

CABINET AGENDA



Monday 15th May 2006

at 10:00 a.m.

in Committee Room B

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Fortune, Hill, Jackson, Payne and R Waller

Also invited: Chair of Neighbourhood Services Scrutiny Forum
Chair of Regeneration and Planning Service Scrutiny Forum
Chair of Adult and Community Services and Health Scrutiny Forum

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To receive the Record of Decision in respect of the meeting held on 12th April, 2006 (previously circulated)

4. BUDGET AND POLICY FRAMEWORK

- 4.1 Revision to Local Development Scheme 2006 – *Director of Regeneration and Planning Services*
4.2 Corporate Plan (BVPP) 2006/7 – Proposed Objectives and Actions – *Assistant Chief Executive*

5. KEY DECISIONS

- 5.1 Briarfields House, Lodge and Associated Land, Elwick Road – *Head of Procurement and Property Services*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Proposed Merger of Cleveland, Durham and Northumbria Police Areas – *Chief Executive*
- 6.2 Tall Ships Race 2010 – *The Assistant Director (Planning and Economic Development) and the Assistant Director (Community Services)*
- 6.3 Primary Capital Programme – *Director of Children's Services*

7. ITEMS FOR DISCUSSION

- 7.1 None

8. ITEMS FOR INFORMATION

- 8.1 Comprehensive Performance Assessment 2006 – *Assistant Chief Executive*
- 8.2 Avian Flu – *Head of Environmental Management*
- 8.3 Tees Valley Area Tourism Partnership – *Director of Regeneration and Planning Services*
- 8.4 North Central Hartlepool Housing Regeneration Master Plan Update - Progress and Consultation Arrangements – *Director of Regeneration and Planning Services/Director of Neighbourhood Services*

9. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

- 9.1 Final Report – Scrutiny Investigation into Hartlepool's Local Bus Service Provision (to be presented by the Chair of Neighbourhood Services Scrutiny Forum) (booklet attached)
- 9.2 Final Report - Scrutiny Investigation into Partnerships (to be presented by the Chair of Regeneration and Planning Services Scrutiny Forum (booklet attached)
- 9.3 Final Report – Scrutiny Investigation into Access to GP Services (to be presented by the Chair of Adult and Community Services and Health Scrutiny Forum (booklet attached)

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006

10. EXEMPT KEY DECISIONS

- 10.1 None

11. OTHER EXEMPT ITEMS REQUIRING DECISION

- 11.1 Review of Local Authority Governor Appointment – *Director of Children's Services and Chief Solicitor* (para 1)
- 11.2 Multi Storey Car Park, Middleton Grange – *Head of Procurement and Property Services* (para 3)

CABINET REPORT

15 May 2006



Report of: Director of Regeneration and Planning Services

Subject: REVISION TO LOCAL DEVELOPMENT SCHEME
2006

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To seek approval for the revisions to the Local Development Scheme of March 2005 to reflect certain changes which have taken place over the last year.

2. SUMMARY OF CONTENTS

- 2.1 The Local Development Scheme should be kept up to date as far as possible and revised periodically to ensure that milestones are as realistic as possible. There are three main items which need to be revised to reflect changes over the last year.
- a). The Hartlepool Local Plan to be omitted following its adoption.
 - b). The correction of the table setting out the key milestones for the preparation of the Planning Obligations Supplementary Planning Document (SPD).
 - c). Inclusion of the timetable for the preparation of the Joint Development Plan documents relating to minerals and waste to be carried out by the Tees Valley Joint Strategic Unit on behalf of Hartlepool Borough Council and the other four Tees Valley Authorities.

3. RELEVANCE TO CABINET

- 3.1 The Local Development Scheme sets out the Council's programme for the preparation of development plan documents forming part of the Development Plan which is part of the Budget and Policy Framework.

4. TYPE OF DECISION

- 4.1 Non key.

5. DECISION MAKING ROUTE

- 5.1 Cabinet 15 May 2006

6. DECISION(S) REQUIRED

- 6.1 To approve the revisions of the Local Development Scheme for submission to the Secretary of State.

Report of: Director of Regeneration and Planning Services

Subject: REVISION TO LOCAL DEVELOPMENT SCHEME 2006

1. PURPOSE OF REPORT

- 1.1 To seek approval for revisions to the Local Development Scheme of March 2005 to reflect certain changes which have taken place over the last year.

2. BACKGROUND

- 2.1 The preparation of a Local Development Scheme is a requirement under the new planning system. Its main purpose is to identify a rolling programme for the council's proposals for producing policy documents over the next three years and to highlight the stages in the preparation of planning policy documents particularly with regard to public participation with the community and major stakeholders.
- 2.2 The Secretary of State approved the original Local Development Scheme in March 2005 with effect from 15 April 2005.
- 2.3 Five documents were highlighted in the 2005 Local Development Scheme, namely
- The new Hartlepool Local Plan,
 - Statement of Community Involvement
 - Core Strategy Development Plan Document (DPD)
 - Housing Allocation Development Plan Document (DPD)
 - Planning Obligations Supplementary Planning Document (SPD)

3. REVISIONS TO THE LOCAL DEVELOPMENT SCHEME

- 3.1 It is important that the Local Development Scheme is kept up to date and is revised periodically to ensure that it is rolled forward and that milestones are as realistic as possible.

3.2 There are three main items which need to be revised to reflect changes over the last year.

a) The Hartlepool Local Plan. As there were no duly made objections to the Further Modifications to the Local Plan published in January 2006 the Council on 13 April 2006 adopted the Hartlepool Local Plan. The Local Plan is therefore now operative. The reference to the Local Plan preparation and any milestones are now unnecessary and should be omitted from the revised LDS.

b) Planning Obligations Supplementary Planning Document (SPD)
The issue of developer contributions is complex and covers a wide range of activities. Further guidance is expected from Government in the future. The 2005 LDS identified that work would start on the document in July 2006 as stated in Diagram 2 of the approved document. However Table 5 indicated that work would commence in July 2005. Whilst initial work has indeed commenced on the SPD with an assessment of developer contributions for play facilities based on set formulae, the amount of preparation work is still considerable. The timetable set out in Diagram 2 of the LDS is more realistic in terms of achieving target dates. It is therefore proposed to revise Table 5 to reflect that the consultation on the draft document will take place in January – March 2007 and that adoption is envisaged in July 2007.

c) Joint Minerals and Waste Development Plan Documents
Paragraph 3.21 of the 2005 LDS indicated that discussions have been underway with the Tees Valley Joint Strategic Unit and the other four Boroughs in the Tees Valley with a view to preparing a Joint Development Plan Document on Minerals and Waste.
Cabinet on 12 April 2006 endorsed the principle of the Joint Strategy Committee taking responsibility for the preparation of the Joint Minerals and Waste Development Plan Documents on behalf of Hartlepool Borough Council and the other four Tees Valley Authorities.
A timetable has now been agreed and it is appropriate that the LDS for Hartlepool be revised to include the programme for the preparation of these Development Plan Documents.

d) Other Minor editing and Updating
Parts of the text of the LDS require to be updated to reflect a number of changes over the last year arising from the completion of the local plan and the preparation of related studies.

3.3 A copy of the Revised Local Development Scheme is attached as **Appendix (1)**.

- 3.4 The Revised Local Development Scheme 2006 needs to be formally agreed with the Planning Inspectorate prior to being formally submitted to the Secretary of State.

4. OFFICER ADVICE

- 4.1 That the Revised Local Development Scheme 2006 be approved for consultation with the Planning Inspectorate and subject to their acceptance of the programme the revised LDS be submitted to the Secretary of State.

LOCAL DEVELOPMENT SCHEME

MAY 2006



HARTLEPOOL BOROUGH COUNCIL

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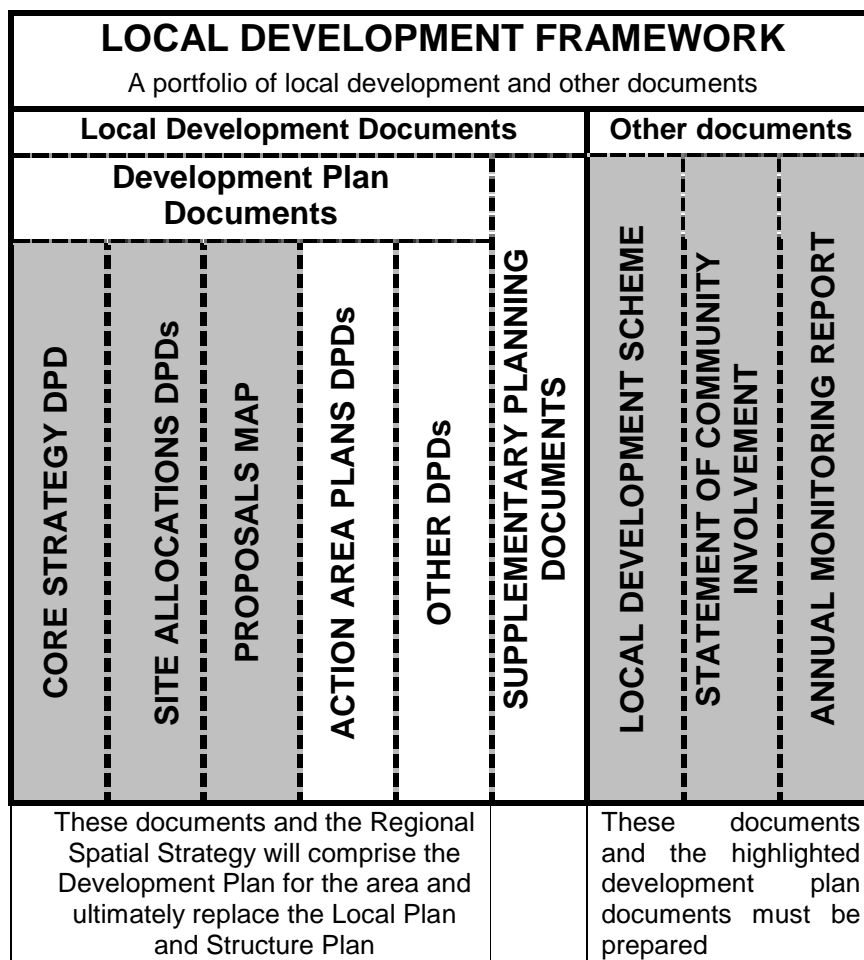
1. Introduction

