especially the Financial Exclusion section

- Chair Housing Hartlepool Board (Peter Olsen)

- Section 30.14 – Durham Tees Valley Airport – is expansion commercial or passenger related?
- Section 29.6 – Fuel Poverty – Speak to Colin Wilson from Housing Hartlepool regarding projects making use of photovoltaic panels
- Mention that Camerons Brewery is the only independent brewery in northeast
- Section 29.4 – Need to specifically talk about lack of housing suitable for single parents and elderly people

- Cultural Services Manager (David Worthington)

- Section 10.1 – would like to look further at the absenteeism issue with the private sector especially using the Arts & Wellbeing model from Knowsley which has some interesting ways of tackling this via the Arts.
- Section 10.1 – lack of large hotels in Hartlepool are always going to be an issue when trying to put on ambitious events in the town. Look at working with Middleton Grange Shopping Centre re empty shops, using lessons from ‘Ship in the Shop’ to enable community groups to use empty shops for short spaces of time. Would also be beneficial to the tourism and retail offer if the Jackson’s Landing issue was favorably resolved.
- Section 10.2 – Feel more should be made of HBC-run services, particularly Hartlepool Maritime Experience as a Visit Tees Valley survey showed 22% of visitors said HME was biggest reason for visiting.

- Hartlepool College of Further Education (Andy Steel)

- Make sure that all references in the document are made to 'Hartlepool College of Further Education' not any other acronyms.

- Assistant Director Community Services (John Mennear)

- Local Strategies referenced however no reference to the Hartlepool Cultural Strategy
- Throughout the document there are references to the Hartlepool Maritime Experience – yet it doesn't appear to recognise the value of the attraction sufficiently– quoted by external research "as being the reason for the most visits to the Tees valley"
- Section 33.0 – reference to Thunderats should be Thundercats!
- Section 33.0 – could expand slightly the content of the Museum of Hartlepool re proud history of the town (see next point)
- Section 33.0 – re Hartlepool Art gallery – Victorian not Victoria
- Section 33.0 – remove reference to Hartlepool's Museum – this is talking about the Art gallery – and suggest viewing from the Art Gallery tower , a prominent landmark proudly flying the TIC flag (not museum 100' clock tower)
- Section 33.4 – reference to Hartlepool Tourism Board – what is this? New one on me.
- Section 33.5 – I would suggest that this description of tourism situation is tightened up – readers will not really care about the changing delivery mechanisms by the time the Assessment is published – seems to have been lifted from a briefing paper.

- Adult Education (Maggie Heaps)

- Section 23.2 - you mention that West View Community Centre is an employer of 17 Apprentices. Can you clarify this as we are not aware?
- There is a large amount of data on the take up and statistics for 14-19 year old learning but not so much on 19 + is this because the data is not available in such great accounts for the town?

- Jobcentre Plus (Peter Clark)

- Section 10.1 – reads '(to be formalised through Work Clubs)' the terminology is 'Work Together' rather than 'Work Clubs' for that particular part of the initiative

- Section 20.1 – Pathways to Work doesn't use an acronym (P2W is a different JCP initiative for recovering substance misuse Customers)
- Section 20.1 – the DWP title for the process described is 'IB reassessment' whereby IB Customers are to undergo a Work Capability Assessment (WCA) by a Medical Practitioner and those still deemed unfit for work will be invited to claim Employment Support Allowance (ESA), those deemed fit for work invited to claim JSA
- Section 22.5 – Work Clubs is part of 'Get Britain Working' initiative rather than as it reads 'Great Britain Wide'
- Also, where 'JCP' and 'DWP' are mentioned, perhaps 'Jobcentre Plus' and 'Department for Work and Pensions' could precede these in the first instance, for clarity, unless a key is to be added.

- Northeast Regional Improvement Partnership (Jon Carling)

- Section 5.0 - not really valid to compare the 2004 and 2007 IMD results, as the methodologies used were different
- Section 9.0 - table of employment data - worth showing the size of the gap to the national average, and how it narrowed over time?
- Section 10.1 - seems to imply that the Local Authority works in isolation. Might be worth including references to partnership with private companies, LEP etc
- Section 10.1 - 2008 GVA data is now available, published in December. More here:
<http://www.nerip.com/library/view.aspx?id=1087>
- Section 12.3 - I wasn't sure whether the occupation data you mention is workplace or residence-based.
- Section 12.4 - reference is made to construction being a local specialism's, with the potential to be exploited further. That may be right, but it will depend on the state of the overall economy, and whether people are wanting things to be built. Later in the paper (p122), I think the contention on p27 is contradicted.
- Section 12.6 - median wage levels. I'm wondering how robust the data is - the trend described seems odd.
- Section 12.10 - the point is made that the production sector is affected by the price of oil. That's true, but it applies to other sectors too.

- Section 12.13 - business formation. It's worth being cautious here. The growth in new businesses may well be an effect of the recession, as people who lose their jobs set up businesses so that they can continue to have an income. The picture here varies quite a lot in the north east, with some areas of deprivation seeing growth in new businesses during the recession, and others not doing so. This point appears in the conclusion on p128 too.
- Section 17.0 - need to be clear that the total population is not the sum of adult males and adult females - there must be some children too! Also, you say that there will be growth in the proportion of older people, but don't give a projection for the whole population.
- Section 36.0 - conclusion - would be worth drawing in a bit more about the relationship between Hartlepool's economy and that of the wider Tees Valley, especially when talking about sectors.

- Cleveland College of Art and Design (Melanie Shee)

- Section 23.2 - Skills available to Hartlepool does not seem to recognise that we teach level 3 and beyond to Hartlepool students, and have worked in partnership on the development of the Creative and Media Diploma.
- Section 13.4 - CCAD also has a vital role to play in encouraging start up. Enterprise underpins all of HE provision and we actively make links with enterprise agency and business support organisations both in Hartlepool and in the region. Specific provision, namely Applied Arts for Enterprise (FDA) and Fashion Enterprise BA (Hons) actively encourage enterprise through incorporating business planning and self employment skills into the curriculum to ensure that enterprise and business start up is as a core career option for our graduates.
- Section 13.4 - There is no reference to the HE centre and incubators. We have recently refurbished an existing building linked to the college in Church Square which is to become incubator unit / start up space for approx 20 new creative businesses. Known as The Creative Lodge, this will offer a low cost, low risk environment to set up and run a creative business for recent graduates and past alumni with access to specialist support and specialist equipment needed to run a successful creative business.
- Section 14.6 - re Digital Media, it notes that the creative sector is small but has potential to grow but doesn't make any link with our provision and facilities. In addition to our accredited HE provision we also offer a range of digital skills training to creative practitioners and business in the region. In 2008 we secured over £304,00 of Single Programme Funding via ONE North east to develop the digital skills needs of creative practitioners which ended in 2010 however we trained and upskilled over 200 freelancers and 145 business in the north east and

continue to offer bespoke digital skills training to the creative and cultural sector and wider business community.

- Section 23.3 - Progress to university - there is no mention of the range of degree and foundation degree provision on offer at CCAD. At present there are 520 HE students studying BA (Hons) or Foundation Degrees in Hartlepool at CCAD and it is envisaged that these numbers will increase over the next few years and the college looks to grow (with the purchase of the Municipal building in May 2011).
- Section 24.3 - The reference to CCAD is incorrect as it notes that work will start on the new buildings in 2011. We actually carried out refurbishment work in the summer of 2010 and have been operating/delivering HE provision from the new buildings since August 2010. The incubator space and shop will be open by March 2011. Our portfolio will increase when we purchase the Municipal Building in May 2011 and it will be operation from September 2011.
- Section 25.6 - The information provided on the Creative sector only provided data from one SSC, Skillset, which cover the re Creative and media yet the creative sector is also made of other areas covered by Creative and Cultural Skills which is relevant when looking at the creative sector in the north east. Information on the north east can be found Industry research at this link: <http://www.ccskills.org.uk/LinkClick.aspx?fileticket=d4YXjxlhzL4%3d&tabid=600>
- Section 25.7 - In relation to employment and training opportunities in the sector CCAD are no reference at all to the specialist HE provision available at our HE centre in Hartlepool, some of which come under Skillset's footprint, namely Photoimaging, textiles and fashion, all of which have been developed with industry to ensure the training and skills we deliver meets industry standard and their skills needs and shortages. In fact CCADs Commercial Photography Foundation Degree is endorsed by Skillset as it is aligned to their demanding Photo Imaging Framework as it was developed with input from employers and freelancers working in the sector (only one of the two colleges in England to meet the framework).
- Section 26.0 – as above and comments made on page 42 as above
- There is no link made between the HE students coming to study in the area providing opportunities to develop business start up in the town. Our graduates are encouraged to establish links with Hartlepool Enterprise team to look at setting up their own business.
- A member of CCAD sits on the 14-19 Steering group of the Council and Head Teachers and CCAD also led the Hartlepool group to develop the Creative and Media Diploma.

- CCAD run a daily bus for Hartlepool students so that they can attend BTEC Extended Diplomas and the Foundation Diploma at our Green Lane campus in Middlesbrough.
- Hartlepool Partnership raised issue of withdrawal of EMA

CABINET REPORT

8th April 2011



Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 – Business Transformation Programme II

SUMMARY

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide additional information on the structure and content of the programme proposed to address the budget deficit from 2012/13 onwards.

2. BACKGROUND

- 2.1 At the meeting on 24th January 2011, Cabinet agreed an outline programme structure based on the projected deficits facing the authority. The projected deficit for 2012/13 is £6.6m (N.B. this is after the provisionally agreed increase in council tax for 2012/13 of 2.5% agreed at council on 10th February 2011).
- 2.2 The Council faces significant deficits over the next 3 years as a result of the known grant cut for 2012/13 and the anticipated cuts in the following two years. These reductions mean that by the end of March 2014 the Council will need to make further expenditure reductions of £14.7m.
- 2.3 The actual position from 2013/14 onwards could be worse if the Government makes changes to the current funding system, particularly if business rates are relocalised and there is not an adequate damping system. There also continues to be a potential risk from equal pay/equal value claims, which whilst likely to be temporary will use up scarce resources.
- 2.4 The previous forecast makes no provision for redundancy costs arising from the implementation of measures to reduce the deficits. These costs are likely to be significant and a strategy for funding these costs will also need to be developed.

- 2.5 As reported to Cabinet in February 2011 there will be a further reduction in the grants transferred into the Formula Grant from specific grants and the Area Based Grant.
- 2.6 As part of the previous reports to Cabinet a series of questions have been considered which are fundamental to underpinning any programme which included:
- The provision and prioritisation of services;
 - Commissioning of services (including from others in the public and private sectors, social enterprises);
 - Shared services or provision;
 - Partnering; and
 - Alternative methods of delivering services.
- 2.7 The deficits faced are significant. This is particularly the case when they are considered in the light of the changes and savings which have been made over the last few years and require a focussed and agreed approach. It is not felt possible to achieve these through one route alone and it is clear that there are some extremely difficult decisions to be made over the next two years.
- 2.8 As has been reported to Cabinet previously, there are very few, if any, “easy” decisions to be made.

3. SUMMARY OF CONTENT

- 3.1 The proposed programme for addressing the budget deficit as previously reported is based on a combination of:
- Efficiencies
 - Planned reduction in provision
 - Projects
 - Increased income
- 3.2 Essentially the proposed programme at this stage would consist of a number of related (though not intrinsically linked elements) which are essentially a revised and redefined Business Transformation Programme.
- 3.3 What is important in the context of the scale of cuts is that there is a clarity on our overall programme, a degree of flexibility in achieving these and an understanding of where savings will come from combined with a robustness which enables the consideration of service issues and an ability to manage risk in terms of their achievement for the Medium Term Financial Strategy (MTFS).
- 3.4 The programme is an amalgamation of previous considerations through initially agreed Business Transformation Service Delivery options (SDO) programme and those areas where there is considered to be some potential for further reduction across a range of services areas which will need to

- consider the extent to which already reduced services which are not statutory, or which have a degree of latitude in their provision.
- 3.5 It is proposed that these are combined at a departmental level with appropriate proposals to deliver these being developed.
- 3.6 There are a broad range of areas for consideration as part of the overall programme. Whilst the list below is not exhaustive it provides an indication of the areas for consideration as part of an overall programme. This should be viewed in the light of the areas covered by the overhanging BT programme and incorporates areas such as administration teams across the council, Libraries and Community Centres, Play and Care, Home to School Transport, Corporate ICT, Training, Support to Members, Performance and Partnerships, Street Lighting, School Crossing Patrols, Grounds Maintenance, Planning and Regeneration and is also shown as part of **Appendix 1**.
- 3.7 To provide flexibility it is not intended to establish individual service targets for each of these areas. This is on the basis that to provide maximum scope for the achievement of the overall targets that the establishment of departmental targets on the basis of an overall programme delivers this degree of flexibility.
- 3.8 There are a range of projects, outside the scope of those areas considered in sections 3.6 and 3.7 of the main report which offer the option, either through changes to arrangements for this Council, through working in partnership with others or through the consideration of other alternative working arrangements, Trusts, Trading Companies etc., to either deliver savings or to provide capacity or robustness around continued service provision.
- 3.9 It is important to note that these identified project areas in themselves will be potentially very challenging in terms of the timescales for their delivery and the fact that they will, in most instances involve a change in how services are provided. The proposed programme for this element of the strategy is set out in paragraph 3.8.3 of the main report.
- 3.10 The Council is currently working with the other 11 North East authorities on a collaborative project, funded by the Regional Improvement & Efficiency Partnership (RIEP), to identify for all local authorities any additional or new income generation opportunities. The project is designed to consider current and potential charging arrangements for services, fee levels and opportunities for income generation and is a further potential option for contributing to the budget deficit, although in terms of overall contribution it is not seen as significant in itself.
- 3.11 The overall target for the programme is £6.6M which needs to be delivered over the next 9 months. This is a significant challenge.

- 3.12 The assessment of the overall programme targets is covered in the main body of the report at section 4.
- 3.13 The programme has therefore been determined based on a number of assumptions at this stage which are included in section 4 of the main report.
- 3.14 There are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme.
- 3.15 It is proposed that the areas for consideration (outlined in sections 3.6 and 3.7 of the main report, 'Efficiencies and Planned Reductions') are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months (as shown in section 4.7 of the main report). This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities.
- 3.16 It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed that the current arrangements in respect of Programme Board and Cabinet are maintained.

4. RELEVANCE TO CABINET

- 4.1 The report encompasses considerations in respect of the structure and content of the programme proposed to address the budget deficit from 2012/13 onwards and is therefore within the remit of Cabinet.

5. TYPE OF DECISION

- 5.1 Non Key.

6. DECISION MAKING ROUTE

- 6.1 Cabinet 4 April 2011.

7. DECISION(S) REQUIRED

- 7.1 Cabinet are recommended to:

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme.
- Identify how they will support the delivery of the programme over the next 12 months to provide the basis for bridging the Budget deficit.
- Agree to receive further reports on issues related to the programme or which may affect the current programme including; the Localism Bill;

Public Sector Reform Bill; Voluntary and Community Sector commissioning; and issues raised by Scrutiny as appropriate.

- Note separate proposals will be developed to manage the 2012/13 cut in the specific grants and Area Based Grant transferred into the formula grant (detailed in paragraph 2.6 of the main report).

Report of: Chief Executive

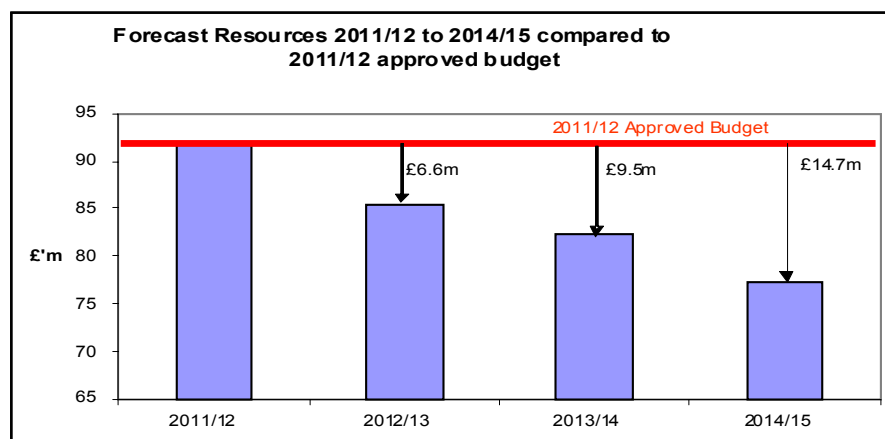
Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 – Business Transformation Programme II

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide additional information on the structure and content of the programme proposed to address the budget deficit from 2012/13 onwards. It is intended that this programme provides the single focus for the delivery of the savings needed to meet the budget for the 2012/13 budget deficit.