- 1.1. This local development scheme sets out a rolling programme for the preparation of documents relating to forward planning in Hartlepool. It is specifically concerned with documents being prepared over the next three years or so, but also highlights those which are likely to be prepared in the future. The scheme will be reviewed as necessary as circumstances change (see section 9).
- 1.2. The first local development scheme was published in March 2005. This first review has been prepared to take account of the proposal to prepare a joint Minerals and Waste Local Development Framework and also to exclude from the programme, the Hartlepool Local Plan, which was adopted in April 2006.
- 1.3. The scheme acts as the starting point for the community, key stakeholders and others with an interest in the development process, to find out about the status of existing and emerging planning policies. It sets out the timetable and highlights the key stages for the preparation of new policy documents and when they are proposed to be subject to public consultation.
- 1.4. Statutory planning policies for Hartlepool are presently set out in the 2004 Tees Valley Structure Plan and the 2006 Hartlepool Local Plan including Mineral and Waste policies.
- 1.5. The Planning and Compulsory Purchase Act 2004 has resulted in major changes to the way the planning policy system operates and in the future new types of planning document will be prepared. Local Development Documents (LDDs) contained within a Local Development Framework (LDF) will progressively replace the Local Plan and Supplementary Planning Guidance, whilst at the regional level, a new Regional Spatial Strategy currently under preparation will replace the Regional Planning Guidance for the North East.
- 1.6. Acronyms and terminology used in this document are explained in Appendix 1.
- 1.7. The Local Development Scheme describes the main features of the new planning system and then sets out the programme for the production of future planning policies. Important aspects related to the process for the development of planning policies are highlighted in sections 4 to 8 of the Scheme and the final section identifies circumstances in which the scheme will be reviewed.

2. The New Development Planning System

- 2.1. The **Local Development Framework** will comprise a portfolio of **Local Development Documents** which will together deliver the spatial planning strategy for the Hartlepool area (see Diagram 1 below). Initially the Local Development Framework will also include saved policies from the local plan and the structure plan (see paragraphs 3.3 to 3.4).

Diagram 1:



- 2.2 The documents comprising the Local Development Framework include
- This document – the **Local Development Scheme (LDS)** – setting out the details of each of the Local Development Documents to be started over the next three years or so and the timescales and arrangements for preparation. The scheme also sets out the timetable for the adoption of the new local plan currently at an advanced stage of preparation.
 - **Development Plan Documents (DPDs)** – which together with the Regional Spatial Strategy will comprise the statutory Development

Plan and deliver the spatial planning strategy for the area. The Development Plan Documents will be subject to independent public examination.

The completion of the new Hartlepool Local Plan will reduce the necessity for undertaking the preparation of DPDs in the short term, but ultimately there will be a number of different types of Development Plan Documents as follows:

- **Core Strategy** setting out the spatial vision, spatial objectives and core policies for the area;
- **Site Specific Allocations** of land such as housing and employment sites;
- **Action Area Plans** (where needed) relating to specific parts of the area where there will be comprehensive treatment or to protect sensitive areas
- **Proposals Map** which will be updated as each new DPD is adopted;
- **DPDs** containing waste and minerals policies;
- together with any other DPDs considered necessary.

The Core Strategy must generally conform with the Regional Spatial Strategy and all other DPDs must conform with the Core Strategy.

- **Supplementary Planning Documents (SPDs)** – these are non-statutory documents expanding on or providing further detail to policies in a development plan document – they can take the form of design guides, development briefs, master plans or issue-based documents. Although SPDs will be subject to full public consultation, they will not be independently examined.
- **Statement of Community Involvement (SCI)** – setting out the policy for involving the community and key stakeholders both in the preparation and revision of local development documents and with respect to planning applications.
- **Annual Monitoring Report** – assessing the implementation of the local development scheme and the extent to which policies in local development documents are being achieved.

3. The Local Development Scheme

- 3.1. The first Local Development Scheme was prepared by the Council in March 2005
- 3.2. This review of the scheme sets out the programme for the preparation for the first local development documents to be produced under the new planning system. Diagram 2 provides an overview of the timetable for the production of these documents covering the next three years or so.

- 3.3. Further details on the role and content of proposed local development documents, key dates relating to their production, arrangements for their preparation and review and monitoring are set out in Tables 1 - 6.

Saved Policies

- 3.4. The Act allows policies in structure and local plans to be 'saved'. This can be for a period of at least three years from the date the Act came into force (September 2004) or in the case of plans adopted after then, from the date the plan is adopted. New policies in development plan documents will progressively replace those saved in structure and local plans. Some policies in the structure plan (such as the housing and employment land requirements for the area) will be replaced by new policies in the Regional Spatial Strategy.
- 3.5. Appendix 2 lists the policies of the 2006 Hartlepool Local Plan and the 2004 Tees Valley Structure Plan which will initially be saved and thus continue to remain effective until new policies are adopted.
- 3.6. The status of Supplementary Planning Guidance following the commencement of the new planning system remains the same as long as relevant saved policies are in place. It will continue to be a material consideration in terms of determining planning applications. The only adopted Supplementary Planning Guidance is the Greatham Village Design Statement. This is included in the 2006 Hartlepool Local Plan as a Supplementary Note and will be saved as part of that plan. Also saved is the Supplementary Planning Guidance for Proposed Housing Redevelopment in West Central Hartlepool which was adopted in April 2005.

Statement of Community Involvement

- 3.7. The Borough Council considers that the first priority document to be prepared under the new planning system should be the Statement of Community Involvement (SCI). This document sets out how the council intends to involve the community and other interested parties in the new planning system and provide standards for involving the community in all the different stages of the planning policy process and in the determination of planning applications.
- 3.8. The SCI will be independently assessed before it is adopted. All other local development documents will be prepared in accordance with the arrangements set out in the SCI.
- 3.9. The SCI has been submitted to the Secretary of State (January 2006) and it will be independently examined for soundness. Final adoption of the document should be in December 2006.

Development Plan Documents

- 3.10. The Borough Council does not consider it necessary to make an early start on the preparation of development plan documents as the 2006

Hartlepool Local Plan provides an appropriate spatial strategy that accords with the Tees Valley Structure Plan and current regional guidance. Further, the Local Plan has taken forward those elements of the Hartlepool Community Strategy and the Hartlepool Local Transport Plan that concern physical development and use of land.

3.11. However, it is proposed that work will begin within three years on the preparation of a limited number of development plan documents to align with the later stages of the preparation of the new Regional Spatial Strategy. This will also fit in with review of the Hartlepool Community Strategy. The proposed development plan documents including the Proposals Map, which will be revised as each new development document is prepared, are as follows:

- Core Strategy Development Plan Document
- Housing Sites Allocations Development Plan Document
- The Proposals Map

3.12. Core Strategy Development Plan Document: The core strategy DPD is the key element of the new planning system and all other development plan documents should be in conformity with it so it would be appropriate that this DPD be prepared first. The 2006 local plan provides a spatial strategy closely aligned both to existing regional and strategic policy and to the Hartlepool Community Strategy and thus should remain relevant for some time. As the core strategy should be in conformity with the Regional Spatial Strategy, it is considered that initial work on the core strategy DPD should commence when preparation work on the new regional document is well advanced. This will also tie in with the review of the Community Strategy, which is expected to be completed in 2007.

3.13. Housing Site Allocations Development Plan Document: Existing strategic policy in the 2001 Regional Planning Guidance and 2004 Tees Valley Structure Plan does not take account of the major mixed use regeneration scheme being developed for Victoria Harbour particularly in terms of housing numbers. The 2006 Hartlepool Local Plan, however, identifies Victoria Harbour as a mixed use site including the provision of 1450 dwellings during the plan period to 2016, but includes no other housing allocations because of the restrictions of this existing strategic policy.

3.14. The emerging Regional Spatial Strategy (RSS) is likely to make provision for a higher number of dwellings and it will be a priority therefore to prepare a DPD on housing allocations to take account of the new regional strategy and to update and replace the housing allocations of the 2006 Hartlepool Local Plan.

3.15. Proposals Map: The Proposals Map for the 2006 Hartlepool Local Plan will be saved until the first development plan document is adopted at which time it will be amended to reflect the new development plan document and become a development plan document in its own right. It

will continue to show saved policies and will be amended as each new development plan is adopted or amended.

Joint Development Plan Documents

- 3.16. There will be a need also to update the waste policies contained in the 2006 Hartlepool Local Plan at an early date to reflect new priorities for sustainable waste management. It is considered that the most effective way to do this would be to prepare joint Core Strategy and Site Allocations DPDs with the other Tees Valley authorities, such joint documents to include also minerals. The preparation of these documents will involve the use of specialist consultants. It is proposed therefore that the Tees Valley Joint Strategic Unit will oversee the preparation of the Joint Minerals and Waste DPDs on behalf of the Tees Valley Authorities.