2. BACKGROUND

- 2.1 At the meeting on 24th January 2011 Cabinet agreed an outline programme structure based on the projected deficits facing the authority. These deficits and projections were established at the point before the budget for 2011/12 was agreed by Council. The budget has now been agreed and as such the projections have been finalised. Based on this the projected deficit for 2012/13 is £6.6m (NB this is after the provisionally agreed increase in council tax for 2012/13 of 2.5% agreed at council on 10th February 2011).
- 2.2 As Members are aware the Council faces significant deficits over the next 3 years as a result of the known grant cut for 2012/13 and the anticipated cuts in the following two years. These reductions mean that by the end of March 2014 the Council will need to make further expenditure reductions of £14.7m. This equates to a 16% reduction the total General Fund budget and means that by March 2014 expenditure in cash terms will have reduced to the level it was in 2005/06. When account is taken of those areas of the budget which cannot be reduced, such as care budgets, interest and repayment costs on the Councils borrowing, we face average reduction in other areas in the order of 25% plus.
- 2.3 It will not be possible to address this deficit without some impact on front line services. It is also wholly inconceivable that the deficit can be addressed simply by reducing the cost of the back office, most of which is within the Chief Executive's Departmental budget of £9m, which includes front line benefit and council tax services, support for the democratic process and statutory officers.
- 2.4 The scale and phasing of the forecast deficit is illustrated in the following table. The actual position from 2013/14 onwards could be worse if the Government makes changes to the current funding system, particularly if business rates are relocalised and there is not an adequate damping system. There also continues to be a potential risk from equal pay/equal value claims, which whilst likely to temporary will use up scarce resources.



- 2.5 The previous forecast make no provision for redundancy costs arising from the implementation of measures to reduce the deficits. These costs are likely to be significant and a strategy for funding these costs will also need to be developed. This could involve allocating capital receipts, increasing the savings which need to be made to either pay redundancy costs up front, or to meet the repayment costs of capitalising redundancy costs and repaying over a number of years if approved by the Government.
- 2.6 The deficits referred to in the previous paragraphs relate to the core General Fund budget. As reported to Cabinet in February 2011 there will be a further reduction in the grants transferred into the Formula grant from specific grants and the Area Based Grant. This will require reductions in these areas of £0.416m in 2012/13, a 6.7% reduction on the 2011/12 budgets. These additional reductions will bring the total reduction in this area to 21% over a 2 year period.
- 2.7 Similarly, whilst there is a small percentage increase of 1.8% in the 2012/13 Early Intervention Grant allocation this grant cut was front loaded and cut by 21% in 2011/12. Pressure to contain costs within the reduced funding allocation will continue in this area.
- 2.8 As part of the previous reports to Cabinet a series of questions have been considered which are fundamental to underpinning any programme which included;
- The provision and prioritisation of services
 - Commissioning of services (including from others in the public and private sectors, social enterprises)
 - Shared services or provision
 - Partnering
 - Alternative methods of delivering services

- 2.9 A fundamental consideration for the authority is the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals are based on :
- the continuation of a programme of review and change which encapsulates the former Business Transformation Service Delivery Options Review Programme (SDOs) with a series of planned reductions (focussing more on non statutory services and functions).
 - a series of projects which enable the authority to either take opportunities which can potentially deliver significant savings (whilst limiting the impact on front line services) or provide for greater service resilience.
 - looking longer term and considering options for the medium term.
- 2.10 It is the review of the BT programme and the alternative options which are recommended to be pursued that this report focuses on. This report considers the potential savings that may be achievable through a range of project areas (including what are essentially overhanging Business Transformation SDOs) in a consolidated programme of activity.
- 2.11 The deficits faced are significant. This is particularly the case when they are considered in the light of the changes and savings which have been made over the last few years and require a focussed and agreed approach. It is not felt possible to achieve these through one route alone and it is clear that there are some extremely difficult decisions to be made over the next two years.
- 2.12 As has been reported to Cabinet previously, and which Cabinet will be well aware of given the difficult nature of the budget process for setting the 2011/12 budget there are very few, if any, “easy” decisions to be made. In the last three years the authority has had to manage its budget through a combination of Council Tax increases, temporary use of reserves and reducing expenditure. The use of reserves was a temporary measure pending the achievement of planned Business Transformation efficiencies. This strategy was designed before the recession and the resulting cuts in Government grants. Significant budget reductions have been made over the last three years to offset reducing Government grants, inflation pressures and significant demand pressure for Children’s Services, older people and vulnerable adults. The necessary budget reductions have been achieved through a combination of efficiencies, Business Transformation efficiencies and service reductions as outlined overleaf.

	2009/10 £'m	2010/11 £'m	2011/12 £'m	Total £'m
Gross Deficit	7.0	7.1	11.9	26.0
Less - Council Tax increase/freeze grant	(1.4)	(0.9)	(1.0)	(3.3)
Less - Use of Reserves	(2.7)	(1.9)	(0.9)	(5.5)
Less - Use LABGI Grant	(0.4)	0.0	0.0	(0.4)
Net Deficit	2.5	4.3	10.0	16.8
Measures to fund net deficit				
3% Efficiencies	2.5	0.0	0.0	2.5
Corporate permanent and temporary savings	0.0	1.8	1.5	3.3
Business Transformation – Management Structures savings	0.0	2.5	0.0	2.5
Business Transformation – Service Delivery Options	0.0	0.0	2.9	2.9
Service Reductions	0.0	0.0	5.6	5.6
Total Reductions	2.5	4.3	10.0	16.8

- 2.13 Cabinet need to determine, agree and provide the policy drive to enable the programme which is proposed to be implemented. The programme as it is proposed provides for a structured and managed approach, the combined and redefined elements of service review and managed reductions will offer the potential to deliver the majority of savings required but it is through the identified projects that the overall deficit will be managed. The projects, by their nature will need to be innovative and are challenging on a number of levels.
- 2.14 The previous report to Cabinet covered a range of issues in respect of emerging government policy. It is not intended in this report to do anything other than briefly restate these to put the situation into context. A number of these issues have also been flagged up for members as potential risks through the setting of the Medium Term Financial Strategy. They include emerging government policy on the expected role, remit and operation of local councils (and partner agencies); the Decentralisation and Localism Bill - including issues such as powers for the Secretary of State to transfer to Elected Mayors any function of any body, a General Power of Competence for local government, with requirements for referenda on council tax rises above a predefined, the Public Service Reform Bill level plus others; the Welfare Reform Bill; the Academies Bill and a number of others including significant changes to Public Health.

3. PROPOSED PROGRAMME OUTLINE

- 3.1 The proposed programme for addressing the budget deficit as previously reported is based on a combination of:
- Efficiencies identifiable through reviews of provision which are essentially those elements of services not already considered as part of BT
 - Consideration of those areas of service where there is potential for further planned reduction in provision or where there are options around reconfiguration or consideration of eligibility etc
 - An identified framework of projects which are either capable of delivering significant savings or providing enhanced capacity to maintain services

- Identifying opportunities for increased income either through trading, fees and charges or alternative means
- 3.2 This is, in itself, not easy. The proposed programme has the identified component elements identified above. Implementing solutions across the broad range of this programme, on the back of previously implemented changes (in the last year £5.6M of cuts and £2.9M of Business Transformation changes and other identified savings giving an overall total of £10M)
- 3.3 The aim being to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the Business Transformation Programme and ensuring that through a consolidated approach that provides for the management of the identified deficit.
- 3.4 Essentially the proposed programme at this stage would consist of a number of related though not intrinsically linked elements which are essentially a revised and redefined Business Transformation Programme.
- 3.5 The programme is based on the following:
- 3.6 **Efficiencies**
- 3.6.1 What is important in the context of the scale of cuts is that there is a clarity on our overall programme, a degree of flexibility in achieving these and an understanding of where savings will come from combined with a robustness which enables the consideration of service issues and an ability to manage risk in terms of their achievement for the MTFS. This is important for terms of clarity of decision making and for officers in terms of development and ultimately implementation.
- 3.6.2 In addition it is proposed that the elements of the Business Transformation programme which cover Assets, Transactional and Non Transactional service areas should also be continued with the originally established targets still in place (or rolled over if they are not achieved in 2010/11).
- 3.6.3 The initially agreed Business Transformation Service Delivery options (SDO) programme which forms part of the scope of this programme is attached as **Appendix 1** in conjunction with planned reductions and also included in this are the remaining targets for the originally agreed programme in respect of Assets, Transactional and Non Transactional services. It is proposed that these workstreams are continued but may require revision in the light of any decisions made in respect of either Asset Backed Vehicles (in the case of the Assets workstream) or ICT Revenues and Benefits (in the case of the non transactional workstream). These will be kept under review.
- 3.6.4 There are a small number of the identified overhanging SDO reviews which contribute a significant proportion of the potential savings through this programme. These include Social Care Commissioning; Traffic, Transport,

Integrated Transport Unit, Highways; Children's and Adults social Care Teams. Collectively these are almost 65% of the targeted savings.

- 3.6.5 It is the view of Corporate Management Team that this programme, which is essentially a revised year 3 SDO programme, should be continued but, as discussed below rolled in at a Departmental level with those areas covered in Section 3.7 below.
- 3.6.6 With this in mind it is proposed that, whilst not being undertaken as SDO's that reviews of services provision, to a defined scope, savings expectation and timetable are undertaken. These reviews will form part of the overall programme and it will be necessary, in undertaking them, to ensure there is flexibility in achieving the targets.

3.7 **Planned reductions**

- 3.7.1 There is some potential for further reduction across a range of service areas which will need to consider the extent to which already reduced services which are not statutory, or which have a degree of latitude in their provision may be further reduced. Further consideration can be given to the scale, manner and nature of the delivery of these services and for assessment purposes these have been considered by the Corporate Management Team and a range of the service areas are to be considered.
- 3.7.2 An assessment of the overall potential in this area has identified that there is the potential to develop plans which are combined at a departmental level as outlined above with appropriate proposals to deliver these.
- 3.7.3 The planned reductions are based on an assessment of those areas where there is considered to be scope for further managed and planned reductions. This assessment is based on a combination of factors which include consideration of those areas where the statutory base for the service provides for flexibility in delivery and other factors such as service thresholds; those areas which are non statutory with potential scope for either reduction, cessation or significant change in either scope of method of delivery; options for the redesign of services.
- 3.7.4 There are a broad range of areas for consideration as part of the overall programme. Whilst the list below is not exhaustive it provides an indication of the areas for consideration as part of an overall programme. This should be viewed in the light of the areas covered by the overhanging BT programme and incorporates areas such as administration teams across the council, Libraries and Community Centres, Play and Care, Home to School Transport, Corporate ICT, Training, Support to Members, Performance and Partnerships, Street Lighting, School Crossing Patrols, Grounds Maintenance, Planning and Regeneration and is also shown as part of **Appendix 1**.
- 3.7.5 As has been discussed and to provide flexibility it is not intended to establish individual service targets for each of these areas. This is on the basis that to

provide maximum scope for the achievement of the overall targets that the establishment of departmental targets on the basis of an overall programme delivers this degree of flexibility.

3.8 Projects

- 3.8.1 There are a range of projects, outside the scope of those areas considered in sections 3.6 and 3.7 above which offer the option, either through changes to arrangements for this Council, through working in partnership with others or through the consideration of other alternative working arrangements, Trusts, Trading Companies etc, to either deliver savings or to provide capacity or robustness around continued service provision.
- 3.8.2 It is important to note that these identified project areas in themselves will be potentially very challenging in terms of the timescales for their delivery and the fact that they will, in most instances involve a change in how services are provided.
- 3.8.3 The proposed programme for this element of the strategy includes consideration of the following:

Project	Action	Date	Who
Asset Backed Vehicle	It is anticipated that a report will come to Members in April requesting a decision on how to proceed.	Apr '11	Director of R & N
Photo voltaic cells	A report is to be considered by Cabinet In April 2011 outlining the business case with full costs and risks	Apr '11	Director of R & N
Streetscene	<p>A review to assess the options for shared service/ joint working delivery models for street-scene and waste management services is currently being undertaken working with another Tees-Valley Authority.</p> <p>Preliminary baseline work on service areas has been collated and alternative delivery models will be identified. The next steps will involve the preparation of an Outline Business Case (OBC) and secondly, subject to the findings of the OBC the preparation of a Full Business Case (FBC).</p> <p>The objective of the OBC is to undertake an indicative assessment of the case for alternative delivery models and provide a basis with which to make a decision on whether or not to proceed with the development of an FBC. Based upon indicative assumptions the OBC will provide an initial feasibility assessment of the potential for shared services / joint working delivery between the authorities in the service areas identified.</p>		Director of R & N

	The OBC will be completed by the end of March.		
Leisure Trust	<p>The next steps are to determine the merit of pursuing a single service approach with initial discussions with local providers.</p> <p>The scope for savings and alternative models will be considered as part of the ongoing savings programme and in respect of any trust status benefits.</p> <p>A Hartlepool Cultural Trust is being considered however this will have funding implications to implement.</p>	May '11	Director of C & A
Museums Trust	<p>The next steps are the consideration of the existing proposals for a Tees Valley Museums Trust, response to the business case and review of the baseline data in relation to the Hartlepool position.</p> <p>Initially this will be on the basis of a report to Tees Valley Chief Executives group in first instance. Consideration of the Hartlepool position and alternative measures for a continuing service.</p> <p>Any Tees Valley Museums Trust proposal or any alternative proposal has cost implications for development if pursued but these, in conjunction with potential benefits as part of any business case, require development.</p> <p>In addition, and in parallel, a Hartlepool Cultural Trust is being considered, this too will have funding implications to implement.</p>	May '11	Director of C & A
Adult Social Care Trading Company	<p>A considerable amount of further work is needed to establish whether this can be taken forward as it would need to be done on a Tees wide or sub-regional basis to achieve maximum benefits. It is anticipated that, if other Local Authorities were in agreement to exploring this approach further, the planning stage would take a minimum of 12 months.</p> <p>This proposal was always about longer term transformation and securing and improving services and as such, short term savings are not anticipated. It is estimated that it would be 5 – 10 years before savings were made, due to the implications of transferring staff (TUPE, terms and conditions etc).</p> <p>Work will continue to research this further</p>	TBD	Director of C & A

	and explore potential for taking a proposal forward and progress will be reported via Portfolio or Cabinet, but this project will definitely not deliver savings in 2012/13.		
Joint working with other authorities	<p>Cabinet agreed the exploration of options and potential of any such arrangements at the meeting on 24th January.</p> <p>This is due to be completed by mid May 2011 and will be reported to Cabinet as soon as feasible after this date.</p>	Jun '11	Chief Executive
ICT and related services	This has been referred to Scrutiny Co-ordinating Committee for consideration prior to a return to Cabinet on 4 th April 2011	Apr '11	Chief Executive
Transport (NE and Tees Valley)	<p>There is ongoing consultation and discussion with the Tees Valley Chief Executive Group on this option. Further consideration being given to Shared Practice within Tees Valley Passenger Transport Services.</p> <p>Following this consideration a further report will be provided should there be an option to proceed.</p>	TBD	Director of R & N
Procurement (NE and Tees Valley)	<p>Regional collaborative procurement is being developed across the 12 North East Local Authorities and the "new NEPO" business case identifies that substantial savings are possible. Projects include Child and Adults Services, Office Supplies, Consultancy, Construction Frameworks.</p> <p>Tees Valley Authorities continue to collaborate on fairly low level procurement and this needs to be reviewed and developed if sub regional savings are to be achieved.</p> <p>The Council will need a sound business case to choose between regional, sub-regional and local approaches to achieve savings whilst trying to stimulate the local economy.</p> <p>Following these considerations further reports will be provided should there be options to proceed.</p>	TBD	Director R & N
Joint Asset Use	The Hartlepool Partnership "Public Sector Partners" Group is leading on a shared facilities and co-location work with the objective to improve asset management across Hartlepool and in particular achieve savings from property rationalisation. The Group received a report on 17 th February 2011 to consider a work programme.	N/A at this stage	Director of R & N

	On a sub-regional basis the RIEP has lead on an asset management project to share services and skills across the Tees Valley Authorities. The business case to progress will be reported to a future meeting of the Tees Valley Chief Executives.		
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3.8.4 There is a report for consideration by Cabinet at this meeting in respect of the proposed course of action in respect of ICT and Revenues and Benefits as outlined above. This project, as has been previously reported has the potential to deliver significant savings for the 2012/13 budget. Dependant upon the decision by Cabinet the programme may require review.

3.8.5 In considering each of these areas (either alone or jointly) it will be necessary to determine initial business cases and resources to enable these to be progressed and the most appropriate manner in which this can be undertaken.

3.8.6 There is currently consideration being given, through Tees Valley Chief Executives, to the options and potential which is available around the areas identified.

3.8.7 These projects are presented, for the purposes of this report as separate entities. There will be a separate report to Cabinet, linked to this, on the powers of the authority to trade and in implementation terms options for consolidating these will be reviewed.

3.9 **Income Generation**

3.9.1 The Council is currently working with the other 11 North East authorities on a collaborative project, funded by the RIEP, to identify for all local authorities any additional or new income generation opportunities. This work has been commissioned from Deloitte, by Newcastle City Council (who have agreed to take the lead on this project).

3.9.2 The project is designed to consider current and potential charging arrangements for services, fee levels and opportunities for income generation. This is due to report early this year and is included in this report as a further potential option for contributing to the budget deficit, although in terms of overall contribution it is not seen as significant in itself.

3.10 **Other related and contributory considerations**

3.10.1 **Voluntary and Community Sector**

3.10.2 As part of the consideration of the budget for 2011/12 there have been a number of discussions in respect of the need to ensure that services are commissioned based upon identified need and outcomes. As part of this, and in line with the already agreed Voluntary Sector Compact, further work will be undertaken to map current expenditure (grant or contracted) with the voluntary and community sector with service provision. The scale and nature

of the changes in funding over the last 12 months (in particular though not exclusively in relation to Working Neighbourhood Fund (WNF)) requires that this be revisited to ensure that an adequate and comprehensive baseline is in place for the determination of the next stages of activity.

3.10.3 Localism Bill and Public Sector Reform Bill

3.10.4 The Localism Bill (currently not completed the committee stage) and the anticipated Public Sector Reform Bill are likely to require further changes and or revisions of the above programme. Whilst one is only at committee stage and the other not published at the time of writing this report) it is already clear that there are potential considerations which will need to be assessed as part of the overall programme in relation to assets. It is likely that further requirements will become evident over the course of the next 3 – 6 months.

3.10.5 Marketing / Public Relations and Advertising; Advice and Guidance

3.10.6 As part of the Scrutiny process of the budget for 2011/12 it was highlighted, and agreed as part of the feedback to these discussions, that consideration should be given to the options available to the authority in respect of the provision of the above functions across the authority and options which may be available. These processes have commenced to work through the scope and potential options and it was agreed that this form part of the overall considerations for the 2012/13 budget.

4. OVERALL PROGRAMME TARGETS AND FINANCIAL ASSUMPTIONS

4.1 As has been stated earlier in the report it is the intention that this programme provides the focus for the delivery of the savings required to address the challenges identified in the Medium Term Financial Strategy (MTFS). These challenges are significant and will only be delivered if we have in place a robust and agreed programme for their delivery.

4.2 The overall target for the programme is £6.6M which needs to be delivered over the next 9 months. This is a significant challenge.

4.3 On this basis it is proposed that the programme is structured on the basis of a combination of overhanging BT SDO reviews and previously existing workstreams and managed reductions in provision (which may be achieved in a number of ways). Such a programme as it is outlined at this stage does not fully address the identified budget deficit.

4.4 It is on this basis that a number of additional projects have been identified for progression. Not all of these projects have yet been fully worked through and some will have a significant lead in time (this is covered in section 3.8 above). Proposals have been brought to Cabinet already in respect of ICT and Revenues and Benefits and these are currently being considered by Scrutiny. It is anticipated that this project could yield significant savings for the 2012/13 budget but this will not be achievable in the timescales

remaining in the 2011/12 financial year should there be any delay. This will require a revision of the programme.

4.5 The financial targets for the programme are as follows :

4.6 The assessment of the overall programme structure is outlined below. This is the basis upon which the departmental targets, considering the carry forward of the BT programme and other potential planned reductions

	£ 000K	Comments
MTFS Deficit	6600	
BT Programme	3700	These two parts of the programme to be combined at a departmental level (see below)
Planned reductions	1640	
Projects	TBD	A range of projects are outlined, or have been proposed. The determination of these will assist the identified deficit remaining
Income Generation	TBD	
Deficit remaining *	1260	To be reviewed June 2011

* NB – it is intended at this stage that Projects – currently without any detailed targets would contribute significantly / manage the outstanding deficit. This may require review through the year.

4.7 The table above identifies an overall structure for the programme in corporate terms. Corporate Management Team are proposing, based on the targets identified above, the “allocation” of the remaining BT targets at a departmental level and an assessment of potential planned reductions that the overall make up of the programme in financial terms would be as follows:

	£ 000K	Comments
MTFS Deficit	6600	
Chief Executives Department	570	CMT proposals based on overhanging BT programme and potential planned reductions
Child and Adult Services	2670	
Regeneration and Neighbourhoods	2100	
Projects	TBD	See section 3.8 above
Income Generation	TBD	
Deficit remaining *	1260	To be reviewed June 2011

4.8 The programme has therefore been determined based on a number of assumptions at this stage all of which can be easily updated following any key decisions.

- A projected level of savings based on the agreed MTFS and budget decisions at Council on 10th February 2011.
- An assumed savings target from the various elements of the programme based on a desire to reduce double counting of potential savings and /or a reduced ability to deliver savings dependant of decisions made in respect of the 2011/12 budget (mitigating though not removing the potential for multiple reductions in the same area)
- A factoring of savings where areas are counted more than once through the Efficiencies and Planned Reduction elements of the programme.
- A provide for a robust programme capable of delivery there will be a revision of a number of the original SDO targets from the BT programme.
- No detailed savings have been attributed to the Projects element of the Programme. Dependant upon decisions taken these would either be commercially confidential estimates or will require initial business cases prior to further development.
- The programme will require review in 3 months time (June) in the light of decisions taken. If decisions on projects are taken to not proceed then this will require the other elements of the programme to be reviewed and increased to provide the basis for a robust programme of activity to bridge the budget deficit in a timely manner.
- There is an assumed council tax rise of 2.5% (£1m) in 2012/13. If this is not progressed any financial projections will need to be adjusted to account for this.

5. RISK CONSIDERATIONS

5.1 There are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme. The nature of the financial challenge means that to risk not attempting to determine solutions to these issues will result in very significant and very disruptive changes at a very late stage. This is not something which would be recommended and is not something which Cabinet have been in favour of in the past.

5.2 In simplistic terms the identified risks are as follows:

5.2.1 Capacity to deliver any programme of change

- This has been flagged up in the consideration of previously the developed programme. Whilst this risk has always been managed and the programmes have been delivered, or over delivered, the resources to manage and deliver this, whilst maintaining services, are an ever shrinking pool. It is likely that to pursue a number of the options identified in this report that external support and expertise will be required.

5.2.2 Increasing difficulty and complexity

- Whilst the scale of change we have been facing has never been easy to address it becomes increasingly difficult (and with this comes an increased level of risk) to deliver significant change and savings from an ever reducing budget. This report has highlighted the savings made to date and the significant progress made. This should not be allowed to detract from the issues currently being faced.

5.2.3 Evolving Government policy

- Government policy is evolving at a significant pace. It is not currently clear how far this will go or how this will directly, or indirectly affect the role and function of local authorities, or the expectations placed upon them. It is however clear that there will be a period of continued and significant change and that the authority would be well placed to consider early the options which are available to be in a position to respond quickly. Recent White Papers and Bills have significantly changed these roles and functions. It is considered that these changes will continue.

5.2.4 Future financial settlements

- Whilst the authority has received a settlement which covers 2011/12 and 2012/13 there is no certainty beyond this period. The government have also announced their intention to review the Local Government Finance system with a view to any new system being in place for the following year. It is unclear what this may entail but it is a significant risk in the medium to long term.

5.2.5 Programme delay / decision making

- The programme is challenging and there are significant savings to be delivered in a short period of time. In respect of this programme the need to ensure that necessary decisions and progress can be made becomes increasingly important. As has been stated on a number of occasions in this report the affect of, and requirements to consider radical alternatives, in respect of potential changes to services (and in respect of the role of the authority in regard to these matters) will not be a simple matter. However in the context of ensuring that this is a managed programme and capable of delivering the savings required Cabinets role in this does become increasingly important.

6. MANAGING THE PROGRAMME

6.1 The BT programme has been managed according to a predetermined workplan and targets for individual projects. Each element of the programme has been managed as a separate, though interlinked, project with clear governance arrangements and timescales for delivery.

6.2 At the point at which the programme was determined it was devised to deliver the savings which were expected to be required to balance the

budget. The changing financial climate and the additional levels of saving required has meant that the BT programme, for the last 6 months has been operating alongside a requirement to identify additional savings in order to ensure that the budget can be balanced. This has caused a degree of difficulty in being clear about changes which are being made, the savings which are to be delivered and the manner in which this can be managed.

- 6.3 It is proposed that the (areas for consideration outlined in sections 3.6 and 3.7 efficiencies and planned reductions) are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months (as shown in section 4.7). This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities.
- 6.4 It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed that the current arrangements in respect of Programme Board and Cabinet are maintained.

7. CONCLUSION

- 7.1 There are no easy solutions to the problems which are facing the Council. We have been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.
- 7.2 The BT Programme when established was determined to provide a managed programme to deliver the savings required to address the MTFS deficits. The programme was overtaken by the scale and speed of the cuts imposed and consequently through the latter parts of the 2010/11 budget process we essentially had two processes running in parallel, the BT programme and the budget process. It is the intention of this programme to aim to avoid this.
- 7.3 It is worth reiterating that the scale of the deficit is significant, a minimum deficit in 2012/13 of £6.6m and a minimum cumulative deficit over the period 2012/13 to 2014/15 being £14.7m. Such a deficit requires consideration of a range of radical and significant change. Section 2 above provides a clear summary of this and the affect over the next 3 years.
- 7.4 The proposed programme identified in this report will need some further, and ongoing, work to address and account for any potential double counting and to ensure that we are in a position to manage and deliver it. The proposals for managing the programme are CMT's recommendations to Cabinet to put in place a programme for managing the changes required.

- 7.5 The rationale for the management of the programme and the proposals for its delivery are based on a need to ensure that such decisions can be made in a timely and managed fashion.

8. RECOMMENDATIONS

8.1 Cabinet are recommended to:

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme.
- Identify how they will support the delivery of the programme over the next 12 months to provide the basis for bridging the Budget deficit.
- Agree to receive further reports on issues related to the programme or which may affect the current programme including; the Localism Bill; Public Sector Reform Bill; Voluntary and Community Sector commissioning; and issues raised by Scrutiny as appropriate.
- Note separate proposals will be developed to manage the 2012/13 cut in the specific grants and Area Based Grant transferred into the formula grant (detailed in paragraph 2.6).

9. CONTACT OFFICER

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10. BACKGROUND PAPERS

Cabinet report of:

24th January 2011, Strategy for bridging the budget deficit 2012/13.

Appendix 1

Identified Scope for Programme

The information below is the combined initial scope for consideration as part of the revised programme. It includes the scope agreed for the year 3 SDO programme and the overhanging savings from the other workstream elements of the BT programme and a number of other key areas for consideration as part of the efficiencies and planned reductions part of the programme.

Performance and Partnerships and Public Relations	Corporate Strategy
Scrutiny, Democratic Services, Member Services	HR & Health and Safety
Customer Services, Contact Centre, Registrars	Transactional services and payments
Corporate ICT	Training
Support to Members	
Service User Finance, Property & Appointeeship	Drug Action Team
Adult Social Care Teams, including Safeguarding, intermediate care/MH/LD/Dis and OP	Children's Social Care Teams and Safeguarding *** Disability Team, Prevention Services, Family Resource Teams, Duty Team
Total Social Care Commissioning (Adults & Children's)	Havelock & Warren Road Day Centres
Museum, Heritage, Strategic Arts & Events	Libraries - Central, Branch / Home/Delivered Services
Grants to Comm & Vol Orgs	Children's Contracted Services
Adult Education	Home to School Transport
School Admissions	Performance Management Team
Play & Care	Youth Centres
Buildings, leased and let estate, property management	Youth Projects
Community Centres	Youth Support Workers
Sport & Health in the Community	Administration Team
Procurement	Community Safety, DAT, ASB, FIP (and Drugs Intervention)
Grounds Maintenance	Economic Development
Traffic & Transport Services, Highways Services, ITU, Car Parking & Depot	Development & Building Control, Spatial Planning (LDF), Landscape & Conservation, Strategic Transport Policy
Housing Regeneration & Policy	Asset & Property
Landscape & Conservation Management	Parks & Countryside
Planning Policy & Regeneration Management	Engineers and Related Works
Private Sector Housing	Gully's
Sustainable Development	Highway Maintenance
School Crossing Patrol	Highways & Transportation
Street Lighting	Road Safety
Major Regeneration Projects	Neighbourhood Management Team
Contrib. to Sub Regional Partnership	Public Conveniences
Economic Development Admin	

CABINET REPORT

8 April 2011



Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 – ICT and Revenues and Benefits

SUMMARY

1. PURPOSE OF REPORT

To enable Cabinet to make a decision in respect of the proposed procurement route for ICT and Revenues and Benefits.

2. BACKGROUND

Cabinet have received two reports (on 24th January 2011 and 7th February 2011 – attached as **Appendix A** and **B** to this report) which have identified and provided options and proposed recommendations in respect of the potential benefits from and the procurement route for a revised delivery mechanism for ICT and Revenues and Benefits services.

At the meeting on 7th February 2011, Cabinet determined to refer this matter to Scrutiny for consideration with particular reference to the Revenues and Benefits element. Included on this agenda is a report from Scrutiny Co-ordinating Committee following their consideration of this matter.

2. SUMMARY OF CONTENTS

As has been stated in previous reports the proposals in respect of ICT and Revenues and Benefits have a number of key drivers and requirements identified. These are shown in summary below and in full in the main report;

- Investment in the local economy
- Service Provision and Efficiencies

As was stated in the report to Cabinet on 24th January 2011 an assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement.

There are a range of factors which are included in the two appendices which have influenced the proposals which have been brought forward. In order to not restate these in this report they are covered in more detail in **Appendix B** (the report to Cabinet on 7th February in sections 4 and 5).

As has been highlighted in respect of these options previously and in the accompanying report on this agenda it is anticipated that following the proposed route recommended in this report will provide significant savings toward the 2012/13 budget deficit. It is included at this stage as one of the Projects in the revised Business Transformation Programme and has the potential to contribute significantly to the outstanding deficit identified. It is not proposed in this report to restate the scale and difficulty in achieving and delivering plans to bridge this deficit.

A range of options and consideration of potential alternatives have been outlined in this report and previous reports but with regard to these services there are a number of issues which support a competitive procurement of these elements of Council activity:

- Preliminary research indicates that significant savings for the Council can be achieved.
- There are potential benefits to Hartlepool in economic regeneration.
- There is significant private sector experience in the delivery of these services on behalf of the public sector.
- Proposed amendments to the national benefits system may result in significant changes in the scale and scope of the Revenues and Benefits services the Council currently provide.
- Statutory protections for current staff would be maximised.