Supplementary Planning Documents

- 3.17. Existing supplementary planning guidance can be used as the basis for the preparation of new supplementary planning documents. In this respect, however, it is not proposed to replace the Supplementary Planning Guidance for Proposed Housing Redevelopment in West Central Hartlepool with a new document as it will unnecessarily delay the process of acquiring and redeveloping the sites concerned.
- 3.18. The Greatham Village Design Statement was adopted as supplementary planning guidance in 1999 and is included as a Supplementary Note in the 2006 Hartlepool Local Plan. There are a number of other supplementary notes in the local plan covering a range of topic areas including trees, conservation, wildlife, planning obligations and parking standards. It is currently proposed that most of these be saved. However, as government guidance with respect to planning obligations is being amended, it will be appropriate to prepare a supplementary planning document to replace the supplementary note in the 2006 Local Plan. The position with respect to the remaining supplementary notes will be reviewed as part of the annual monitoring process. Any further supplementary development documents to be prepared will be included in a future review of this local development scheme.

Diagram 2: TIMETABLE FOR PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK DOCUMENTS

STATEMENT OF COMMUNITY INVOLVEMENT			CORE STRATEGY DPD	HOUSING ALLOCATIONS DPD	PLANNING OBLIGATIONS SPD	JOINT MINERALS & WASTE CORE STRATEGY DPD	JOINT MINERALS & WASTE SITE ALLOCATIONS DPD
2006	A				<div>Commencement - Pre-production evidence gathering Initial community and key stakeholder involvement</div> <div>Consultation on draft SPD & associated sustainability report</div> <div>Council consider consultation responses and approve SPD</div> <div>Adoption and publication</div>	<div>Commencement - Pre-production evidence gathering Initial</div> <div>Consultation on Issues and Options</div> <div>Consideration by Tees Valley Borough Councils of comments received and preparation of Preferred Options</div> <div>Consultation on Preferred Options</div> <div>Consideration of representations received by all Tees Valley authorities and preparation of Submission DPD for approval by all Tees Valley authorities</div> <div>Submission of DPD and consultation on submitted document (6 weeks)</div> <div>Prer-Examination Meeting</div> <div>Examination</div>	<div>Commencement - Pre-production evidence gathering Initial</div> <div>Consultation on Issues and Options</div> <div>Consideration by Tees Valley Borough Councils of comments received and preparation of Preferred Options</div> <div>Consultation on Preferred Options</div> <div>Consideration of representations received by all Tees Valley authorities and preparation of Submission DPD for approval by all Tees Valley authorities</div> <div>Submission of DPD and consultation on submitted document (6 weeks)</div> <div>Pre-Examination Meeting</div> <div>Examination</div>
	M						
	J	Examination					
	J						
	A	Inspector's Report	Commencement - Pre-production evidence gathering Initial				
	S	Check Inspector's report and prepare final SCI					
O	Adoption and Publication						
N							
D							
2007	J		community and key stakeholder involvement Sustainability appraisal of options				community and key stakeholder involvement Sustainability appraisal of options
	F		Council approval to Issues & Options Report	<div>Commencement - Pre-production evidence gathering Initial</div> <div>Consultation on Issues Options + on initial sustainability appraisal</div>			Consultation on Issues and Options
	M		Consultation on Issues Options + on initial sustainability appraisal				Consideration by Tees Valley Borough Councils of comments received and preparation of Preferred Options
	A						Consultation on Preferred Options
	M						Consideration of representations received by all Tees Valley authorities and preparation of Submission DPD for approval by all Tees Valley authorities
	J						Submission of DPD and consultation on submitted document (6 weeks)
J						Prer-Examination Meeting	
2008	A		Council consideration of comments on Issues etc. and preparation of Preferred Options				community and key stakeholder involvement Sustainability appraisal of options
	M		Consultation on Preferred Options				Council approval to Issues & Options Report
	J		Council consideration of representations on Preferred Options and preparation of Submission DPD	Consultation on Issues Options + on initial sustainability appraisal			Consultation on Preferred Options
	J		Submission of DPD and consultation on submitted document (6 weeks)				Consideration of representations received by all Tees Valley authorities and preparation of Submission DPD for approval by all Tees Valley authorities
	A						Submission of DPD and consultation on submitted document (6 weeks)
	S						Prer-Examination Meeting
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HARTLEPOOL LOCAL DEVELOPMENT SCHEME

Table 1: STATEMENT OF COMMUNITY INVOLVEMENT	
OVERVIEW	
Role and content	To set out the standards and approach to involving the local community and other stakeholders in the preparation and review of local development documents and in the consideration of significant planning applications
Geographical Coverage	Borough-wide (but including regional and national stakeholders)
Status	Statutory Local Development Document but not a Development Plan Document
Conformity	Must meet minimum requirements set out in the Regulations
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement	December 2004
Scoping and initial consultations with key groups	December 2004 – June 2005
Formal consultation on Draft SCI	July – September 2005
Consideration of representations	October – November 2005
Submission of Final SCI to SofS	January 2006
Consultation on Submitted SCI	January – February 2006
Pre examination meeting (if required)	May 2006
Commencement of Public Examination period	July 2006
Receipt of Inspectors Report	September 2006
Check Inspector's Report	October - November 2006
Adoption and Publication	December 2006
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council (Urban Policy Team)
Management arrangements	Senior Department Management
Resources Required	Internal staff and budget resources (Community Network / LSP to provide key links to community including under-represented groups)
Community and Stakeholder Involvement	Key community groups and stakeholders including the Hartlepool Partnership and Community Network to be involved throughout the preparation process
POST PRODUCTION / REVIEW	
SCI will be reviewed when monitoring establishes that the methods of involving the community are no longer effective or that there has been a significant change in the types of group specified in the document.	

HARTLEPOOL LOCAL DEVELOPMENT SCHEME

Table 2: CORE STRATEGY	
OVERVIEW	
Role and content	To set out the vision and spatial strategy for Hartlepool and the objectives and primary policies for meeting the vision.
Geographical Coverage	Borough-wide
Status	Development Plan Document
Conformity	With Regional Spatial Strategy but must also reflect the Hartlepool Community Strategy.
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	September 2006 – September 2007
Consultation on Issues and Options and initial sustainability analysis	October - December 2007
Consultation on Preferred Options and sustainability report	May – June 2008
Consideration of representations including further discussions with community and key stakeholders	July – September 2008
Submission of DPD and final sustainability report	December 2008
Consultation on submitted document	December 2008 – January 2009
Consideration of representations on submitted document	February to April 2009
Pre examination meeting	May 2009
Commencement of Public Examination	July 2009
Receipt of Inspectors Report	January 2010
Checking of Inspector's Report	February – March 2010
Adoption of DPD and revised proposals map	April 2010
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council
Management arrangements	To be determined (see section 8)
Resources Required	Primarily internal staffing resources with use of consultants if necessary for any special studies required
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
<p>The effectiveness of the primary policies in relation to the vision and objectives of the core strategy will be assessed in the Annual Monitoring Report and where necessary reviewed. The Core Strategy DPD will be reviewed as a whole in the following circumstances:</p> <ul style="list-style-type: none"> • A review of the RSS • A further review of the Community Strategy • A significant amendment to the Council's Corporate Vision 	

HARTLEPOOL LOCAL DEVELOPMENT SCHEME

Table 3: HOUSING ALLOCATIONS	
OVERVIEW	
Role and content	To identify housing sites proposed for development to meet the strategic housing requirements of the Regional Spatial Strategy and to set out policies to provide the context for considering residential windfall proposals
Geographical Coverage	Borough-wide
Status	Development Plan Document
Conformity	With Regional Spatial Strategy and with the Core Strategy DPD when adopted
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	September 2007 – June 2008
Consultation on Issues and Options and initial sustainability analysis	October 2008 – December 2008
Consultation on Preferred Options and sustainability report	April – May 2009
Council consideration of representations including further discussions with community and key stakeholders	June - August 2009
Submission of DPD and final sustainability report	November 2009
Consultation on submitted document	November – December 2009
Consideration of Representations on submitted document	January - March 2010
Pre examination meeting	May 2010
Commencement of Public Examination	July 2010
Receipt of Inspectors Report	January 2011
Checking of Inspector's Report	February – March 2011
Adoption of DPD and revised proposals map	April 2011
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council (Policy Team)
Management arrangements	To be determined (see section 8)
Evidence Required	To be determined on commencement in consultation with key stakeholders
Resources Required	Primarily internal staffing resources with use of consultants if necessary for any special studies required
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
The take-up of housing land will be monitored and reported annually in the Annual Monitoring Report. The housing allocations document will be formally reviewed every three years or earlier if monitoring establishes that the policies are not effective.	

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Table 4: PLANNING OBLIGATIONS	
OVERVIEW	
Role and content	Will set out guidance and standards on the use of commuted sums through planning agreements, including the circumstances when an agreement will be sought and its basis
Geographical Coverage	Borough-wide
Status	Non-statutory Supplementary Planning Document not subject to independent examination
Conformity	With national guidance, regional spatial strategy and saved Local Plan policy GEP9
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	July – December 2006
Draft and associated sustainability report issued for consultation	January – March 2007
Consideration of consultation responses	March – June 2007
Adoption and publication	July 2007
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Hartlepool Borough Council (Policy Team)
Management arrangements	To be determined
Resources Required	Internal staffing resources with use of consultants if necessary for any special study required
Community and Stakeholder Involvement	In accordance with the Regulations pending adoption of the Statement of Community Involvement
POST PRODUCTION / REVIEW	
The effectiveness of the provisions of the document will be assessed in the annual monitoring report. The document will be reviewed when the annual monitoring report highlights a need or if there is any change in government legislation, policy or advice.	

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Table 5: JOINT MINERALS AND WASTE CORE STRATEGY	
OVERVIEW	
Role and content	To set out the vision, spatial strategy and strategic policies for meeting known and anticipated waste management and mineral working requirements to 2021
Geographical Coverage	Tees Valley-wide including Hartlepool
Status	Development Plan Document
Conformity	With Regional Spatial Strategy
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	September 2006 – April 2008
Consultation on Issues and Options and initial sustainability analysis	May 2007 – June 2007
Consultation on Preferred Options and sustainability report	February – March 2008
Consideration of representations including further discussions with community and key stakeholders	April – December 2008
Submission of DPD and final sustainability report	January 2009
Consultation on submitted document	January - February 2009
Consideration of Representations on submitted document	March – May 2009
Pre examination meeting	May 2009
Commencement of Public Examination	July 2009
Receipt of Inspectors Report	January 2010
Checking of Inspector's Report	February – March 2010
Adoption of DPD and revised proposals map	April 2010
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Tees Valley Joint Strategy Unit
Management arrangements	To be determined (see section 8)
Evidence Required	To be determined on commencement in consultation with key stakeholders
Resources Required	Consultants to be appointed to undertake key research, analysis and preparation.
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
Monitored on an annual basis and subject to review if the monitoring highlights a need. Otherwise the document will be formally reviewed at least once every five years	

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Table 6: JOINT MINERALS AND WASTE SITE ALLOCATIONS	
OVERVIEW	
Role and content	To set out site specific allocations for minerals workings and waste management across the Tees Valley and the provision of policies to form the basis for considering planning applications for all forms of waste and minerals based development that ensure the efficient use of resources, and the protection of the environment and amenity of those affected.
Geographical Coverage	Tees Valley-wide including Hartlepool
Status	Development Plan Document
Conformity	With Regional Spatial Strategy and with the Minerals and Waste Core Strategy DPD when adopted
TIMETABLE / KEY DATES	
<u>Stage</u>	<u>Date</u>
Commencement – evidence gathering and initial community and key stakeholder involvement	September 2006 – April 2008
Consultation on Issues and Options and initial sustainability analysis	May 2007 – June 2007
Consultation on Preferred Options and sustainability report	February – March 2008
Council consideration of representations including further discussions with community and key stakeholders	April – December 2008
Submission of DPD and final sustainability report	January 2009
Consultation on submitted document	January - February 2009
Consideration of Representations on submitted document	March – May 2009
Pre examination meeting	May 2009
Commencement of Public Examination	July 2009
Receipt of Inspectors Report	January 2010
Checking of Inspector's Report	February – March 2010
Adoption of DPD and revised proposals map	April 2010
ARRANGEMENTS FOR PRODUCTION	
Lead Organisation	Tees Valley Joint Strategy Unit
Management arrangements	To be determined (see section 8)
Evidence Required	To be determined on commencement in consultation with key stakeholders
Resources Required	Consultants to be appointed to undertake key research, analysis and preparation.
Community and Stakeholder Involvement	In accordance with the Statement of Community Involvement
POST PRODUCTION / REVIEW	
Monitored on an annual basis and subject to review if the monitoring highlights a need. Otherwise the document will be formally reviewed at least once every five years	

4. Sustainability Appraisal

- 4.1. The new planning regime set up under the Planning and Compulsory Purchase Act requires that local development documents should contribute to the achievement of sustainable development. Further, European Union (Strategic Environmental Assessment) Directive 2001/42/EC requires that a formal strategic environmental assessment is carried out for certain plans and programmes likely to have a significant effect on the environment including planning and land use documents.
- 4.2. Local development documents will therefore be subject to a Sustainability Appraisal which will incorporate the requirements of the Sustainable Environment Assessment (SEA). This will be a continual and integrated process starting when a new (or revised) local development document is to be prepared. Appraisal at each stage of a document's preparation will inform the direction adopted at the next stage and sustainability appraisal reports will be subject to consultation alongside the document as it is developed.

5. Links to other strategies

- 5.1. Local development documents contained within the local development framework should reflect the land use and development objectives of other strategies and programmes. The 2006 Hartlepool Local Plan was developed in close collaboration with in particular the Hartlepool Community Strategy and the Hartlepool Local Transport Plan and gives spatial expression to the elements of these and other strategies that relate to the development and use of land.
- 5.2. Development documents to be prepared under the new system must be in conformity with the Regional Spatial Strategy. They will also take account of and reflect other strategies and programmes - local, sub-regional and regional. A list of such strategies and programmes currently in place which may be of relevance is attached at Appendix 3.
- 5.3. The timing of the preparation of the first development plan documents will be linked to the preparation of the Regional Spatial Strategy and the review of the Hartlepool Community Strategy.

6. Evidence Base

- 6.1. Local planning authorities are required to keep under review the main physical, economic, social and environmental characteristics of their area in order to inform the development of planning policies. The Tees Valley Joint Strategic Unit maintains much base information on behalf of the constituent Borough Councils, including in particular information on the size, composition and distribution of population and other matters covered by the Censuses of Population and Employment. In addition Hartlepool Council maintains information on many other matters including the regular

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monitoring of housing and employment land availability and of new developments.

- 6.2. The new planning system requires that local development documents should be founded on sound and reliable evidence which will identify opportunities, constraints and issues in the area. Much of this evidence is already in place although some will need to be updated in relation to the preparation of local development documents.
- 6.3. In terms of on-going and proposed development of the evidence base, the Hartlepool Housing Regeneration Strategy was completed in mid 2005 and the Hartlepool Low Density Housing Study which examined high quality, low density housing and the effects of new housing development on migration and the socio-economic balance in the town was completed in July 2005. The Hartlepool Retail Study was updated in March 2005. A scoping report for the Sustainability Appraisal of new local development documents is to be prepared. Other studies to be prepared include a Local Housing Market Assessment (in conjunction with the Council's housing strategy team) and a Strategic Flood Risk Assessment (in association with the other Tees Valley authorities).
- 6.4. A list of current and proposed reports is attached at Appendix 4. The need for additional studies and updating of existing studies will be kept under review as part of the annual monitoring process.

7. Monitoring and Review

- 7.1. Monitoring and review are key aspects of the government's 'plan, monitor and manage' approach to planning and should be undertaken on a continuous basis.

Annual Monitoring Report

- 7.2. A requirement of the new planning system is to produce an annual monitoring report to assess the implementation of the local development scheme and the extent to which policies in local development documents are being met. The first annual monitoring report relating to the period from 1st April 2004 to 31st March 2005 was published in December 2005.
- 7.3. The implementation of the local development scheme is assessed in each annual monitoring report in terms of the extent to which the targets and key dates (milestones) for the preparation of local development documents have been met and the reasons for any failure to meet these are explained. Any adjustments required to the key milestones for document preparation will need to be incorporated in a subsequent review of the local development scheme.

- 7.4. The local development scheme does not envisage any local development document policies, other than the Statement of Community Involvement

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and the Planning Obligations Supplementary Planning Document, being adopted during the first few years of the operation of the new planning system. The annual monitoring report relating to performance over the period 2005 to 2006 will therefore assess the saved policies of the 1994 Hartlepool Local Plan, and subsequent reports will assess the policies of the 2006 Local Plan particularly in relation to the indicators and targets contained within that plan. The annual monitoring report will also assess the impact of saved local plan policies on relevant national and regional/sub-regional indicators and targets.

- 7.5. As a result of the assessment of policies, the annual monitoring report may highlight areas where policy coverage is insufficient or ineffective or where it does not accord with the latest national or regional policy. In this event it will suggest action that needs to be taken such as the early review of existing documents or preparation of new documents. As a consequence the local development scheme would need to be amended to reflect such action to amend the local development framework.

8. Managing the Process

- 8.1. The Local Development Scheme has been drawn up having regard to resources (both staff and financial), Council processes and an assessment of the likely interest of key stakeholders and the community. Nevertheless there are risks that the timetables set out in this document may slip. The risks have been assessed in this respect but given the size of the authority and its resources not all can be readily overcome.

Staff Resources

- 8.2. The prime responsibility for delivering the local plan and subsequently the local development framework lies with a small policy team within the Urban Policy Section of the Department of Regeneration and Planning Services. This team has close working relationships with and makes full use of the expertise and experience of other sections of the department including development control, regeneration, housing renewal, community strategy, landscape, ecology and conservation. For example, the regeneration team which has long-established working relationships with the community took the lead in the initial preparation of the draft Statement of Community Involvement. Similarly, when it is decided to replace the Supplementary Notes of the Local Plan by supplementary planning documents the conservation officer, ecologist and arboricultural officer will provide the lead as relevant.
- 8.3. In addition, the policy team, as in the past, will continue to liaise closely with officers of other departments of the council including in particular the transport and countryside services teams.
- 8.4. Full use will be made of consultants to provide independent specialist advice or to undertake necessary studies contributing to the information

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base necessary for the preparation of local development documents. They may also be engaged to carry out the sustainability appraisals although consideration will also be given in this respect to the use of an in-house multi-discipline team having expertise in the various aspects of sustainable development.

Financial Resources

- 8.5. Resources have been allocated within the Council's mainstream budget to cover the anticipated costs of initial work on local development documents. Provisional costs for future years have been factored into the Council's longer-term budget review. In addition, Planning Delivery Grant is to be used to fund the use of consultants for the preparation of much of the evidence base

Programme Management

- 8.6. The current arrangements for the management of the forward planning process will continue. Basically this comprises weekly meetings of the Core Team and reporting to senior management as necessary. This team will also manage the programme for the production of the Statement of Community Involvement and subsequent local development documents.

Political Process

- 8.7. No special arrangements have as yet been established for Member involvement in the production of local development documents. However, now that the Local Plan has been completed, the new system is increasingly being brought to the attention of Members with a view to fully involving them in the process.