Consideration of the timescales for the management and delivery of this project, should it be agreed has been assessed and is capable of delivery (and any potential savings realised) for the 2012/13 budget.

As a result of this it is proposed that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services which is a framework of providers pre-qualified to meet procurement and service requirements.

3. RELEVANCE TO CABINET

The report encompasses considerations in respect of a potential strategy and programme for managing the identified budget deficit for 2012/13 and is therefore within the remit of Cabinet

4. TYPE OF DECISION

Non Key.

5. DECISION MAKING ROUTE

Cabinet 8th April 2011.

6. DECISION(S) REQUIRED

Cabinet are recommended to:

- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.

Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 – ICT and Revenues and Benefits

1. PURPOSE OF REPORT

- 1.1 To enable Cabinet to make a decision in respect of the proposed procurement route for ICT and Revenues and Benefits.

2. BACKGROUND

- 2.1 Cabinet have received two reports (on 24th January 2011 and 7th February 2011 – attached as **Appendix A** and **B** to this report) which have identified and provided options and proposed recommendations in respect of the potential benefits from and procurement route for a revised delivery mechanism for ICT and Revenues and Benefits services.

At the meeting on 7th February 2011 Cabinet determined to refer this matter to scrutiny for consideration with particular reference to the Revenues and Benefits element. Included on this agenda is a report from Scrutiny Co-ordinating Committee following their consideration of this matter.

3. REQUIREMENTS

- 3.1 The detailed scope of services included in any specification is to be determined. It will recognise the importance of high quality front line service delivery continuing, easily available to local people, especially in relation to Benefits and some aspects of Revenues services.
- 3.2 As has been stated in previous reports, and restated here for completeness, the proposals in respect of ICT and Revenues and Benefits have a number of key drivers and the requirements identified. These are shown below:

3.2.1 Investment in the Local Economy

- There is a significant opportunity, that the authority would look to maximise, that through any procurement exercise the identification of options for the development of a model of service delivery which provides for regeneration based in Hartlepool and aligns to the delivery of services at a sub regional and regional basis. We would be looking for a partner to develop and invest in the local economy and detail proposals for future growth and the investment to be made and the benefits to the partnership.
- In addition, we would be considering the extent to which the proposed plans would enable and encourage other public sector organisations to utilise the services established and how this will contribute to future growth and development and plans to both retain and develop jobs

within the service areas being considered to the benefit of the local economy.

- In addition, we would be considering the extent to which these arrangements are beneficial to the authority in service and financial terms through the potential for inducements such as “gain share” (an arrangement which would provide a direct financial benefit to the authority through any additional work delivered through such an arrangement) and opportunities for further partnership or trading opportunities with the partner working directly with the authority (to the benefit of both organisations).
- It is important to recognise that an important part of any requirement from the perspective of the local authority, in conjunction with a desire to provide additional benefits to the local economy, is to protect the current employment of staff (this is equally the case and would be reflected in the section 3.2.2 ‘Service Provision and Efficiencies’).

3.2.2 Service Provision and Efficiencies

- Any arrangement would be required to combine high quality service delivery with the opportunity for efficiencies in delivery. The OGC buying solutions framework has 12 private sector providers that are prequalified with the OGC Buying solutions for the delivery of such services. The pre-qualification for this framework includes assessments of:
 - Technical solutions (innovation, benefits realisation, quality of solution);
 - Commercials (Pricing, Value for Money, Payment profiles); and
 - Service Delivery (Service levels, key performance indicators, Transition).
- Any potential provider would be expected to demonstrate how services will be delivered, to the outcomes that the authority specifies, the service standards and quality frameworks that they will work to. It is important to recognise that the delivery of services may differ from current arrangements but will have to be allied to the outcomes and service standards specified.
- In recognition of the changes and pressures which the authority faces there will be a requirement for any provider to identify both the savings to be delivered against the current cost base, the approach to the risks in delivering these savings and the assumptions made in determining these. Such reassurances provide the authority with a basis upon which to adequately manage overall financial and service risk.
- The external, nationally driven, policy and financial pressures which the Authority is facing will mean that any provider is required to demonstrate how any proposed delivery model and associated costings demonstrate ongoing value for money, service flexibility and flexibility in provision and partnership arrangements to both meet the authority’s ongoing transformation agenda and external pressures, drivers and national policy changes.

- Particular consideration will need to be given to how any provider will review and improve provision over the course of the agreement with particular reference to considerations around the effects of universal credit and provision.

3.2.3 As was stated in the report to Cabinet on 24th January 2011 (**Appendix A**) an assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement.

4. ISSUES INFLUENCING THE PROPOSALS

4.1 There are a range of factors which are included in the two appendices which have influenced the proposals which have been brought forward. In order to not restate these in this report they are covered in more detail in **Appendix B** (the report to Cabinet on 7th February in sections 4 and 5).

5. FINANCIAL CONSIDERATIONS

5.1 As has been highlighted in respect of these options previously and in the accompanying report on this agenda it is anticipated that following the proposed route recommended in this report will provide significant savings for the 2012/13 budget deficit. It is included at this stage as one of the Projects in the revised Business Transformation Project and has the potential to contribute significantly to the outstanding deficit identified. It is not proposed in this report to restate the scale, risk and difficulty in achieving and delivering plans to bridge this deficit.

6. CONCLUSION

6.1 There are no easy solutions to the problems which are facing the Council. The proposals in respect of ICT and Revenues and Benefits provide a number of opportunities, as covered in this and previous reports.

6.2 A range of options and consideration of potential alternatives have been outlined in this report but with regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:

- Preliminary research indicates that significant savings for the Council can be achieved.
- There are potential benefits to Hartlepool in economic regeneration.
- There is significant private sector experience in the delivery of these services on behalf of the public sector.
- Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide.
- Statutory protections for current staff would be maximised.

- 6.3 Consideration of the timescales for the management and delivery of this project, should it be agreed has been assessed and is capable of delivery (and any potential savings realised) for the 2012/13 budget.
- 6.4 As a result of this it is proposed that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services which is a framework of providers pre qualified to meet procurement and service requirements.

7. RECOMMENDATIONS

- 7.1 Cabinet are recommended to:

- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.

8. CONTACT OFFICER

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CABINET REPORT

24th January 2011



Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 (Initial Report) – Business Transformation
Programme II

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to outline the proposed strategy for addressing the budget deficit from 2012/13 onwards building on and continuing the Business Transformation programme in a revised structure. The Council has recently received a two year spending settlement and on this basis it is advisable, as in previous years to consider appropriate strategies and plans to mitigate the impact.

2. BACKGROUND

The need to revisit and renew the current Business Transformation (BT) programme in the light of the current financial circumstances facing the council is important to ensure that the authority has in place a plan for bridging the projected deficits.

A deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position. This report begins to address these requirements with a renewed Business Transformation Programme, including some elements from the previous programme and some additional elements to meet the budget requirements.

2. SUMMARY OF CONTENTS

A fundamental consideration for the authority is the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals are based on:

- the continuation of a programme of review and change which encapsulates the Business Transformation SDOs with a series of planned reductions (primarily focussing on none statutory services and functions)
- a series of projects which enable the authority to either take opportunities which can potentially deliver significant savings (whilst protecting front line services) or provide for greater service resilience
- looking longer term and considering options for the medium term

The recently announced budget settlement provides the opportunity to clarify the financial position facing the authority over the next couple of years.

There are a range of factors which have either been announced, are understood to be in development or have been suggested in respect of emerging government policy and the role, remit and operation of local councils (and partner agencies). Whilst many of them are not clear in terms of the extent of their impact the fact remains that there has been a fundamental shift in the strategic context within which local authorities will be required to operate including the Decentralisation and Localism Bill and a range of other bills and proposals which will ultimately affect the operation of the Council and potentially the services delivered and to whom. In addition to that identified above there is also the Welfare Reform Bill and the Academies Bill which potentially bring significant changes to the benefits and education systems. This is by no means an exhaustive list, they are examples of the scale and nature of change which is being driven by legislation.

In addition to legislative changes there are a range of proposals being highlighted which may become driven by legislation, may potentially drive funding allocations or be driven by other factors. It is difficult to predict with absolute accuracy what may be encompassed in any such changes but on the balance of probabilities there are a range of issues which are liable to receive significant impetus, though the exact nature of this is still unclear.

In relation to the management of local authorities the Secretary of State has focussed particularly on questioning current management structures and there is almost certainly going to be a significant push for the greater involvement of the private sector in the delivery of local services.

The proposed programme for addressing the budget deficit is based on a combination of:

- Efficiencies identifiable through reviews of provision which are essentially those elements of services not yet considered as part of BT
- Consideration of those areas of service where there is potential for further planned reduction in provision or where there are options around reconfiguration or consideration of eligibility etc
- An identified framework of projects which are either capable of delivering significant savings or providing enhanced capacity to maintain services

- Identifying opportunities for increased income either through trading, fees and charges or alternative means

The aim through this is to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the current Business Transformation Programme and ensuring that through a consolidated approach that provides for the management of the identified deficit through a new agreed Business Transformation Programme.

There are a number of immediate considerations within the programme that have been identified as a result of the scale and nature of the overall savings required and which provide potential opportunities to deliver significant savings and these cover Joint Working Arrangements and ICT and related services and are covered in more detail in the body of the report.

It is important, if the risks associated with any such programme are to be minimised, and the contribution to the MTFS maximised, that there is both a clear programme and that the financial assumptions underpinning it are suitably robust, this has been successfully achieved to date and it is intended to continue this through the renewed BT programme.

The outline programme has been determined based on a number of assumptions at this stage all of which can be easily updated following any key decisions and there are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme. The nature of the financial challenge means that to risk not attempting to determine solutions to these issues will result in very significant and very disruptive changes at a very late stage. This is not something which would be recommended and is not something which Cabinet have been in favour of in the past.

The BT programme has been managed according to a predetermined workplan and targets for individual projects. Each element of the programme has been managed as a separate, though interlinked, project with clear governance arrangements and timescales for delivery.

It is proposed that this is continued and expanded (albeit on a slightly different programme outline). It is proposed that the areas for consideration outlined in sections 5.4.1 and 5.4.9 efficiencies and planned reductions of the main report are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months. This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities and as part of the revised Business Transformation Programme.

It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed that the current arrangements in respect of Programme Board and Cabinet are maintained to ensure that members are aware of proposals and

developments and in a position to make informed decisions as part of a consolidated programme of activity.

There are no easy solutions to the problems which are facing the Council. We have been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.

The proposals to renew the Business Transformation programme identified in this report do need some further work to determine and account for any potential double counting and to ensure that we are in a position to manage and deliver it. The proposals for managing the programme are CMT's recommendations to Cabinet to enable those issues identified during the later part of last year regarding a degree of confusion between BT and budget savings to be addressed and to provide for both a degree of flexibility whilst ensuring that reporting and decision lines to Cabinet are clear.

3. RELEVANCE TO CABINET

The report encompasses considerations in respect of a potential strategy and programme for managing the identified budget deficit for 2012/13 and is therefore within the remit of Cabinet

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 24th January 2011

6. DECISION(S) REQUIRED

Cabinet are recommended to

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis
- Agree that the programme above to be considered by BT Board and for decision by Cabinet as part of a managed programme
- That a further more detailed report on potential savings from this programme is provided to Cabinet before the end of February 2011.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme
- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.
- Agree to the submission of a funding bid to RIEP for an assessment of the potential for joint working with other authorities

Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 (Initial Report) – Business Transformation
Programme II

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to outline the proposed strategy for addressing the budget deficit from 2012/13 onwards. The Council has recently received a two year spending settlement and on this basis it is advisable, as in previous years to consider appropriate strategies and plans to mitigate the impact.

2.0 BACKGROUND

- 2.1 The need to revisit and renew the current Business Transformation (BT) programme in the light of the current financial circumstances facing the council is important to ensure that the authority has in place a plan for bridging the projected deficits. The current BT programme has delivered £2.5m for the 2010/11 budget and is on schedule to deliver the increased target of £2.9m for the 2011/12 budget. However even with this contribution the authority still faces significant budget deficits in later years.
- 2.2 A deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position.
- 2.3 At the Cabinet meeting on 28th June 2010 a report was considered which encompassed a range of questions which essentially related to the next steps for the future shape of the council. As part of this a number of questions were posed which have informed the budget strategy for developing the budget for 2011/12. The questions included the fundamental question of “can the authority continue to operate in its current manner” and underpinning this fundamental question were a range of others, including;
- Can services be maintained at their current level?
 - Can we continue to deliver all services ourselves or should we investigate other models of delivery?
 - Can we identify plans that will deliver the degree of savings needed?
 - Can we balance a desire to deliver high quality services with the savings needed?
 - Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?
 - Can we charge for some services which are currently provided free, or increases existing charges?

- 2.4 As part of this series of questions a range of options were considered by Cabinet in respect of an emerging strategy which included;
- The provision and prioritisation of services
 - Commissioning of services (including from others in the public and private sectors, social enterprises)
 - Shared services or provision
 - Partnering
 - Alternative methods of delivering services
- 2.5 The strategy for the determination of the budget for 2011/12 has in part started to address this, in conjunction with the agreement to a number of recommendations from Service Delivery Options reports through BT including consideration of Trust arrangements for Leisure, Community Interest Companies (or similar models) for adult social care.
- 2.6 A fundamental consideration for the authority is the extent to which we balance the following against a strategy which would essentially be focussed on a series of unplanned cuts. The proposals are based on :
- the continuation of a programme of review and change which encapsulates the former Business Transformation SDOs with a series of planned reductions (focussing on none statutory services and functions)
 - a series of projects which enable the authority to either take opportunities which can potentially deliver significant savings (whilst protecting front line services) or provide for greater service resilience
 - looking longer term and considering options for the medium term

3.0 THE EVOLVING FINANCIAL SITUATION

- 3.1 The recently announced budget settlement provides the opportunity to clarify the financial position facing the authority over the next couple of years. Whilst the final details of any likely deficit are the subject of decisions on the budget for 2011/12 by Cabinet and Council, the current forecasts suggest that the budget deficit for 2012/13 will be between £7.5M and £10.4M. This is the headline deficit assuming that there are no savings factored in for Business Transformation or Council tax rises in these years.
- 3.2 It is the review of the BT programme and the alternative options which are recommended to be pursued that this report focuses on. This report considers the potential savings that may be achievable through a range of project areas (including what are essentially overhanging Business Transformation SDOs) in a consolidated programme of activity.
- 3.3 At either end of the scale the deficits faced are significant. This is particularly the case when they are considered in the light of the changes and savings which have been made over the last few years and require a focussed and agreed approach. It is not felt possible to achieve these

through one route alone and it is clear that there are some extremely difficult decisions to be made over the next two years.

4.0 EMERGING GOVERNMENT POLICY

- 4.1 There are a range of factors which have either been announced, are understood to be in development or have been suggested in respect of emerging government policy and the role, remit and operation of local councils (and partner agencies). Whilst many of them are not clear in terms of the extent of their impact, the fact remains that there has been a fundamental shift in the strategic context within which local authorities will be required to operate.
- 4.2 The Decentralisation and Localism Bill published in December 2010 has a number of significant proposed changes including issues such as powers for the Secretary of State to transfer to elected Mayors any function of any body, a General Power of Competence for local government, requirements for referenda on council tax rises above a predefined level, a requirement for councils to draw up and publish a list of assets of community value, a community “right to challenge”, powers for a range of bodies to develop Neighbourhood plans for planning purposes. This is not an exhaustive list and is designed to provide a flavour only of the changes.
- 4.3 There are a range of other bills and proposals which will ultimately affect the operation of the Council and potentially the services delivered and to whom. In addition to those identified above, there is also the Welfare Reform Bill and the Academies Bill which potentially bring significant changes to the benefits and education systems. This is by no means an exhaustive list, they are examples of the scale and nature of change which is being driven by legislation.
- 4.4 In addition to legislative changes there are a range of proposals being highlighted which may become driven by legislation, may potentially drive funding allocations or be driven by other factors. It is difficult to predict with absolute accuracy what may be encompassed in any such changes but on the balance of probabilities there are a range of issues which are liable to receive significant impetus, though the exact nature of this is still unclear.
- 4.4.1 There have been repeated statements that local authorities can protect front line services by being “more efficient”. In determining this, the government have focussed on a number of areas; back office services, the role of chief executives, greater involvement of private sector. As has been stated they have not identified how, or if, they might mandate any of these.
- 4.4.2 The assumption in relation to back offices services appears to be that they can be delivered more efficiently either by the private sector or by joining up provision across a number of authorities and that as they are not front line, they should be minimised. Hartlepool has significantly reduced its back office functions over the last 2 years through the Business Transformation programme and through proposals for budget reductions for the 2011/12

budget and there is still some potential for greater efficiency in respect of some elements which is covered later in this report.

- 4.4.3 In relation to the management of local authorities, the Secretary of State has focussed particularly on questioning the need for Chief Executives. Taking a broader view on this and considering the developments put in place by a number of authorities there is the potential to consider a chief executive shared over two or more authorities. It is a potential extension of this, and in taking it to a logical, though potentially complex solution, that the development of joint management teams and commissioning arrangements could be feasible.
- 4.4.4 There is almost certainly going to be a significant push for the greater involvement of the private sector in the delivery of local services. It is currently unclear how this may be driven however there are a couple of options which may be considered. There is potential that a revised version of Compulsory Competitive Tendering (CCT) may be reintroduced although this is seen as unlikely or a model which may fund councils based on the percentage of work which is delivered by bodies other than the council itself. These are obviously only potential models but it is likely that in driving this forward that there will be a significant mandatory element to it.

5.0 PROPOSED PROGRAMME OUTLINE

- 5.1 The proposed programme for addressing the budget deficit is based on a combination of:
- Efficiencies identifiable through reviews of provision which are essentially those elements of services not already considered as part of BT
 - Consideration of those areas of service where there is potential for further planned reduction in provision or where there are options around reconfiguration or consideration of eligibility etc
 - An identified framework of projects which are either capable of delivering significant savings or providing enhanced capacity to maintain services
 - Identifying opportunities for increased income either through trading, fees and charges or alternative means
- 5.2 The aim through this is to have a planned and phased approach to delivering on the required savings levels, building on the successes to date in respect of the Business Transformation Programme and ensuring that through a consolidated approach that provides for the management of the identified deficit.
- 5.3 Essentially the proposed programme at this stage would consist of a number of related though not intrinsically linked elements which are essentially a revised and redefined Business Transformation Programme.
- 5.4 The programme is based on the following:

5.4.1 Efficiencies

- 5.4.2 As has been discussed the BT programme, and the SDO element of this in particular, has been successful in delivering a planned series of savings for the MTFS. The approach has provided a robustness which has enabled the consideration of service issues and an ability to manage risk in terms of their achievement for the MTFS.
- 5.4.3 The Programme was effective in the manner in which it was delivered but the recently announced grant settlements and the work required to address this additional deficit has resulted in a degree of confusion and overlapping between various proposals which does not help in ensuring a clear understanding of impact and any other considerations.
- 5.4.4 What is important in the context of the scale of cuts is that there is a clarity on our overall programme, a degree of flexibility in achieving these and an understanding of where savings will come from.
- 5.4.5 With this in mind it is proposed that, whilst not being undertaken as SDO's that reviews of services provision, to a defined scope, savings expectation and timetable are undertaken. These reviews will form part of the overall programme and it will be necessary, in undertaking them to ensure there is a degree of flexibility in achieving the targets.
- 5.4.6 In addition it is proposed that the elements of the Business Transformation programme which cover Assets, Transactional and Non Transactional service areas should also be continued with the originally established targets still in place (or rolled over if they are not achieved in 2010/11).
- 5.4.7 The proposed areas for consideration for this element of the strategy are attached as appendix 1. It is the view of Corporate Management Team that this programme, which is essentially a revised year 3 SDO programme, should be continued but, as discussed in Section 7 at a Departmental level with those areas covered in Section 5.4.9 below.
- 5.4.8 Given current considerations of the budget it has not been possible at this stage to absolutely confirm potential savings "targets" as it is likely that given the scale of recent cuts a number of these will need to be revised to ensure they are achievable.
- 5.4.9 **Planned reductions**
- 5.4.10 There is some potential for further reduction across a range of services areas which will need to consider the extent to which already reduced services which are not statutory, or which have a degree of latitude in their provision. Further consideration can be given to the scale, manner and nature of the delivery of these services and for assessment purposes these have been considered by Corporate Management Team and a range of the service areas to be considered.

5.4.11 Again given current considerations of the budget it has not been possible at this stage to absolutely confirm potential savings “targets” as it is likely that given the scale of recent cuts a number of these will need to be revised to ensure they are achievable.

5.4.12 Projects

5.4.13 There are a range of projects, outside the scope of those areas considered in 5.4.1 and 5.4.9 sections above which offer the option, either through changes to arrangements for this Council, through working in partnership with others or through the consideration of other alternative working arrangements, Trusts, Trading Companies etc, to either deliver savings or to provide capacity or robustness around continued service provision.

5.4.14 It is important to note that these identified project areas in themselves will be potentially very challenging in terms of the timescales for their delivery and the fact that they will, in most instances involve a change in how services are provided.

5.4.15 The proposed programme for this element of the strategy includes consideration of the following:

- Buildings
- Joint asset use
- ICT and related services
- Joint working with other authorities
- Streetscene
- Leisure Trust
- Museums Trust
- Adult Social Care Trading Company
- Procurement (NE and Tees Valley)
- Transport (NE and Tees Valley)
- Photo voltaic cells
- Asset Backed Vehicle

5.4.16 In considering each of these areas (either alone or jointly) it will be necessary to determine initial business cases and resources to enable these to be progressed and the most appropriate manner in which this can be undertaken.

5.4.17 There is currently consideration being given, through Tees Valley Chief Executives, to the options and potential which is available around the areas identified.

5.4.18 These projects are presented, for the purposes of this report as separate entities. There will be a separate report to Cabinet, linked to this, on the powers of the authority to trade and in implementation terms options for consolidating these will be reviewed.

5.4.19 Income Generation

5.4.20 The Council is currently working with the other 11 North East authorities on a collaborative project, funded by the RIEP, to identify for all local authorities any additional or new income generation opportunities. This work has been commissioned from Deloitte, by Newcastle City Council (who have agreed to take the lead on this project).

5.4.21 The project is designed to consider current and potential charging arrangements for services, fee levels and opportunities for income generation. This is due to report early this year and is included in this report as a further potential option for contributing to the budget deficit, although in terms of overall contribution it is not seen as significant in itself.

5.5 Immediate considerations

5.5.1 There are a number of immediate considerations within the programme that have been identified as a result of the scale and nature of the overall savings required and which provide potential opportunities to deliver significant savings.

5.5.2 Joint Working Arrangements

5.5.3 The concept of joint working between organisations is not a new one. The extent to which this joint working or shared provision between authorities has been a high priority is something which has changed significantly over the last 18 months. There are a range of examples of joint working in individual or grouped service areas and this authority has been involved in a number of these arrangements where we are either the lead organisation or where another authority takes this role.

5.5.4 The extent to which joint arrangements can be successful is based on a number of factors, they include, but not exclusively so the following;

- the need and desire of the respective organisations to be able to agree on what should be jointly delivered
- the extent to which provision can be specific at an agreed level
- considerations of control and accountability
- the financial, policy, service and political drivers to succeed.

5.5.5 Joint arrangements have previously focussed on joint provision of agreed services, normally with an identified lead agency delivering services to an agreed standard, scope and to a geographical area.

5.5.6 The emerging government policy, partially driven by the budget settlements, is that there will be an increased drive for this over the medium term. As has been identified in other sections of this report there is an increasing drive for shared Chief Executives and management teams, there have been some high profile and well publicised examples of authorities taking this a stage further and joining delivery and commissioning functions. It is important that

the authority is in a position to understand the extent to which any such consideration is feasible and potentially deliverable if it were seen to be beneficial. With this in mind it is proposed to make use of available funding from The Regional Improvement and Efficiency Partnership (RIEP) to fund an initial assessment of the potential, opportunities and any other legal and financial considerations.

5.5.7 ICT and related services

5.5.8 The current ICT contract with Northgate is one of the largest single contracts the authority has in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013. As part of this extension a number of benefits were negotiated for the authority which have been previously reported to Cabinet and which have been a positive benefit for the organisation.

5.5.9 It is however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements.

5.5.10 At a regional level ICT procurement has been identified as one of the top 10 areas for consideration. There are currently disparate arrangements for the procurement of ICT services and hardware and this is a high spend area for most authorities and one in which, in the light of the financial challenges, most authorities are looking to reconsider.

5.5.11 Emerging government policy, covered in more detail in section 4 of this report, is strongly suggesting a number of potential approaches in respect of “back office” services (of which ICT is clearly one). These vary from an outsourced approach, to joining with other authorities through to authorities taken a more holistic approach to ICT and related services in order to derive benefits in terms of service delivery and the potential for this to enhance the regeneration offer in a locality.

5.5.12 The original ICT specification for the Council included as part of it the potential to extend the current arrangements from a purely managed service for ICT to include other service areas such as Revenues and Benefits and customer contact.

5.5.13 Research by the council has identified that there is a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the revenues and benefits service. It is clear from a range of recent government announcements that there are potentially significant changes to the benefits function. It also appears highly likely that any such changes will direct a much greater involvement of the private sector in their delivery and that local authorities, if this is the case, will potentially be excluded from such delivery with a major focus on the private sector.

- 5.5.14 There is the potential, through the consideration of ICT and Revenues and Benefits functions jointly (and as per the original options in the contract which was agreed with Northgate) that significant benefits may be realised in both costs terms and in respect of having in place a scalable solution for the provision of such services based in Hartlepool with the associated benefits which may be attributable to such an arrangement. It would be prudent and advisable to incorporate into any such arrangement a proviso which incorporates the potential for their to be evaluation criteria which incorporate this being a hub for future development and provision of services to other authorities to the benefit of the town.
- 5.5.15 With regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:
- Preliminary market research indicates that significant savings for the Council can be achieved through pursuing, though a competitive arrangement, such a process particularly where this is done in such a way that it is integrated the complimentary IT infrastructure.
 - There is significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity exists to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
 - Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes will be important to the Council and this can be catered for in a well constructed contract.
 - It is also important to be in a position to effectively manage the risk of any change and the operational impact on the council and such a consideration manages this.
- 5.5.16 Although the proposal suggests the creation of an arrangement which will allow the Council to consider the inclusion of other services at some point in the future, as and when deemed appropriate, there is currently no suggestion that this approach be applied to services such as Human Resources, Finance, Legal Services. There may be different opportunities in relation to the delivery of these services, possibly through sharing services across the sub-region.
- 5.5.17 An assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement.
- 5.5.18 As a result of this it is proposed that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services which is a framework of providers pre qualified to meet procurement and service requirements.

6.0 FINANCIAL ASSUMPTIONS AND RISK

- 6.1 It is important, if the risks associated with any such programme are to be minimised, and the contribution to the MTFS maximised, that there is both a clear programme and that the financial assumptions underpinning it are suitably robust.
- 6.2 The programme has been determined based on a number of assumptions at this stage all of which can be easily updated following any key decisions.
- An assumed level of savings required as this will not be fully determined until Council determine the budget for 2011/12
 - An assumed savings target from the various elements of the programme based on a desire to reduce double counting of potential savings and /or a reduced ability to deliver savings dependant of decisions made in respect of the 2011/12 budget (removing the potential for multiple reductions in the same area)
 - A factoring down of savings where areas are counted more than once through the Efficiencies and Planned Reduction elements of the programme.
 - To provide for a robust programme capable of delivery there will be a revision of a number of the original SDO targets from the BT programme.
 - The savings attributable to the Projects element of the Programme are currently estimates and will require initial business cases prior to further development.
 - There is an assumed council tax rise of 2.5% (£1m) in 2012/13 and 3.9% (£1.6m) 2013/14. If this is not progressed any financial projections will need to be adjusted to account for this.
- 6.3 There are a range of risks attributable to the development and delivery of such a programme. There are however considerably greater risks from not having in place such a programme. The nature of the financial challenge means that to risk not attempting to determine solutions to these issues will result in very significant and very disruptive changes at a very late stage. This is not something which would be recommended and is not something which Cabinet have been in favour of in the past.
- 6.4 In simplistic terms the identified risks are as follows
- Capacity to deliver any programme of change
- This has been flagged up in the consideration of previously developed programme. Whilst this risk has always been managed and the programmes have been delivered, or over delivered, the resources to manage and deliver this, whilst maintaining services, are an ever shrinking pool. It is likely that to pursue a number of the options identified in this report that external support and expertise will be required.
- Increasing difficulty and complexity

Whilst the scale of change we have been facing has never been easy to address it becomes increasingly difficult (and with this comes an increased level of risk) to deliver significant change and savings from an ever reducing budget.

- **Evolving Government policy**

Government policy is evolving at a significant pace. It is not currently clear how far this will go or how this will directly, or indirectly affect the role and function of local authorities, or the expectations placed upon them. It is however clear that there will be a period of continued and significant change and that the authority would be well placed to consider early the options which are available to be in a position to respond quickly. Recent White Papers and Bills have significantly changed these roles and functions. It is considered that these changes will continue.

- **Future financial settlements**

Whilst the authority has received a settlement which covers 2011/12 and 2012/13 there is no certainty beyond this period. The government have also announced their intention to review the Local Government Finance system with a view to any new system being in place for the following year. It is unclear what this may entail but it is a significant risk in the medium to long term.

7.0 MANAGING THE PROGRAMME

- 7.1.1 The BT programme has been managed according to a predetermined workplan and targets for individual projects. Each element of the programme has been managed as a separate, though interlinked, project with clear governance arrangements and timescales for delivery.
- 7.1.2 At the point at which the programme was determined it was devised to deliver the savings which were expected to be required to balance the budget. The changing financial climate and the additional levels of saving required has meant that the BT programme, for the last 6 months has been operating alongside a requirement to identify additional savings in order to ensure that the budget can be balanced. This has caused a degree of difficulty in being clear about changes which are being made, the savings which are to be delivered and the manner in which this can be managed.
- 7.1.3 It is proposed that the (areas for consideration outlined in sections 5.4.1 and 5.4.9 efficiencies and planned reductions) are combined at a departmental level to provide departments with an overall savings target, and potential scope for review for the next 12 months. This gives the opportunity for consideration to be given, as part of an overall planned reduction, to a range of options and opportunities.
- 7.1.4 It will be necessary to determine a clear programme for delivery, reporting and decision making within this framework. To achieve this it is proposed

that the current arrangements in respect of Programme Board and Cabinet are maintained to ensure that members are aware of proposals and developments and in a position to make informed decisions as part of a consolidated programme of activity.

8.0 FINANCIAL SUMMARY

- 8.1 The elements which comprise the programme have been outlined in the main body of this report. Whilst the programme has been broken down into a number of elements the proposals for the management of this have been explained above
- 8.2 Whilst it is still necessary to undertake more detailed modelling of the potential of the identified elements of the programme (and this will be the subject of a separate report to Cabinet), initial assessments have identified the following potential.

	12/13 (£m)	12/13 (£m)	Report Section
Deficit	7.5	7.5	
Efficiencies	2.7	2.7	(5.4.1)
Planned Reductions	2.3	0.8	(5.4.9)
Projects	1.5	3.0	(5.4.12)
Council Tax	1.0	1.0	
	7.5m	7.5m	

- 8.3 The exact scale and nature of the programme offers some flexibility but the projections are based on best and worse case scenarios in each area.