Risk Assessment and Contingencies

- 8.8. The programme for the preparation and production of local development documents set out in the local development scheme is based on a realistic assessment of the capacity of the Council to undertake the work and of the extent and depth of the local community and stakeholder involvement and interest likely to be generated by each document. However, there are two main types of risk that could result in a failure to meet this programme. The first relates to resources (both human and financial) and the second to delays in the process primarily due to external factors.
- 8.9. As noted in paragraph 8.5 above, the Council has endeavoured to ensure that there will be sufficient financial resources made available within its budgetary framework supplemented at least in the short term as necessary by the Planning Delivery Grant. However, in view of the relatively small size of the Council and thus of its staff, the effect of, for example, long-term sickness, of officers obtaining employment elsewhere or of other unforeseen work coming forward, is significant. Whilst every effort would be made to replace staff in such circumstances, including the use of external consultants, some delay is inevitable as a result of the

HARTLEPOOL LOCAL DEVELOPMENT SCHEME

recruitment process. Further it is not always possible to recruit suitably qualified persons and there is inevitably a period required by new staff for familiarisation.

8.10. Account has been taken of the political process relating to the approval of planning documents at the various stages of production. Whilst the scrutiny process provides an open forum for the consideration of issues, it is not possible to predict that Cabinet recommendations will be endorsed at Full Council.

8.11. Perhaps the most significant risk to the programming of the development plan documents would be the delay in the preparation of the Regional Spatial Strategy. The Borough Council would be unable to mitigate against this and in the event of a significant delay, would need to reassess its programme in a review of the local development scheme. Further, any delay in the review of the Hartlepool Community Strategy could impact on the programme.

8.12. The potential for a delay due to the inability of the Planning Inspectorate to undertake the Examination of development plan documents at the programmed time is minimised by the production of this local development scheme and the associated service level agreement with the Inspectorate.

8.13. However, there are risks that adoption of a development plan document could be delayed if the Examination Inspector finds that it is unsound and recommends major changes, or if the Secretary of State intervenes on the basis that it raises issues of national or regional significance. The Council will therefore seek to ensure that the document is sound and conforms as necessary with national and regional policy through close liaison with the government office. The risk of a legal challenge to a document will be minimised by ensuring that it has been produced in accordance with the regulations.

8.14. The main risk to the programme for the preparation of the supplementary planning document on planning obligations would be a delay in the publication of the proposed revised circular and good practice guidance.

9. Review of the Local Development Scheme

9.1. The Local Development Scheme sets out the position with respect to the development of planning policies as it is envisaged at a particular point of time. It will normally be reviewed annually, but it can be readily reviewed when necessary. In particular it will need to be reviewed in the following circumstances:

- a slippage in the timetables for whatever reason
- a need is identified for a new local development document
- monitoring establishes that an existing document should be reviewed.

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APPENDIX 1

LIST OF ACRONYMS AND TECHNICAL TERMS USED IN THIS REPORT

AAP	Action Area Plan	A type of Development Plan Document relating to specific areas of major opportunity and change or conservation.
AMR	Annual Monitoring Report	Report submitted to Government on the progress of preparing the Local Development Framework and the extent to which policies are being achieved.
	Circular	A government publication setting out policy approaches
Core Strategy	Core Strategy Development Plan Document	A Development Plan Document setting out the spatial vision and objective of the planning framework for the area, having regard in particular to the Community Strategy. All other development plan documents must conform with the core strategy.
	Development Plan	Documents setting out the policies and proposals for the development and use of land and buildings. Under the new planning system it comprises the Regional Spatial Strategy and Development Plan Documents, whilst under the transitional arrangements it comprises the Structure Plan and Local Plan.
DPD	Development Plan Document	A local development document in the local development framework which forms part of the statutory development plan. The core strategy, documents dealing with the allocation of land, action area plans and the proposals map are all development plan documents.
LDD	Local Development Document	An individual document in the Local Development Framework. It includes Development Plan Documents, Supplementary Planning Documents and the Statement of Community Involvement.
LDF	Local Development Framework	The overarching term given to the collection of Local Development Documents which collectively will provide the local planning authority's policies for meeting the community's economic, environmental and social aims for the future of the area where this affects the development and use of land and buildings. The LDF also includes the Local Development Scheme and the Annual Monitoring Report.
LDS	Local Development Scheme	A public statement setting out the programme for the preparation of local development documents. Initially it will also identify the programme for the completion of the local plan and also which policies of the local and structure plan are to be saved and/or replaced.
	Local Plan	A statutory development plan prepared under previous legislation, or being prepared under the transitional arrangements of the new Act.
	National policy	Government policy contained within Planning Policy Guidance (PPG) and Planning Policy Statements (PPS).
PPG	Planning Policy Guidance	Government documents providing policy and guidance on a range of planning issues such as housing, transport, conservation etc. PPGs are currently being replaced by Planning Policy Statements.
PPS	Planning Policy Statements	Government documents replacing PPGs and designed to separate policy from wider guidance issues.

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	Proposals Map	Illustrating on an Ordnance Survey base the policies and proposals of development plan documents and any 'saved' policies of the local plan.
RPG	Regional Planning Guidance	Planning policy and guidance for the region issued by the Secretary of State. RPG became the Regional Spatial Strategy upon commencement of the Act.
RSS	Regional Spatial Strategy	Statutory regional planning policy forming part of the Development Plan and prepared by the regional planning body. The Local Development Framework must be in conformity with the RSS.
	Saved Policies	Policies within the Local Plan and the Structure Plan that remain in force for a time period pending their replacement as necessary by development plan documents or the Regional Spatial Strategy.
SA	Sustainability Appraisal	Identifies and evaluates social, environmental and economic effects of strategies and policies in a local development document from the outset of the preparation process. It incorporates the requirements of the Strategic Environmental Assessment (SEA) Directive.
SCI	Statement of Community Involvement	Sets out the standards to be achieved in involving the community and other stakeholders in the preparation, alteration and review of local development documents and in significant development control decisions
SEA	Strategic Environmental Assessment	A generic term used internationally to describe environmental assessment as applied to policies, plans and programmes
SPD	Supplementary Planning Document	A local development document providing further detail of policies in development plan documents or of saved local plan policies. They do not have development plan status.
SPG	Supplementary Planning Guidance	Provide additional guidance expanding policies in a local plan. SPGs will remain relevant where they are linked to saved policies but will ultimately be replaced by supplementary planning documents.
	Structure Plan	A statutory development plan setting out strategic policies for environmental protection and development and providing the more detailed framework for local plans. Policies in the structure plan will be saved for a time period under the transitional arrangements of the Act.
The Act	Planning and Compulsory Purchase Act 2004	Government legislation introducing a new approach to development planning.
	Transitional Arrangements	Government regulations describing the process of development plans begun before, and to be completed after, the Planning and Compulsory Purchase Act 2004

APPENDIX 2

SAVED POLICIES

A Hartlepool Local Plan including mineral and waste policies 2006:

All policies to be saved. These are as follows:

- GEP1 to GEP18 (General Environmental Principles)
- Ind1 to Ind11 (Industrial and Business Development)
- Com1 to Com17 (Retail, Commercial & Mixed Use Development)
- To1 to To11 (Tourism)
- Hsg1 to Hsg14 (Housing)
- Tra1 to Tra20 (Transport)
- PU1 to PU11 (Public Utility and Community Facilities)
- Dco1 to Dco2 (Development Constraints)
- Rec1 to Rec14 (Recreation and Leisure)
- GN1 to GN6 (The Green Network)
- WL1 to WL8 (Wildlife and Natural Features)
- HE1 to HE15 (Conservation of the Historic Environment)
- Rur1 to Rur20 (The Rural Area)
- Min1 to Min5 (Minerals)
- Was1 to Was6 (Waste)

B Tees Valley Structure Plan 2004

All policies to be saved pending adoption of Regional Spatial Strategy.

These are as follows:

- | | |
|-------------------------------------|---|
| • Sustainable Development policies | SUS1 and SUS2 |
| • Regeneration policies | REG1 and REG2 |
| • Strategy policies | STRAT1 and STRAT2 |
| • Employment policies | EMP1-EMP4, EMP4a, EMP4b,
EMP5 to EMP6, EMP6a, EMP7
to EMP10 |
| • Environment policies | ENV1 to ENV3, ENV3a, ENV4
to ENV30 |
| • Housing policies | H1, H1A, H1B, H2, H2A, H4 - H8 |
| • Transport policies | T1 to T3, T3A, T3B, T4 to T11,
T13 to T17, T18A, T18B, T19 to
T24, T24A, T25 to T27 |
| • Town Centre and Shopping policies | TC1 to TC5 |
| • Leisure policies | L1 to L12 |
| • Energy policies | EN1 to EN2, EN2A, EN3 to
EN4 |
| • Waste policies | W1 to W6 |
| • Minerals policies | MIN1 to MIN7, MIN9 to MIN10 |

C Supplementary Planning Guidance for Proposed Housing Redevelopment in West Central Hartlepool (adopted April 2005)

APPENDIX 3

STRATEGIES AND PROGRAMMES TO BE CONSIDERED

REGIONAL STRATEGIES:

- Making It Happen: The Northern Way -Feb. 2004
- Regional Spatial Strategy (programmed for adoption in Winter 2006/2007)
- North East Regional Housing Strategy - July 2005
- Regional Economic Strategy - Unlocking our Potential