9.0 CONCLUSION

- 9.1 There are no easy solutions to the problems which are facing the Council. We have been able in the past, through either a planned and structured programme (through Business Transformation) or through proposals for cutting services as seen through the most recent budgetary process, to provide significant contributions to the Medium Term Financial Strategy and to ultimately provide a balanced budget, though not without some considerable debate and concern regarding the decisions required.
- 9.2 The proposed programme identified in this report does need some further work to determine and account for any potential double counting and to ensure that we are in a position to manage and deliver it. The proposals for managing the programme are CMT's recommendations to Cabinet to enable those issues identified during the later part of the year regarding a degree of confusion between BT and budget savings to be addressed and to provide for both a degree of flexibility whilst ensuring that reporting and decision lines to Cabinet are clear.

- 9.3 It is worth reiterating that the scale of the deficit is significant, a minimum deficit in 2012/13 of £7.5m (with the maximum dependant on budget decisions for 2011/12 being £10.4m) and a minimum cumulative deficit over the period 2012/13 to 2014/15 being £14.55m. Such a deficit requires consideration of a range of radical and significant change.
- 9.4 The rationale for the management of the programme and the proposals for its delivery are based on a need to ensure that such decisions can be made in a timely and managed fashion. In many ways this requires consideration in advance of the normal budgetary timetable.

10.0 RECOMMENDATIONS

10.1.1 Cabinet are recommended to

- Agree to the priorities in the programme of work identified in the report and that they be delivered on a departmental basis
- Agree that the programme above to be considered by BT Board and for decision by Cabinet as part of a managed programme
- That a further more detailed report on potential savings from this programme is provided to Cabinet before the end of February 2011.
- That the identified projects, with others Cabinet may wish to identify, are further scoped and progressed as part of the managed programme
- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.
- Agree to the submission of a funding bid to RIEP for an assessment of the potential for joint working with other authorities

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Appendix 1

Dept	Department/Review
Chief Executives	Performance and Partnerships and Public Relations
Chief Executives	Scrutiny, Democratic Services, Member Services
Chief Executives	Customer Services, Contact Centre, Registrars *
Regeneration & Neighbourhoods	Community Safety, DAT, ASB, FIP (and Drugs Intervention)
Regeneration & Neighbourhoods	Economic Development *
Regeneration & Neighbourhoods	Development & Building Control, Spatial Planning (LDF), Landscape & Conservation, Strategic Transport Policy
Regeneration & Neighbourhoods	Asset & Property
Regeneration & Neighbourhoods	Traffic & Transport Services, Highways Services, ITU, Car Parking & Depot
Child & Adult Services	Service User Finance, Property & Appointeeship
Child & Adult Services	Adult Social Care Teams, including Safeguarding, intermediate care/MH/LD/Dis and OP
Child & Adult Services	Total Social Care Commissioning (Adults & Children's)
Child & Adult Services	Museum, Heritage, Strategic Arts & Events
Child & Adult Services	Grants to Comm & Vol Orgs Originally **
Child & Adult Services	Adult Education
Child & Adult Services	School Admissions
Child & Adult Services	Primary & Secondary/National Strategies, School Transformation, Strategy & Commissioning
Child & Adult Services	Children's Social Care Teams and Safeguarding ***
Child & Adult Services	Disability Team, Prevention Services, Family Resource Teams, Duty Team

Workstreams

Assets
 Transactional
 Non Transactional

* BF from year 4

** From year 2

*** balance from year 1 review

CABINET REPORT

7th February 2011



Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13 – Business Transformation Programme II
(Follow up report)

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to provide additional information in respect of the decision deferred by Cabinet in its meeting of 24th January 2011 in relation to the delivery of ICT and Revenues and Benefits services

2. BACKGROUND

The report of 24th January 2011 proposed an outline structure for a strategy and related plans to address the deficits identified as part of the Medium Term Financial Strategy for 2012/13 and beyond.

The report also made proposals in relation to ICT and Revenues and Benefits which are seen to be fundamental as part of the strategy to manage the budget deficit and capable of delivering a range of benefits both to the authority and more broadly to Hartlepool as a town.

In the report of 24th January a number of elements to any renewed Business Transformation programme were identified and agreed as the basis for the development of a more detailed programme for implementation (subject to Cabinet approval). These included :

- Efficiencies
- Planned Reductions
- Projects
- Income Generation

It is in relation to Projects, and more specifically in relation to the proposed project for ICT and Revenues and Benefits, that this report focus's with section 5 of the report giving an assessment of the identified potential options.

3. SUMMARY OF CONTENTS

As was stated in the report of 24th January the current ICT arrangement with Northgate is one of the largest single contractual arrangements the authority has in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013 which gave the authority a range of benefits.

The report identifies that is however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements and that research by the council has identified that there is a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the Revenues and Benefits service. It is clear from a range of recent government announcements that there are potentially significant changes to the Benefits function. It also appears highly likely that any such changes will direct a much greater involvement of the private sector in their delivery and that local authorities, if this is the case, will potentially be excluded from such delivery with a major focus on the private sector.

The report identifies that there are a number of factors which underpin the basis for any procurement undertaken and would include (with further detail provided in the body of the report) :

- Investment in the local economy
- Service Provision

As was stated in the report to Cabinet on 24th January 2011 an assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement

The report identifies that there are a range of alternative options available to the council in determining an appropriate way forward in respect of these, and other, service areas. The main options and a consideration of the relative benefits and disadvantages, in conjunction with the associated considerations around timescales and deliverability, are outlined in the main report with a summary below.

- Retain Current Arrangements
- Create Shared Service model with another Local Authority
- Create shared service approach via a Regional Business Centre model with a Private Sector partner
- Create a Joint Venture vehicle

As Cabinet are aware from the report on the 24th January 2011 the authority is only likely to be in a position to manage the budget deficits that it faces through a broad programme of work. As was identified in this overall programme one key area will be in the delivery of a number of identified and agreed projects. Members are well aware of the scale of the challenge in

organisational and financial terms and that such a deficit requires consideration of a range of radical and significant changes.

A range of options and consideration of potential alternatives have been outlined in this report but with regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:

- Preliminary research indicates that significant savings for the Council can be achieved through pursuing, through a competitive arrangement, such a process particularly where this is done in such a way that it is integrated with the complimentary IT infrastructure.
- There are potential benefits to Hartlepool in economic regeneration which the authority would be looking to maximise as part of any arrangement.
- There is significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity exists to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
- Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes will be important to the Council and this can be catered for in a well constructed contract.
- It is also important to be in a position to effectively manage the risk of any change and the operational impact on the council and the proposed solution manages this as far as would be practicable.
- Statutory protections for current staff would be maximised.

Consideration of the timescales for the management and delivery of this project, should it be agreed has been assessed and is capable of delivery (and any potential savings realised) for the 2012/13 budget.

4. RELEVANCE TO CABINET

The report is a follow up requested by Cabinet at the meeting on 24th January 2011

5. TYPE OF DECISION

Non Key

6. DECISION MAKING ROUTE

Cabinet 7th February 2011

7. DECISION(S) REQUIRED

Cabinet are recommended to

- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.

Report of: Chief Executive

Subject: STRATEGY FOR BRIDGING THE BUDGET DEFICIT
2012/13– Business Transformation Programme II
(Follow up report)

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide additional information in respect of the decision deferred by Cabinet in its meeting of 24th January 2011 in relation to the delivery of ICT and Revenues and Benefits services.

2.0 BACKGROUND

2.1 The report of 24th January 2011 proposed an outline structure for a strategy and related plans to address the deficits identified as part of the Medium Term Financial Strategy for 2012/13 and beyond.

2.2 It identified that a deliverable strategy is needed which builds upon the successes and robustness of the BT programme but which considers and takes account of the decisions which have had to be made in establishing the budget for 2011/12 and the increasingly austere financial position and is capable of delivering savings for the 2012/13 budget.

2.3 As part of this it was identified that at previous Cabinet meetings (including that of 28th June 2010 reports have been considered where a number of questions were posed which have informed the budget strategy for developing the budget for 2011/12. The questions included the fundamental question of “can the authority continue to operate in its current manner” and underpinning this fundamental question were a range of others, including;

- Can services be maintained at their current level?
- Can we continue to deliver all services ourselves or should we investigate other models of delivery?
- Can we identify plans that will deliver the degree of savings needed?
- Can we balance a desire to deliver high quality services with the savings needed?
- Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?
- Can we charge for some services which are currently provided free, or increases existing charges?

The proposals in relation to ICT and Revenues and Benefits are seen to be fundamental as part of this strategy and capable of delivering a range of benefits both to the authority and more broadly to Hartlepool as a town.

2.4 For completeness it is worthwhile to restate the financial position which shows that whilst the final details of any likely deficit are the subject of decisions on the budget for 2011/12 by Cabinet and Council, the current forecasts suggest that the budget deficit for 2012/13 will be between £7.5M and £10.4M. This is the headline deficit assuming that there are no savings factored in for Business Transformation or Council tax rises in these years.

2.5 It is not felt possible to achieve these through one route alone and it is clear that there are some extremely difficult decisions to be made over the next two years.

3.0 Programme Structure

3.1.1 In the report of 24th January a number of elements to any renewed Business Transformation programme were identified and agreed as the basis for the development of a more detailed programme for implementation (subject to Cabinet approval). These included :

- Efficiencies
- Planned Reductions
- Projects
- Income Generation

It is in relation to Projects, and more specifically in relation to the proposed project for ICT and Revenues and Benefits, that this report will focus with section 5 of the report giving an assessment of the identified potential options.

4.0 ICT and related services

4.1 As was stated in the report of 24th January the current ICT arrangement with Northgate is one of the largest single contractual arrangements the authority has in place. An extension to this agreement was negotiated in 2009 to take the current arrangements to November 2013. As part of this extension a number of benefits were negotiated for the authority which have been previously reported to Cabinet and which have been a positive benefit for the organisation. The arrangements with Northgate have evolved over the period of the current arrangement and there have been significant partnership benefits to the Council from this arrangement and its operation.

4.2 It is however appropriate to consider, in the light of a range of potential changes, challenges and opportunities whether the authority should seek to maximise any benefits which could come from alternative arrangements.

4.3 Research by the council has identified that there is a potential opportunity to reconsider the current ICT delivery arrangements and to broaden the service base included in any such process to include the Revenues and Benefits service. It is clear from a range of recent government announcements that there are potentially significant changes to the Benefits function. It also appears highly likely that any such changes will direct a much greater

involvement of the private sector in their delivery and that local authorities, if this is the case, will potentially be excluded from such delivery with a major focus on the private sector.

- 4.4 There is the potential, through the consideration of ICT and Revenues and Benefits functions jointly (and as per the original options in the contract which was agreed with Northgate) that significant benefits may be realised in both costs terms and in respect of having in place a scalable solution for the provision of such services based in Hartlepool with the associated benefits which may be attributable to such an arrangement.
- 4.5 The detailed scope of services included in any specification is to be determined. It will recognise the importance of high quality front line service delivery continuing easily available to local people, especially in relation to Benefits and some aspects of Revenues services.
- 4.6 The basis for any procurement undertaken by the authority would include a number of requirements, the basis for these and the anticipated benefits are detailed below :
 - 4.6.1 Investment in the local economy
 - There is a significant opportunity, that the authority would look to maximise, that through any procurement exercise the identification of options for the development of a model of service delivery which provides for regeneration based in Hartlepool and aligns to the delivery of services at a sub regional and regional basis. We would be looking for a partner to develop and invest in the local economy and detail proposals for future growth and the investment to be made and the benefits to the partnership.
 - In addition we would be considering the extent to which proposed plans would enable and encourage other public sector organisations to utilise the services established and how this will contribute to future growth and development and plans to both retain and develop jobs within the service areas being considered to the benefit of the local economy.
 - In addition we would be considering the extent to which these arrangements are beneficial to the authority in service and financial terms through the potential for inclusions such as “gain share” (an arrangement which would provide a direct financial benefit to the authority through any additional work delivered through such an arrangement) and opportunities for further partnership or trading opportunities with the partner working directly with the authority (to the benefit of both organisations).
 - It is important to recognise that an important part of any requirement from the perspective of the local authority, in conjunction with a desire to provide additional benefits to the local economy, is to protect the current employment of staff (this is equally the case and would be reflected in the section below, service provision).

4.6.2 Service Provision

- Any arrangement would be required to combine high quality service delivery with the opportunity for efficiencies in delivery. The OGC buying solutions framework has 12 private sector providers that are prequalified with the OGC Buying solutions for the delivery of such services. The pre qualification for this frameworks includes assessments of :
 - Technical solutions (innovation, benefits realisation, quality of solution)
 - Commercial (Pricing, Value for Money, Payment profiles)
 - Service Delivery (Service levels, key performance indicators, Transition)
- Any potential provider would be expected to demonstrate how services will be delivered, to the outcomes that the Authority specifies, the service standards and quality frameworks that they will work to. It is important to recognise that the delivery of services may differ from current arrangements but will have to be allied to the outcomes and service standards specified.
- In recognition of the changes and pressures which the authority faces there will be a requirement for any provider to identify both the savings to be delivered against the current cost base, the approach to the risks in delivering these savings and the assumptions made in determining these. Such reassurances provide the authority with a basis upon which to adequately manage overall financial and service risk.
- The external, nationally driven, policy and financial pressures which the authority is facing will mean that any provider is required to demonstrate how any proposed delivery model and associated costings demonstrate ongoing value for money, service flexibility and flexibility in provision and partnership arrangements to both meet the authority's ongoing transformation agenda and external pressures, drivers and national policy changes.
- Particular consideration will need to be given to how any provider will review and improve provision over the course of the agreement with particular reference to considerations around the effects of universal credit and provision.

4.6.3 As was stated in the report to Cabinet on 24th January 2011 an assessment of the procurement options available has been considered in respect of the extent to which these routes provide for robustness, the ability and necessity to demonstrate Value for Money and their delivery of a legally secure arrangement but any adopted route is obviously subject to Cabinet consideration in this meeting of the additional information requested in the meeting of the 24th January 2011.

5.0 Options available

5.1 There are a range of alternative options available to the council in determining an appropriate way forward in respect of these, and other,

service areas. The main options and a consideration of the relative benefits and disadvantages, in conjunction with the associated considerations around timescales and deliverability are outlined below.

5.2 Retain Current Arrangements

5.2.1 The Council continues to deliver services within the current delivery model via an 'in house' delivery of Revenues and Benefits Service and a partnership (or outsourced) ICT model with Northgate. The current ICT Managed Service contract will continue until the end of the current term in October 2013 whereby the Council will look to re-tender. The Revenues and Benefits Service will continue to be delivered 'in house' by the Council. It would require the authority to retain responsibility for delivering savings as part of the MTFS via the current Business Transformation Programme (BT).

5.2.2 Potential Benefits

- By maintaining the existing outsourced arrangement for the management and support of ICT, HBC will continue to have in place a stable solution for the provision of ICT and the currently agreed savings in line with contract extension signed in 2009. This provides for stability in respect of current service provision in respect of the increased utilisation of ICT in the core delivery of services
- Overall ownership for the Revenues and Benefits service will remain with the Council allowing changes already identified in the current Business Transformation programme to be realised in the short term and consideration to be given internally to the options available for the delivery of further savings.
- There will be limited change as a result of taking this course of action. This would provide a degree of stability but should be considered alongside the alternative options outlined in this section of the report in particular in respect of the overall financial position of the authority and potential drivers for change.

5.2.3 Potential Risks

- Although short term savings will be realised there is a risk associated with the ability to achieve Medium term savings from within Revenues and Benefits and in respect of savings which it is been assessed as being deliverable from the overarching ICT arrangements by taking this approach and as a result there are currently no guaranteed savings that can be made over and above the savings already identified in the BT programme.
- In order to meet the challenges presented to HBC as a result of the spending review it is likely that additional cuts will need to be made from within Revenues and Benefits over the next 12 months in order to help address the continuing deficit position. Whilst there are some options in respect of achieving these given the nature of the service and its current resource base these cuts are likely to come in the form of headcount

reduction which will place significant pressure on the quality of the existing service and staff delivering these services.