SUB REGIONAL STUDIES / STRATEGIES

- Tees Valley Vision
- Tees Valley Living - Building Sustainable Communities in Tees Valley
- Tees Valley Sub Regional Housing Market Renewal Strategy (January 2006)
- Tees Valley Sub-Regional Housing Strategy (under preparation)
- The Tees Valley Forest Plan 2000
- Tees Valley Biodiversity Plan
- Joint Waste Management Strategy for Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees Borough Councils.
- Hartlepool Cycling Strategy
- Tees Valley Tourism Strategy - February 2003
- Coastal Arc Strategy (Phase 1 - 2004-07)
- Business Link Tees Valley Plan
- Tees Estuary Management Plan
- Cleveland Police Policing Plan

LOCAL STRATEGIES AND PROGRAMMES

Generic

- Hartlepool Community Strategy (to be reviewed 2006/07)
- Neighbourhood Renewal Strategy
- Neighbourhood Action Plans

Housing

- Hartlepool Housing Regeneration Strategy (May 2005)
- Hartlepool Housing Strategy
- NDC Community Housing Plan (2003)
- North Central Hartlepool Masterplan (August 2004)

Jobs and the Economy

- Hartlepool Economic Strategy
- Hartlepool Town Centre Strategy

Tourism

- Hartlepool Tourism Strategy - March 2004
- Seaton Carew Tourism Strategy: 2003 – 2008

Environment and the Arts

- Shoreline Management Plan 1999 Seaham Harbour to Saltburn by the Sea
- Longhill and Sandgate Industrial Estate Landscape Masterplan
- Contaminated Land Strategy
- Hartlepool's Cultural Strategy (April 2003)
- Headland Environmental Improvement and Public Art Strategy

Transport

- Hartlepool Local Transport Plan 2001 – 2006 (under review)

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Recreation

- Hartlepool Playing Pitch Strategy
- Sports Development Strategy
- Hartlepool Rights of Way Strategy
- Outdoor Equipped Play Facilities Strategy 2001

Lifelong Learning

- Connexions Strategy
- Cleveland College of Art & Design Strategic Plan
- Hartlepool Adult Learning Plan
- Hartlepool College of Further Education Strategic Plan
- Hartlepool Education Development Plan
- Hartlepool Library Plan
- Hartlepool Sixth Form College Strategic Plan
- Hartlepool Youth Service Strategy
- Learning & Skills Council Tees Valley Strategic Plan

Health

- Vision for Care
- Hartlepool CHD Strategy
- Hartlepool Public Health Strategy
- Hartlepool Teenage Pregnancy Strategy
- Hartlepool Drug Action Team Strategy

Community Safety

- Hartlepool Community Safety Strategy

APPENDIX 4

REPORTS CONTRIBUTING TO THE EVIDENCE BASE FOR
NEW LOCAL DEVELOPMENT DOCUMENTS

HOUSING AND HOUSING REGENERATION

Hartlepool Housing Dynamics Study (NLP)	April 2000
Hartlepool Housing Aspirations Study (NLP)	December 2002
West Central Hartlepool NDC Housing Study (NLP)	2000
West Central Hartlepool NDC Options Report (NLP)	March 2002
Hartlepool Housing Urban Capacity Study (C/RG)	May 2002
NDC Community Housing Plan (NLP/SRB)	May 2003
NDC Area Assessment Report (HA)	August 2004
North Central Hartlepool Masterplan	August 2004
Victoria Harbour Housing Demand Study (RTP)	June 2004
Hartlepool Low Density Housing Study (NLP)	July 2005
Hartlepool Housing Regeneration Strategy (NLP)	Mid 2005
Regional Housing Aspirations Study	March 2005
Hartlepool Housing Market Assessment	To be prepared 2006

ECONOMY

Tees Valley Strategic Employment Land Review (JSU)	Draft May 2003-
Hartlepool Retail Study (DJ)	Update March 2005

ENVIRONMENT

Hartlepool Landscape Assessment	November 1999
Local Air quality management action plan	
NLUD	
Sustainability Appraisal Scoping Report	To be prepared
Strategic Flood Risk Assessment	To be prepared

RECREATION AND LEISURE

Outdoor Equipped Play Facilities Strategy	2001
Audit and Assessment of Allotment Provision in Hartlepool	May 2004
Playing Pitch Strategy	March 2004
Multi-Use Games Area Strategy	April 2006
PPG 17 Audit of Open Space	To be prepared

NLP	Nathanial Lichfield & Partners
C/RG	Chesterton and Ron Grieg
SRB	Social Regeneration Consultants
HA	Halcrow Group
RTP	Roger Tym and Partners
JSU	Tees Valley Joint Strategic Unit
DJ	Drivers Jonas

CABINET REPORT

15 May 2006



Report of: Assistant Chief Executive

Subject: CORPORATE PLAN (BVPP) 2006/7 –
PROPOSED OBJECTIVES AND ACTIONS

SUMMARY

1. PURPOSE OF REPORT

To enable Cabinet to discuss the objectives and actions proposed for inclusion in the Council's Corporate (Best Value Performance) Plan for 2006/7.

2. SUMMARY OF CONTENTS

This report proposes objectives, actions and targets for each of the seven community strategy aims and the council's organisational development priorities. The purpose of the plan is to describe the Council's priorities for 2006/7, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people.

3. RELEVANCE TO CABINET

The Corporate (Best Value Performance) Plan is part of the Council's Budget and Policy Framework. It is a key document that sets out the Council's priorities and contribution to achieving the Community Strategy aims, which are also the Council's corporate objectives. The Corporate Plan was developed alongside the Local Area Agreement (LAA) to ensure the outcomes included in the Local Area Agreement are embedded in the Council's Corporate Plan.

The Corporate Plan is an important document because it formally communicates the council's vision and priorities. The clarity and ambition of the council's vision and priorities will be assessed later this year as part of the CPA corporate assessment.

4. TYPE OF DECISION

Budget and Policy Framework.

5. DECISION MAKING ROUTE

The production of the Corporate (Best Value Performance) Plan by 30 June each year is a statutory requirement.

The Scrutiny Co-ordinating Committee will consider the proposed Council priorities identified in the Plan at its meetings on 19 May 2006. Cabinet's decision today will be reported verbally to the Scrutiny Coordinating Committee. Cabinet will consider the Plan in June, if necessary, to consider scrutiny's recommendations. Final approval of the Plan will be by Council on 22 June 2006.

6. DECISION(S) REQUIRED

Subject to any amendments it may wish to make, Cabinet is asked to approve the Corporate Plan for consideration by Scrutiny Coordinating Committee on 19 May.

Report of: Assistant Chief Executive

Subject: CORPORATE PLAN (BVPP) 2006/7 –
PROPOSED OBJECTIVES AND ACTIONS

1 PURPOSE OF REPORT

- 1.1 To enable Cabinet to discuss the objectives and actions proposed for inclusion in the Council's Corporate (Best Value Performance) Plan for 2006/7.

2 BACKGROUND

- 2.1 The Government introduced the Best Value regime as part of its programme to modernise local government and the Corporate (Best Value Performance) Plan for 2006/7 must be approved and published by the Council by 30 June 2006. This is the Council's top-level corporate plan. It sets out the Council's top priorities and contributions for delivering the Community Strategy aims in 2006/7.
- 2.2 The Corporate Plan is an important document because it formally communicates the council's vision and priorities. The clarity and ambition of the council's vision and priorities will be assessed later this year as part of the CPA corporate assessment. The process for producing the plan has been designed to ensure the risk is minimised and that the Corporate Plan is fit for purpose.
- 2.3 This year the Corporate Plan was developed in parallel with the Local Area Agreement (LAA) to ensure the outcomes included in the LAA embedded in the Council's Corporate Plan. The Mayor signed the LAA on behalf of the Council in March 2006.
- 2.4 The Corporate Plan is based around the Hartlepool Partnership's seven Community Strategy aims, which have been adopted by the Council as its corporate objectives. It also includes a section describing activities to achieve the Council's five organisational development priorities.
- 2.5 The Corporate Plan objectives and actions approved by Council in June will be incorporated into the Council's performance management database and progress reported quarterly to Cabinet.
- 2.6 The focus of the Corporate Plan for 2006/7 is on priority activities for improvement at a strategic level rather than day to day service delivery objectives. The operational service delivery objectives are picked up through Departmental service plans which are reported to individual portfolio holders.

- 2.7 Cabinet is asked to consider whether the objectives and actions identified, properly reflect the council's priorities for the year ahead and if they wish, suggest amendments.

3 THE CORPORATE PLAN

- 3.1 As in previous years the plan will be produced in 2 parts. Part 1 describes the Council's overall aim, contributions to the Community Strategy aims and organisational development priorities.
- 3.2 Part 2 will continue to contain the detailed supporting information relating to performance statistics which the Council is required to publish. This will include the BV performance indicators for 2005/06 and targets for 2006/07, 2007/08 and 2008/09. This information is currently being collated and will be presented to Scrutiny Coordinating Committee on 19 May for consideration. Cabinet is therefore being asked to agree Part 1 of the Plan only at this stage, which is attached at Appendix A.

4 TIMETABLE FOR CONSIDERING THE PLAN AND NEXT STEPS

- 4.1 The key dates for completing the plan are as follows.
- 4.2 The Scrutiny Co-ordinating Committee will consider the proposed Council priorities identified in the Plan at its meeting on 19 May 2006. Cabinet's decision today will be reported verbally to the Scrutiny Coordinating Committee. Cabinet will consider the Plan in June, if necessary, to consider scrutiny's recommendations. Final approval of the Plan will be by Council on 22 June 2006.

5 RECOMMENDATION

- 5.1 Subject to any amendments it may wish to make, Cabinet is asked to approve Part 1 of the Corporate Plan for consideration by Scrutiny Coordinating Committee on 19 May.