- The stability and resilience of the service will be severely jeopardised as a result of the need to continue to make savings and without a fundamental change in the delivery model it is anticipated that this will become untenable within the next 24 months
- The government has already announced a number of legislative changes that will have an impact on the future delivery of services across all Local Authorities. In particular the Welfare Reform Bill announced late 2010 is set to have a significant impact on benefits with the introduction of universal credit in 2013 through to 2017. This is likely to affect thousands of public sector roles across the country as responsibility shifts to the DWP. This will ultimately place greater pressure of the quality of service and cost of service by retaining the service in-house. At this stage it is not clear whether current staffing will be afforded any protections should these arrangements change nationally.
- There is a potential 12 month window of opportunity for the Council to work with both the private sector and public sector to be at the forefront of legislative changes and alternative methods of delivery in order to shape future direction.

5.3 Create Shared Service model with another Local Authority

5.3.1 The Council could seek to establish a shared service arrangement with another Local Authority/ies for back office functions with a particular emphasis in the first instance on Revenues and Benefits with the potential to share ICT services across other public sector organisations from October 2013 at the end of the current ICT contract.

5.3.2 Potential Benefits

- By joining forces with another Local Authority for back office functions the Council will be able to better ensure the resilience of the current service.
- There are some potential that savings would be achieved over and above the current BT programme which would benefit the Council in line with its Medium Term Financial Strategy, although the quantification of these and their timescales cannot be established at this stage.
- If such a joint arrangement were to be located in Hartlepool this would retain jobs locally with the ultimate potential to consider developing this employment base further. Any such development would be beneficial to the broader local economy and is also covered in other options as being potentially beneficial.

5.3.3 Potential Risks

- At present there are a number of shared service initiatives across local government all of which are diverse in nature and as has been discussed with Cabinet previously require continued agreement from all concerned. There is no current agreement to pursue such an option and as has been

seen reaching such agreement is problematic, in particular in terms of governance and lead authority, and time consuming and would result in a significant delay in implementation and is unlikely to achieve the savings requirements for the 2012-13 budget.

- Although opportunities will exist within the region for shared services and in particular back office shared services, the costs and time associated with the need to integrate ICT infrastructures and transform services in order to drive out cost savings is considered to be counterproductive to the savings that can be achieved.
- There is the potential that by adopting a shared service approach especially in Revenues and Benefits that the recent announcement of the Welfare Reform Bill and the fact that as a result of Universal Credit, the majority of the Benefits service will be transferred to the DWP by 2017 will result in a significant risk to both current staff and the future delivery of these services in Hartlepool.

5.4 Create shared service approach via a Regional Business Centre model with a Private Sector partner

5.4.1 The Council would, via an OGC Buying Solutions process, appoint a suitable partner who would deliver ICT services and Revenues and Benefits Services via an outsourced arrangement. In addition there will be the capability for the Council to look at other back office functions where a shared service may be applicable under this arrangement. Through any procurement route any appointed partner will be expected to assume full risk for set up and ongoing delivery of the services and projected savings over the term of the contract.

5.4.2 Potential Benefits

- Research has suggested that there are potentially considerable savings on the current costs of delivery to be achieved through the adoption of this route.
- A guaranteed level of savings for the Council will be delivered over the term of the contract enabling surety and certainty in the Council's budget planning. It would be expected that any private sector partner will take on all of the risk associated with the delivery of these savings and there would be a transfer of risk to the appointed partner associated with future delivery of the service to ensure guaranteed service levels, service quality & resilience.
- The management of the impact of Universal Credit and its associated risks will be transferred to the private sector partner to manage. A private sector partner will be required to handle these requirements and any associated delivery arrangements in agreement with the council.
- It would be expected that the private sector partner will invest in the Hartlepool area enabling economic re-development, job retention and growth and a partnership would also provide the opportunity to deliver future revenue streams for the Council for additional business brought into the shared service arrangement.

5.4.3 Potential Risks

- As with any potential change there are a number of potential risks and uncertainties. It is important that in determining the arrangements for the provision that the authority is clear in respect of the outcomes it expects and any core / key requirements in this delivery. It is not appropriate for the authority to determine to a minute level of detail the manner of delivery but there are key performance a delivery assurance that will need to be built into any agreed arrangement.
- Whilst research has been undertaken there is no absolute guarantee that the market will be interested in the delivery of these services. This is highly unlikely but should this be the case it would require the authority to determine alternative plans in these areas.
- Any potential change will bring with it significant considerations in respect of the mechanisms required to ensure that through this period of change that important services can continue to be delivered effectively to current and prospective clients. It would be necessary through any such change to ensure that adequate arrangements are put in place to ensure this.

5.5 Create a Joint Venture vehicle

5.5.1 Under such an arrangement the Council would set up a joint venture company in partnership with a private sector provider to deliver Revenues and Benefits and ICT services to the Council, and potentially other public sector organisations in the future. Any Joint Venture would have a 50% ownership for each party and would involve appropriate investment from both parties to set up and operate, as well as joint management and governance structures.

5.5.2 Potential Benefits

- The Council would retain partial ownership of services within the organisation allowing a retained influence over the delivery and management.
- Working with a partner within a joint venture arrangement may open up further opportunities to provide services to other Local Authorities

5.5.3 Potential Risks

- The timescale to set up such an arrangement are likely to be significant and as such may not address the Council's savings requirements within the next 24 months. It is unlikely such an arrangement would be launched within the next 18 to 24 months.
- The costs to set up and manage a joint venture are significant and a large proportion is likely to be required by the Council. Additionally, the Council's own resources required to deliver such a venture may be prohibitive.

- In setting up a joint venture the legal requirements will be substantial and lengthy and is likely to involve significant external legal advice and associated cost.
- The analysis suggests to date there has been limited success across recent ventures in this area. In particular savings initially forecast are generally proving to be overly optimistic. This arrangement provides the Council with no guarantee of savings and in fact may create liabilities in the event of an unsuccessful venture.

6.0 CONCLUSION

6.1 As Cabinet are aware from the report on the 24th January 2011 the authority is only likely to be in a position to manage the budget deficits that it faces through a broad programme of work. As was identified in this overall programme one key area will be in the delivery of a number of identified and agreed projects. Members are well aware of the scale of the challenge in organisational and financial terms and that such a deficit requires consideration of a range of radical and significant changes.

6.2 A range of options and consideration of potential alternatives have been outlined in this report but with regard to these services there are a number of issues which support a competitive procurement of these element of Council activity:

- Preliminary research indicates that significant savings for the Council can be achieved through pursuing, though a competitive arrangement, such a process particularly where this is done in such a way that it is integrated with the complimentary IT infrastructure.
- There are potential benefits to Hartlepool in economic regeneration which the authority would be looking to maximise as part of any arrangement.
- There is significant private sector experience in the delivery of these services on behalf of the public sector so the opportunity exists to benefit from tried and tested best practice established through multiple successful outsourced arrangements.
- Proposed amendments to the national benefits system may result in significant changes to the scale and scope of the Revenues and Benefits services the Council currently provide. The ability to react flexibly to these changes will be important to the Council and this can be catered for in a well constructed contract.
- It is also important to be in a position to effectively manage the risk of any change and the operational impact on the council and the proposed solution manages this as far as would be practicable.
- Statutory protections for current staff would be maximised.

6.3 Consideration of the timescales for the management and delivery of this project, should it be agreed has been assessed and is capable of delivery (and any potential savings realised) for the 2012/13 budget.

- 6.4 As a result of this it is proposed that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services which is a framework of providers pre qualified to meet procurement and service requirements.

7.0 RECOMMENDATIONS

7.1.1 Cabinet are recommended to

- Agree that a procurement exercise is commenced using the OGC Buying Solutions Framework for ICT and Revenues and Benefits services.

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CABINET REPORT

8 April 2011



Report of: Scrutiny Co-ordinating Committee

Subject: REFERRAL RESPONSE - BUSINESS TRANSFORMATION PROGRAMME II - PROPOSALS FOR THE PROVISION OF THE REVENUES AND BENEFITS SERVICE

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To inform Members that a report will be circulated in advance of, and for consideration during, this meeting detailing the Scrutiny Co-ordinating Committee's formal response to Cabinet's referral in relation to the provision of the Revenues and Benefits Service.

2. SUMMARY OF CONTENTS

- 2.1 The report outlines the Scrutiny Co-ordinating Committee's formal response to Cabinet referral in relation to the provision of the Revenues and Benefits Service.

3. RELEVANCE TO CABINET

- 3.1 Cabinet are requested to consider the formal response of the Scrutiny Co-ordinating Committee prior to determining proposals for the provision of the Revenues and Benefits Service.

4. TYPE OF DECISION

- 4.1 Not applicable in this instance.

6. DECISION(S) REQUIRED

- 6.1 Cabinet is requested to consider the Scrutiny Co-ordinating Committee's formal response, as outlined in the report to be circulated in advance of this meeting.

Report of: Scrutiny Co-ordinating Committee

Subject: REFERRAL RESPONSE - BUSINESS TRANSFORMATION PROGRAMME II - PROPOSALS FOR THE PROVISION OF THE REVENUES AND BENEFITS SERVICE

1. PURPOSE OF REPORT

- 1.1 To inform Members that a report will be circulated in advance of, and for consideration during, this meeting detailing the Scrutiny Co-ordinating Committee's formal response to Cabinet's referral in relation to the provision of the Revenues and Benefits Service.

2. BACKGROUND INFORMATION

- 2.2 The Cabinet on the 24 January 2010 received a report in relation to the development of a proposed strategy for addressing the budget deficit from 2012/13 onwards, building on and continuing the Business Transformation programme in a revised structure. In discussing the report, Members explored in detail the recommendation that a procurement exercise should be undertaken for ICT and the Revenues and Benefits Service.
- 2.3 Cabinet Members drew attention to a decision taken earlier in the meeting regarding the findings of the Revenues & Benefits Service Delivery Review, in that further consideration needed to be given to alternative delivery models (including the Revenues and Benefits Service). It was subsequently agreed that consideration of the proposed procurement exercise for ICT and Revenues and Benefits Services should be deferred to a future meeting of Cabinet, to enable further exploration of potential alternative delivery models for the Revenues and Benefits Service.
- 2.4 In accordance with the request from Cabinet, a further report was submitted to the meeting on the 7 February 2011. Taking into consideration the additional report / information provided, Cabinet reconsidered approval of a procurement exercise for ICT and Revenues and Benefits services, using the OGC Buying Solutions Framework. Cabinet did not feel able to make a decision at this time and it was agreed that proposals in relation to the provision of the Revenues and Benefits Service should be referred to Scrutiny for consideration.
- 2.5 In accordance with the process for consideration of mandatory referrals from Cabinet, a meeting of the Scrutiny Co-ordinating Committee was convened on the 25 February 2011 to receive the referral and 'scope' the process for its consideration (including detailed written evidence). A further meeting of the Scrutiny Co-ordinating Committee was subsequently held on the 18

March 2011, at which the Committee received evidence / information to assist in the formulation of its views, conclusions and recommendations.

- 2.6 Given the timescale between completion of Scrutiny consideration of the Executive's referral and the date of today's Cabinet meeting, it was not possible to include the Scrutiny Co-ordinating Committee's report within the statutory requirements for the despatch of the agenda and papers for today's meeting. In light of this, and in order to progress the matter without delay, arrangements have been made for the Scrutiny Co-ordinating Committee's report to be circulated under separate cover in advance of this meeting.

3. RECOMMENDATION

- 3.1 Cabinet is requested to consider the Scrutiny Co-ordinating Committee's formal response, as outlined in the report to be circulated in advance of this meeting.

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BACKGROUND PAPERS

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

CABINET

8 April 2011



Report of: Scrutiny Co-ordinating Committee

Subject: REFERRAL RESPONSE - BUSINESS TRANSFORMATION PROGRAMME II - PROPOSALS FOR THE PROVISION OF THE REVENUES AND BENEFITS SERVICE

1 PURPOSE OF THE REPORT

- 1.1 To report the Scrutiny Co-ordinating Committee's recommendations in relation to proposals for the provision of the revenues and benefits service, referred by Cabinet on 7 February 2011 to the Overview and Scrutiny Function.

2 BACKGROUND INFORMATION

- 2.1 The Cabinet on the 24 January 2011 received a report in relation to the development of a proposed strategy for addressing the budget deficit from 2012/13 onwards, building on and continuing the Business Transformation programme in a revised structure. In discussing the report, Members explored in detail the recommendation that a procurement exercise should be undertaken for ICT and the Revenues and Benefits Service.
- 2.2 Cabinet Members drew attention to a decision taken earlier in the meeting regarding the findings of the Revenues & Benefits Service Delivery Review, in that further consideration needed to be given to alternative delivery models (including the Revenues and Benefits Service). It was subsequently agreed that consideration of the proposed procurement exercise for ICT and Revenues and Benefits Services should be deferred to a future meeting of Cabinet, to enable further exploration of potential alternative delivery models for the Revenues and Benefits Service.
- 2.3 In accordance with the request from Cabinet, a further report was submitted to the meeting on the 7 February 2011. Contained within the report was additional information in relation to the delivery of ICT and Revenues and Benefits services, including the potential benefits and risks of a number of options for the delivery of the services. The options identified in the report being the:

- Retention of Current Arrangements;
- Creation of Shared Service model with another Local Authority;
- Creation of shared service approach via a Regional Business Centre model with a Private Sector partner; and
- Creation of a Joint Venture vehicle.

2.4 Taking into consideration the additional report / information provided, Cabinet reconsidered approval of a procurement exercise for ICT and Revenues and Benefits services, using the OGC Buying Solutions Framework. Cabinet did not feel able to make a decision at that time and it was agreed that proposals in relation to the provision of the Revenues and Benefits Service should be referred to Scrutiny for consideration.

2.5 In accordance with the process for consideration of mandatory referrals from Cabinet, a meeting of the Scrutiny Co-ordinating Committee was convened on the 25 February 2011 to receive the referral and 'scope' the process for its consideration (including detailed written evidence). A further meeting of the Scrutiny Co-ordinating Committee was subsequently held on the 18 March 2011, at which the Committee received the following evidence / information to assist in the formulation of its views, conclusions and recommendations (as set out in Sections 3 and 4 of this report):

- A detailed report from the Chief Customer and Workforce Services Officer; and
- Verbal evidence from the Performance Portfolio Holder, Assistant Chief Executive and Assistant Chief Finance and Customer Services Officer.

2.6 Copies of the documentation considered by the Scrutiny Co-ordinating Committee at its meeting on the 18 March 2010 are available from the Scrutiny Manager should Cabinet Members wish to see it.

3 VIEWS AND CONCLUSIONS

3.1 In undertaking the referral, the Committee gave detailed consideration to the information provided (both written and verbal). Members were advised by the Performance Portfolio Holder, that Cabinet had considered potential option(s) for the provision of the Revenues and Benefits service on the following basis, and in making the referral had recognised the importance of Scrutiny involvement in the process:

- Future direction of the business transformation programme; and
- Need to explore alternative ways of providing services to help meet the Councils budgetary difficulties.

3.2 The Committee recognised the severity of the financial situation in 2012/13 and welcomed the opportunity to, comment on the options for the delivery of revenues and benefits services and, contribute to the formulation of a strategy to bridge the budget deficit.

3.3 Whilst the Committee expressed concern regarding the completeness of the information provided, it structured its views and conclusions on the referral around some of the fundamental questions utilised by Cabinet.

3.4 **SHOULD THE SERVICE BE MAINTAINED AT ITS CURRENT LEVEL / WAY?**

3.4.1 The Staffing Structure - Members looked in detail at the job descriptions and structures provided, and were concerned to discover that in addition to being incomplete, in many cases they had not been updated to reflect the outcome of the job evaluation and service delivery option processes. It was discovered that this was not solely a problem in the Revenues and Benefits service, it was in fact the situation across the Council and had been a result of the level of change / impact resulting from the job evaluation / SDO processes. Members were exceptionally dissatisfied with this situation and requested that:-

- i) The necessary updates to job descriptions and person specifications across all departments be completed by the 30 June 2011 and that details of those not meeting this deadline be reported back to the Scrutiny Co-ordinating Committee; and
- ii) Fully updated job descriptions, person specifications and structures in relation to Revenues and Benefits service be brought back to the Scrutiny Co-ordinating Committee, as soon as possible after the 30 June 2011 deadline, for consideration in conjunction with the 6 monthly update on the monitoring of Scrutiny recommendations.