<u>1. Introduction</u>	6
a) Purpose of the Plan	6
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1. Introduction

a) Purpose of the Plan

Hartlepool Borough Council has again been rated as 4 star, the highest rating any authority can achieve, under the Government's new CPA framework 'The Harder Test' and this is mainly a result of the hard work of staff and Members.

However the environment in which we operate is a constantly changing one in terms of policy, statute, expectations and aspirations with regard to central government, local people and businesses.

We therefore need to have effective systems in place to measure and improve our performance; to be able to exploit opportunities for improvement; and to take steps to improve any areas that are under performing.

This Corporate Plan is our strategic planning document and is also our Best Value Performance Plan (BVPP) encompassing the legal requirements for a BVPP under the Local Government Act 1999. It explains our priorities and targets to improve our performance for the 2006/07 financial year.

b) Audience for the plan

How a member of the Public can use this Plan:

As a member of the public you can use this plan to help to:

- Get a summary of our progress and key achievements over the last year;
- Find out how we are working towards achieving our goals and ambitions for the Borough in relation to the Community Strategy and the Local Area Agreement;
- Consider those activities that have been identified as strategic priorities over the next year (but also including those which may run over a longer period where appropriate); and
- Obtain an understanding of our longer term ambitions for Hartlepool over the next 5 to 10 years.

How an elected Member of the Council can use this Plan:

As a Member, you can use this Plan to help to:

- Recognise the achievements that have been made over the last year;

- Get an overview of the way in which we are working towards achieving our overall aim as a Council in relation to the Borough's Community Strategy and the Local Area Agreement;
- Consider those activities (including those which may run over a longer period) that have been identified as strategic priorities over the next year; and
- Obtain an understanding of our longer term ambitions for Hartlepool over the next 5 to 10 years.

How external partners/government can use this Plan:

Our partners on the Local Strategic Partnership will also be interested in the Plan because many of the objectives in the Plan are drawn from the Local Area Agreement and in many cases the effort to achieve these objectives is shared with partners. The Government also has a significant interest in our corporate plan and will use it to help monitor our performance and progress.

The Government has identified the following 'shared priority' areas for all local authorities. The Corporate Plan covers all these shared priorities but sets out how the Council will address them within the local, Hartlepool context.

Central Government Priorities	Corporate Plan 2005/06 – references to activities in the Plan to address national / local priorities
Raising standards across our schools	<ul style="list-style-type: none"> ✓ Lifelong Learning and Skills ✓ Culture and Leisure
Improving the quality of life for: <ul style="list-style-type: none"> • Children, young people and families at risk • Older people 	<ul style="list-style-type: none"> ✓ Lifelong Learning and Skills ✓ Health and Care ✓ Jobs and Economy ✓ Culture and Leisure ✓ Environment and Housing ✓ Community Safety
Healthier communities	<ul style="list-style-type: none"> ✓ Health and Care ✓ Community Safety ✓ Culture and Leisure
Safer and stronger communities	<ul style="list-style-type: none"> ✓ Community Safety ✓ Environment and Housing ✓ Strengthening Communities ✓ Health and Care
Local environment	<ul style="list-style-type: none"> ✓ Environment and Housing ✓ Strengthening Communities ✓ Jobs and the Economy
Local transport need	<ul style="list-style-type: none"> ✓ Environment and Housing ✓ Strengthening Communities
Local economic vitality	<ul style="list-style-type: none"> ✓ Jobs and the Economy ✓ Lifelong Learning ✓ Strengthening Communities ✓ Community Safety

How members of staff can use this Plan:

As a member of staff you can use this Plan to help to:

- Gain an overview of the strategic activities across the Council that we will be undertaking in order to help us achieve our Council aim;
- Understand the direction in which we are going; and
- See how your work contributes, through your Departmental Service Planning arrangements, to achieving our corporate objectives.

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

Kerry Trenchard, Policy Team, kerry.trenchard@hartlepool.gov.uk, Tel: 01429 284057

c) How this Plan is set out

The Corporate Plan is set out in two parts.

Part 1 describes:

- Our overall aim, contributions to the Community Strategy aims and organisational development priorities along side the Local Area Agreements that were agreed in March 2006
- Our approach to managing our financial resources and delivering improved efficiency.

It identifies those specific actions to be undertaken to deliver our objectives, with key milestones and performance indicators shown, which will be used to help measure our progress. It also sets out our longer term ambitions for the Borough (5-10 years time) as a consequence of undertaking these objectives and information on our key achievements last year.

Our objectives are grouped into 8 sections – one for each of the 7 Community Strategy Themes, and one relating to Organisational Development activities that are designed to improve the way in which we work and provide Council services.

Section	BVPP Section	Page Nos.
	Setting the Scene	7
1	Jobs and the Economy	10
2	Lifelong learning and skills	14
3	Health and Care	19
4	Community safety	25
5	Environment and Housing	29
6	Culture and Leisure	35
7	Strengthening Communities	42

Section	BVPP Section	Page Nos.
8	Organisational Development <ul style="list-style-type: none"> • Improved management and governance • Improved access to and understanding of the public • Improved understanding, skills, competencies and contributions of elected members and staff • The innovation imp[lamentation of key efficiency drivers • The effective management, governance and development of financial arrangements 	47

We pursue our objectives by a number of means. These include:

- Investing our own capital and revenue financial resources directly
- Focusing our human resources on priorities
- Maximising the use of physical assets such as land and buildings

In addition we are:

- Seeking additional external investment from the Government, from the private and voluntary sectors and other public agencies to provide additional resources; and
- Working in partnership with the Government, private and voluntary sectors and other public agencies where this can bring additional benefits.

Our performance management framework requires the Council's Cabinet to consider a quarterly report on progress against our corporate objectives in this Corporate Plan.

Part 2 of the Plan contains the detailed supporting information relating to performance statistics, which the Council is required to publish. This will include the Best Value (BV) performance indicators for 2004/5 and targets for 2005/6, 2006/7 and 2007/8.

2. Setting the scene

a) Link to the Community Strategy

We recognise the importance of working in partnership with a range of public, private, and voluntary sector organisations that provide services to local residents. In many instances these services complement each other, and improve the quality of life for people in Hartlepool. A Local Strategic Partnership (the Hartlepool Partnership) has been created as one of the main ways in which all the major partners delivering services to local people and businesses, can work together to deliver better and improved services.

During 2002/3, the Partnership completed and approved the Hartlepool Community Strategy. The purpose of the strategy is to establish priorities, and to integrate and improve the delivery of services, so that they better reflect the needs of the local community. The Strategy has been subject to intensive consultation using a range of methods, providing opportunities to shape the final outcome and ensuring that it is supported by the public and all partners. The Partnership has agreed a long-term vision, looking 20 years ahead:

The vision is

“a prosperous, caring, confident and outward looking community, realising its potential in an attractive environment.”

The goal is

“to regenerate Hartlepool by promoting economic social and environmental well being in a sustainable manner.”

A priority aim is identified under each of the 7 Community Strategy themes, which are used to forward plan and prioritise actions by members of the Hartlepool Partnership.

The Community Strategy themes and priority aims are:

Theme	Abbr.	Priority Aim
Jobs and the Economy	JE	Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive, and create more employment opportunities for local people.
Lifelong Learning and Skills	LLS	Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training, and raise standards of attainment.
Health and Care	HC	Ensure access to the highest quality health, social care and support services, and improve the health, life

The Community Strategy themes and priority aims are:		
		expectancy and well being of the community.
Community Safety	CS	Make Hartlepool a safer place by reducing crime, disorder, and fear of crime.
Environment and Housing	EH	Secure a more attractive and sustainable environment that is safe, clean and tidy; a good infrastructure; and access to good quality and affordable housing.
Culture and Leisure	CL	Ensure a wide range of good quality, affordable and accessible leisure, and cultural opportunities.
Strengthening Communities	SC	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

		expectancy and well being of the community.
Community Safety	CS	Make Hartlepool a safer place by reducing crime, disorder, and fear of crime.
Environment and Housing	EH	Secure a more attractive and sustainable environment that is safe, clean and tidy; a good infrastructure; and access to good quality and affordable housing.
Culture and Leisure	CL	Ensure a wide range of good quality, affordable and accessible leisure, and cultural opportunities.
Strengthening Communities	SC	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

While the aims are expressed under separate themes they are linked to each other and impact on one another in complex ways. Actions in one theme may have positive or even negative effects in another. Improvement in one these aims often depends on success in one or more of the others. This is particularly true of the Strengthening Communities aim where, for example, creating jobs and raising educational attainment contributes to strengthening communities.

Under these priority aims are a series of objectives to meet the challenges the Borough faces.

We have adopted these Community Strategy priority aims as our own council priorities, to help us achieve our overall Council aim, which is:

“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”.

b) Local Area Agreement and Reward element

Local Area Agreements are a Government initiative, launched in 2004 that aim to at deliver a better quality of life for people through improving performance on a range of national and local priorities. They form a key part of the government's 10 year strategy for Local Government and aim to streamline bureaucracy between central government and local deliverers and improve service outcomes. Hartlepool was successful in its application to be involved in the second round of Local Area Agreements and submitted an agreement in February/March 2006.

The LAA includes 36 priority outcomes, both national and local with associated baselines, indicators and targets. From among these priorities 10 priority outcomes for improvement were identified where stretched performance will be delivered over the following three years in return for the payment of reward grant (formerly the LPSA and now to be known as the reward element of the LAA);

The LAA also includes details of how the partnership will operate and the performance monitoring and management arrangements in place and how local people and the Voluntary and Community Sector have been involved in the design and will be involved in the delivery of the LAA. It also allows authorities to request certain freedoms and flexibilities.