3.4.2 In relation to the revenues and benefits establishment, Members noted that it consists of 22 (band 7) FTE processing staff (not including the transferred staff detailed below), and that this equated to around £560,000 (or one third of the overall budget). Members were concerned that there appeared to be considerable waste on non processing activities / spending when resident's primary need was to see was their claims and queries dealt with as quickly as possible.

3.4.3 In looking at the staffing structure, Members were concerned regarding the apparently disproportionate number of posts Band 9 or above, given the need in the current economic climate to focus services on the provision of front line services and the Councils attempts to flatten structures. Members were also concerned regarding duplication of work and highlighted the potential for the creation of a small fully integrated financial inclusion team within the local authority's working arrangements (working from the Civic Centre), pulling together the activities of the following posts:-

- Financial Inclusion Partnership Officer / Partner Development Officer (Financial Inclusion Strategy);
- Community Engagement Officer;
- Recovery and Money Advice Liaison Officer; and
- Benefits Liaison Officer.

- 3.4.4 Attention was drawn to the importance of increasing the level of benefit take up and the role of face to face advice / partnership working in taking forward improvements. Members were aware that a fully mobile system had been used in previous years to improve processing speed and the take up of benefits, through the provision of outreach advice. It was noted that there had been problems with the wireless technology utilised by the mobile team this had resulted in the removal of the wider outreach service, leaving a reduced service which Members feel is very restrictive / difficult to access.
- 3.4.5 Members further discussed the issues of early intervention and the identification of 'alarm bells' when residents regular payment patterns started to slip. Concern was expressed that it took 3 missed payments before assistance was currently offered and that it is not until the summons stage that benefits and other systems are cross checked. Members felt that internal systems / technology should be capable of transmitting information in relation to problems and identifying potential solutions at the earliest opportunity. I.e. utilising the reports available from the IT system. The financial benefits to the Council of this, in facilitating interventions before the need for legal action, were very clear to the Committee.
- 3.4.6 In terms of early intervention, Members explored the content and way in which reminder letters are used and Members were of the view that an opportunity was being missed to highlight benefit eligibility and the availability of benefit / financial advice. Attention was also drawn to the huge potential for the provision of improved / developed services in partnership with the third sector, an example of this being the success of Connected Care in increasing benefit take-up.
- 3.4.7 Members looked in detail at the operation of recovery activities and discussed the implications of legislative changes to their operation / structure and the potential for income generation. In relation to fraud services, the Committee noted that legislative changes would mean that whilst fraud currently identified would remain the responsibility of the Council, in the future years this role would migrate to the DWP. In preparation for this, Members expressed concern that consideration needed to be given to the budget / staffing structure for the provision of counter fraud services over the next two years, in order to mitigate the potential to shed or TUPE staff to the DWP. In doing this, Members suggested that the service should operate with 2 investigating officers, with the vacant third post removed from the establishment. This would have a twofold benefit in preparing for the future, whilst also offering up a budgetary saving which could be utilised to either reduce the revenues and benefits 'administration' budget overspend or fund the provision of increased outreach services.
- 3.4.8 Members noted that the only statutory responsibility that Council has regarding counter fraud activity is to have processes in place in accordance with the Local Government Act 1972.

- 3.4.9 In relation to the bailiffs services details of Members view and recommendations are outlined in Section 3.7.1 of the report.
- 3.4.10 In exploring the provision of Cash Office services, the Committee expressed concerned regarding the potential reduction in opening hours and the negative impact it would have on this highly respected service. The potential of providing cash office services through post offices and shops was discussed, and whilst it was recognised that this could be explored as an option for the longer term, Members felt strongly that in the meantime a facility must continue to be provided in the Civic Centre. There was also concern that a reduction in opening hours could be confusing for residents and in particular the more vulnerable members of the community.
- 3.4.11 Looking further at how services could potentially continue to be provided without reducing hours, Members highlighted the potential for Cash Office staff to work alongside Revenues and Benefits staff, to undertake revenues and benefits work during quiet times. This suggestion was relayed to the Performance Portfolio Holder for consideration at his meeting on the 23 March 2011.
- 3.4.12 Internal Funding / Staffing Transfers – In exploring the allocation of the benefits budget, which consists of a benefit grant (£1,126m) and a recession payment (£113,357), Members drew attention to a number of instances where funding was transferred from the revenues and benefits staffing budget to other support services functions.
- 3.4.13 It was noted that £110,000 had been transferred into the Contact Centre for the provision of face to face customer services (utilised to fund the transfer of 4 revenues and benefits staff members, in addition to 2 further staff previously transferred). Emphasis was placed upon the multi-functional approach taken to the use of staff resources within the Contact Centre and whilst Members recognised the value of this approach, concern was expressed regarding the level of revenues and benefits advice/information and processing work being provided by the transferred staff. Members noted that the funding of the 2 earlier posts had been transferred from the revenues and benefits budget and that their focus was on the provision of wide ranging / general customer advice. In relation to the other transferred staff, it was suggested that given the amalgamation of duties, there should be some form of contribution to costs from other departmental budgets.
- 3.4.14 Emphasis was placed upon the need for parity between the £110,000 budget allocation and the intended purpose of the Benefit Grant.
- 3.4.15 Regarding the £161,000 of funding transferred to the Chief Executives Department support services budget, Members received clarification that these funds are being utilised for the provision of a central team to undertake all administrative tasks. This process was duplicated across the other Departments to reduce economies of scale.

3.4.16 Emphasis was also placed upon the need for parity between the £161,000 budget allocation and the intended purpose of the Benefit Grant.

3.4.17 In responding the Performance Portfolio Holders request for clarification as to Members view on the best way forward for the delivery of the Revenues and Benefits services in Hartlepool, the Committee indicated that:-

- i) It felt strongly that the best model for the provision of revenues and benefits services would be to reintroduce and expand the mobile outreach service, and that this would be imperative in meeting the future needs of residents. It was, however, recognised that the skills and knowledge of staff in relation to the benefits available would be critical in providing the advice needed, without the requirement for 3G mobile technology.

On a practical basis, it was suggested that the scripts previously used should be re-introduced, with the exclusion of wireless connectivity, and that staff utilise laptops and digital cameras/scanners to complete forms and verify documentation required to support applications.

- ii) The provision of outreach (face to face) services must be the way forward in the provision of revenues and benefits services, with reduced processing time and greater benefit take-up.
- iii) There is scope for genuine improvement in terms of the use of ICT systems to flag up breaks in regular payment patterns and enable early intervention through raised awareness of the availability of benefits and financial advice / information (as detailed in Section 3.4.4 above).
- iv) All reminder letters should include clear reference to benefit eligibility and the availability of benefit / financial advice (internally and externally). The Committee suggested a strap line of 'You may be entitled to benefit'.
- v) It is imperative to develop the full potential of working in partnership with the third sector to meet the existing and potential increases in demand for community based revenues and benefits services.
- vi) The budget / staffing structure for the provision of counter fraud services should be rationalised. The currently vacant Fraud Officer post should be deleted from the establishment and the saving identified utilised to either reduce the revenues and benefits 'administration' budget overspend or fund the provision of increased outreach services.
- vii) The creation of a small fully integrate financial inclusion team within the local authority's working arrangements should be explored, working from the Civic Centre and pulling together the activities of the posts identified above.

3.5 CAN WE CONTINUE TO DELIVER ALL SERVICES OURSELVES OR SHOULD WE INVESTIGATE OTHER MODELS OF DELIVERY?

3.5.1 On the basis of the evidence provided, the Committee strongly supported the retention of Revenues and Benefit services ‘in house’. However, it was acknowledged that the service could be improved. Details of the areas for improvement and the Committees suggestions in terms of the way forward are outlined in Section 3.4.17 above.

3.5.2 Members are of the view that given the breadth and uncertainty of central government legislative changes over the next two years (including the potential transfer of revenues and benefits work to the DWP) it would be unwise to enter into a contract at this time. Members were also concerned that during the same time frame the internal IT contract would also need to be re-tendered and therefore felt that it was inappropriate to extend the Authorities reliance upon the current contractor.

3.5.3 Whilst the Committee did not support the OGC Buying Solutions option considered by Cabinet, Members were open to the identification of new ways of providing services and supportive of the potential for partnering arrangements with other Local Authorities as a way forward. This would, however, be with the proviso that Hartlepool Borough Council would be the primary service provider.

3.6 CAN WE IDENTIFY PLANS THAT WILL DELIVER THE DEGREE OF SAVINGS NEEDED?

3.6.1 In considering the referral, as previously indicated, the Committee was clear in its support for the retention of Revenues and Benefit services ‘in house’. Members further agreed that Hartlepool should explore all opportunities to deliver Revenues and Benefits Services for other Local Authorities (with the proviso that Hartlepool Borough Council act as the lead provider)

3.6.2 Members are fully aware of the level and severity of savings required and identified a number of options, as outlined in this report. Whilst it is recognised that these savings will not reach the level identified within the proposal being considered by Cabinet, the Committee continues to feel strongly that the retention of the revenues and benefits service in house is the correct course of action.

3.6.3 The Committee recognises that with ever diminishing resources, there is a real need to ensure that services are prioritised appropriately, and the revenues and benefits service is in deed one of these high priority services. Members are also of the view that resources must be focused on front line services, with emphasis on the provision of ground / front line level staff and the ‘flattening’ of management structures.

3.7 CAN WE CHARGE FOR SOME SERVICES WHICH ARE CURRENTLY PROVIDED FREE, OR INCREASES EXISTING CHARGES?

3.7.1 During the course of discussions, attention was drawn to the income generated through Hartlepool's bailiff service and Members welcomed moves to expand the service, working in partnership with other local authorities. The Committee suggested that exploratory work should be undertaken to expand this joint working arrangement beyond the pilot programme with Darlington to include other local authorities across the Tees Valley and Durham County. In addition to this, it was suggested that:-

- i) Subject to the development of a business plan the viability of increasing the number of staff within the bailiff team / service should be explored, with the aim of increasing capacity for income generation; and
- ii) Any surplus income resulting from this should be reinvested in frontline services to support / expand the provision of face to face advice services.

4 RECOMMENDATION

4.1 The Committee wished to make recommendations that ensure the delivery of revenues and benefits services is accessible to all, including those with caring responsibilities, those who feel excluded and those who may need support. The service must reach out to all communities, recognising the need to address the take up of benefits as a central role for the Council in combating family poverty and deprivation. The revenues and benefits structure must also support the effective local networks that already exist, whilst developing the knowledge and skills of key stakeholders and partner organisations offering advice and guidance.

4.3 On this basis, it is recommended that the views and comments of the Scrutiny Co-ordinating Committee, as detailed in the report, be noted.

4.4 That in responding to the referral, the Scrutiny Co-ordinating Committee recommends to Cabinet that:-

- i) In relation to the options considered by Cabinet for the future provision of Revenues and Benefits services in Hartlepool, the Scrutiny Co-ordinating Committee:-
 - a) Supports fully the retention of Revenues and Benefit services 'in house';
 - b) Supports the exploration of a shared service / partnering model with another local authority, with the proviso that Hartlepool Borough Council act as the lead provider; and

- c) Rejects proposals for the creation of a joint venture vehicle or shared approach via a Regional Business Centre model with a Private Sector partner.

- ii) Given the level of uncertainty in relation to the detail / impact of the Governments welfare reform proposals, there is at this time a need to retain expertise in-house to enable the Council to respond to changes in the future;

- iii) The provision of bailiff services to other local authorities across the Tees Valley and Durham County be explored and that:-
 - a) Subject to the development of a business plan the viability of increasing the number of staff within the bailiff team / service should be explored, with the aim of increasing capacity for income generation; and
 - b) Any surplus income resulting from this be reinvested in frontline delivery to support / expand the provision of face to face advice services.

- iv) In supporting the retention of Revenues and Benefits services 'in house', the following significant service improvements would be necessary:-
 - a) That late payment letters / reminders should be non threatening and include clear reference to possible benefit eligibility and the availability of benefit / financial advice;
 - b) That in relation to Revenues and Benefits ICT:
 - The ability of the current ICT systems to be interrogated to provide greater sensitivity in the early identification of those residents facing / or already in financial difficulty should be explored; and
 - Utilising the 'early identification' information obtained, a process be put in place to ensure that residents in financial difficulty are referred to community based independent advice / information services prior to the commencement of any enforcement action.
 - c) In relation to the provision of mobile outreach / home support services:
 - The principle of the mobile outreach / mobile benefit team be reintroduced;
 - The reintroduction of outreach / home support services be delivered in partnership with the voluntary and community sector, as part of the roll out of Connected Care;

- In order to deliver the service on a collaborative basis, a protocol and service level agreement would need to be developed to facilitate the sharing of information with partners; and
 - The mobile technology previously utilised by the mobile benefit team be reused, with the exclusion of the 3G connectivity elements of the package which had been the basis of problems in the past.
- v) That in relation to the availability of job descriptions, person specifications and structures:-
- a) The Committee was exceptionally concerned to find that a number of job descriptions, person specifications and structures across the Council had not been updated following the job evaluation / SDO processes, and requested that all necessary updates be completed by the 30 June 2011 and details of those not meeting this deadline reported back to the Scrutiny Co-ordinating Committee;
 - b) The Committee requested that fully updated job descriptions, person specifications and structures in relation to revenues and benefits service be brought back to the Scrutiny Co-ordinating Committee, as soon as possible after the 30 June 2011 deadline, for consideration in conjunction with the 6 monthly update on the monitoring of Scrutiny recommendations; and
 - c) The band / grade of Chief Officer posts be shown on all departmental structures.
- vi) That in terms of the revenues and benefits service staffing structure:-
- a) As part of the move towards greater efficiency, the disproportionate allocation of revenues and benefits posts above grade 9 should be addressed to enable resources to be focused on the provision of continued / improved front line processing services. This should be undertaken in conjunction with a review of the monies allocated to the Contact Centre and shared services ensuring resources equate to work undertaken in the administration of Housing and Council Tax Benefit.
 - b) A complete rationalisation of the budget / staffing structure for the provision of counter fraud services is needed to prepare for changes over the next two years and mitigate the future requirement to shed or TUPE staff to the DWP.
 - c) Given the need to rationalise the budget / staffing structure for the provision of counter fraud services, the currently vacant Fraud Officer post should be deleted from the establishment and the saving identified utilised to either reduce the revenues and benefits 'administration' budget overspend or fund the provision of increased outreach services.

- d) In order to fully integrate financial inclusion within the local authority's working arrangements, and remove duplication of activities across a number of posts, Members are of the opinion that some rationalisation and realignment of posts, as outlined in 3.4.3 will generate a more efficient service by creating an Inclusion Team operating from the Civic Centre.
- vii) That during consideration of options for the future operation of cash office services, the Performance Portfolio Holder be asked to explore the feasibility of Cash Office staff working alongside Revenues and Benefits staff, to undertake revenues and benefits work during quiet times, as a means of facilitating the retention of existing cash office services / opening hours.

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

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BACKGROUND PAPERS

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

- (i) Scrutiny Co-ordinating Committee – 25 February 2011 - Report by Scrutiny Manager entitled 'Referral from Cabinet – Strategy for Bridging the Budget Deficit 2012/13 – Business Transformation Programme II'
- (ii) Cabinet 24 January 2011 - Report by the Chief Executive entitled 'Strategy for Bridging the Budget Deficit 2012/13 (Initial Report) – Business Transformation Programme II';
- (iii) Cabinet 7 February 2011 - Report by the Chief Executive Entitled 'Strategy for Bridging the Budget Deficit 2012/13 – Business Transformation Programme II (Follow Up Report)';
- (iv) Cabinet 7 February 2011 - Report by the Assistant Chief Finance and Customer Services Officer entitled 'Business Transformation - Revenues and Benefits Service Delivery Option Report'; and
- (v) Cabinet Minutes for the 24 January 2001 and 7 February 2011.