National Outcomes – The LAA strongly reflects national agenda because it has a clear relevance to Hartlepool's own priorities. These outcomes include:

- LAA Reward Element
- Every Child Matters
- Independence, Wellbeing and Choice
- Neighbourhood Renewal
- Targeting Neighbourhood Funding
- Safer Stronger Communities Fund

Locally determined outcomes – these reflect Hartlepool's priorities and these are set alongside national priorities to focus on key issues and include outcomes relating to:

- Provision of high quality learning and skills opportunities
- Improving mental health
- Reducing the harm caused by illegal drugs and alcohol
- Preventing anti-social behaviour
- Improving housing conditions
- Meeting housing and support needs
- Improving energy efficiency of houses

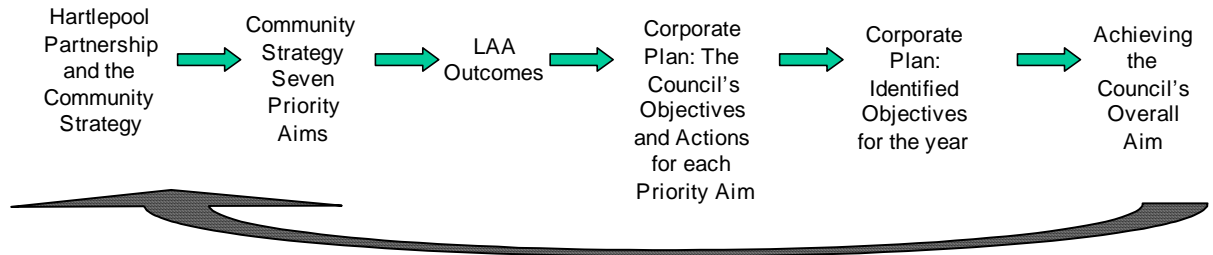
Priority outcomes and reward element targets

The LAA includes 36 priority outcomes which are structured around the seven Community Strategy Themes. Theme Partnerships have taken the lead, working with staff from the Partnership Support Team and Community Network representatives, to prepare outcomes for their theme of the Community Strategy/LAA. This process has been informed with reference to the priorities and objectives already set out in the Community Strategy, the Neighbourhood Renewal Strategy and the LSP Performance Management Framework.

The LAA outcomes therefore closely reflect the existing Community Strategy objectives which consultation has shown to have widespread support across the town. This Corporate Plan details how the Council is going to achieve the priority outcomes within the next 12 months and beyond. Performance reporting and management will be handled through the existing corporate and departmental arrangements which include quarterly reporting to Cabinet.

A number of the outcomes include targets which will be eligible for up to £1.5m reward grant depending on performance achieved by March 2009. The Council will lead on a number of these targets with other agencies also taking a lead where appropriate.

Our objectives for 2006/7 therefore relate to each of the above Community Strategy priority aims, with specific activities identified for each aim as priorities for action by the Council. The priorities are the high-level activities that we plan to undertake, and are in turn underpinned by other, more detailed, operational activities and statutory



responsibilities that are described in departmental and service plans. There is a clear link therefore between the Community Strategy, the LAA and the Council's Corporate Plan, with our top-level objectives for each Community Strategy theme helping us achieve our overall Council aim, which in turn serves to contribute to and deliver on key aspects of the Community Strategy.

c) Council budget 2006/7

From 2006/07 the Government will issue multi-year grant settlements which will cover three financial years. Although the first multi-year settlement will only cover two years starting 2006/07, because of the timing of the Government's own three-year planning cycle. This change is welcomed, as it will provide a firmer foundation for planning services in future years. Whilst stability is welcomed, it indicates that the Council faces a difficult position over the next two years.

Budget 2006/7

The development of the 2006/07 Budget reflects various national and local service priorities and is underpinned by a range of service specific and corporate policy drivers. These issues are detailed in various strategy documents, which the Council prepares, which set out the Council's key objectives. These documents include:

- Departmental Service Plans;
- the Efficiency Strategy; and
- the IT Strategy.

The Efficiency and IT Strategies will have a key impact on the development of the budget over the next few years. These strategies specify how the Council will achieve the Gershon Efficiency Targets set by Government.

The Efficiency Strategy details how the Council will achieve the annual efficiency targets of £2.191m, which equates to an efficiency target of 2.5%. At least half of these savings must be cashable. In practise the Council plans to achieve cashable saving of £1.8m during 2006/07, from a number of key work programmes including:

- re-configuration of existing support to older people to enable more people to remain in their own homes;
- the implementation of revised arrangements for caring for Children, which will increase the number of children cared for by foster parents and a corresponding reduction in the use of Independent Sector Residential Placements;
- improved procurement arrangements.

These work programmes recognise the corporate commitment to managing and improving Value for Money in the use of resources. They demonstrate an integrated approach by members and senior management to manage costs, alongside quality of services and responding to local needs.

On a practical basis the IT strategy requires significant up front investment. The Council have previously set aside some resources to fund this investment. ICT investment and the re-engineering of working practices and processes are central to the delivery of efficiencies required by Gershon and to assist in future budget setting. Innovative ICT workstreams include the automation of internal and external processes associated with the procurement and payment for goods and services and the introduction of electronic document and records management and workflow arrangements to support mobile, home based working and support the corporate contact centre development. The efficiency saving from the ICT investment will begin to flow through towards the end of 2006/07 and the full year effects will be reflected in the 2007/08 budget.

The Budget details the financial implications of these various strategies and enables Members to prioritise services within the constraints of the Council's available resources.

The 2006/07 budget identified a range of additional cost pressures in excess of inflationary pressures. These pressures were examined carefully and considered against the Council's strategic objectives. As a result of this review it was decided that some items would not be funded. The pressures which have been funded include the following service priorities:

- demographic pressures in services the Council provides to Older People and people with Learning Disabilities;
- the costs of introducing a free concessionary fares scheme;
- increased energy costs and;

- Additional staffing costs arising from Equal Pay claims.

These pressures were partly offset by a number of favourable factors, including:

- The identification of cashable efficiency savings;
- More interest than expected on reserves and cash flow;
- Additional government grant as a result of population adjustments for past years;
- Delays in expenditure commitments until latter years.

The budget for 2006/7 is also supported by additional one off temporary resources worth £4m. However, this support is temporary and will begin to be phased out over a number of years commencing in 2007/08. Therefore, sustainable savings will need to be made in future years to offset the loss of this funding. The Council will begin to develop a strategy for addressing this issue during 2006/07. This will enable the necessary actions to be implemented in 2007/08 and future years.

After reflecting the above issues the Council faced a net budget deficit of £3.8m for 2006/07. This amount was partly bridged through a 4.9% council tax increase. The remaining deficit was bridged by implementing a package of savings totalling £1.9m. These savings were achieved without having to make any compulsory redundancies or unacceptable cuts to services. The savings include:

- Increases in a range of charges for Council services;
- Reductions in administrative costs;
- Re-negotiation of contracts;
- Changes in eligibility criteria for some services.

The robustness of the budget forecast also takes account of the main areas of risk affecting the budget for 2006/07. In line with the Council's overall Risk Management Strategy the Authority takes an active and pragmatic approach to the management of risk. This approach acknowledges that the purpose is not to remove all risks, rather it is to ensure that potential 'losses' are prevented or minimised. The process revealed that there are no significant financial risks to the proposed 2006/07 budget. There is however some financial risk facing the Council relating to Equal Pay claims and the implementation of Single Status. The position on Equal Pay claims is worse than previously anticipated following employment tribunal decisions reached for similar cases in other authorities. The Council has now set aside resources to cover the majority of these potential liabilities. The position on Single Status is also uncertain as detailed Job Evaluations and the design of a new pay and grading structure will not be completed until later in the year. This issue will need to be addressed as part of the 2007/08 budget process.

Capital Programme 2006/07

The Council will invest approximately £27 million during 2006/07 in the town's infrastructure and public buildings. About 60% of this investment, some £16.9million, will be funded from grants the Council has secured from the Government and other organisations. The remaining investment will be funded from prudential borrowing, which will be repaid over a number of years from the Council's revenue budget.

The Capital programme includes:

- repairs and improvements to roads (£2.1 million);
- repairs and improvements to schools (£2.6 million);
- the redevelopment of private housing in the town centre and neighbouring areas (£3.1 million);
- projects within the North Hartlepool Single Regeneration Budget area (£0.9 million);
- projects with the New Deal for Communities area (£2.8 million).

In addition, the Council is working in partnership with the Joseph Rowntree Foundation on the development of an "extra care village". This development will provide supported housing for older people. The total investment in this project is £34 million over a two year period. The Council has secured a grant from the Government of £9.8 million towards this development, which will be paid over two financial years. The remaining funding will be provided by the Joseph Rowntree Foundation and its partners.

d) Developing the Organisation

The Council has been rated a four star authority under the Government's Comprehensive Performance Assessment (CPA) framework. However the environment in which we operate is a constantly changing one in terms of policy, statute, expectations and aspirations with regard to central government, local people and businesses. This year there has been a new approach with the CPA – The Harder Test being introduced.

The new approach is similar in many respects to the original CPA for single tier and county councils, with the three elements of annual service assessment, use of resources and a periodic corporate assessment brought together to give a single category. The key changes include the renaming of the five overall categories, changes to aspects of the way that service assessment scores are determined and the fact that alongside the overall category we will for the first time be reporting a direction of travel assessment.

The high performance of the Council is testament to the operation of the decision-making, planning and delivery frameworks, which are in place. However, given changing expectations and aspirations, we must identify,

and take opportunities to review what we do and the extent to which the current frameworks and processes provide the clarity of information and knowledge to improve our performance.

The further development of the organisation is essential if we are to develop and enhance the effectiveness and efficiency of the Council through:

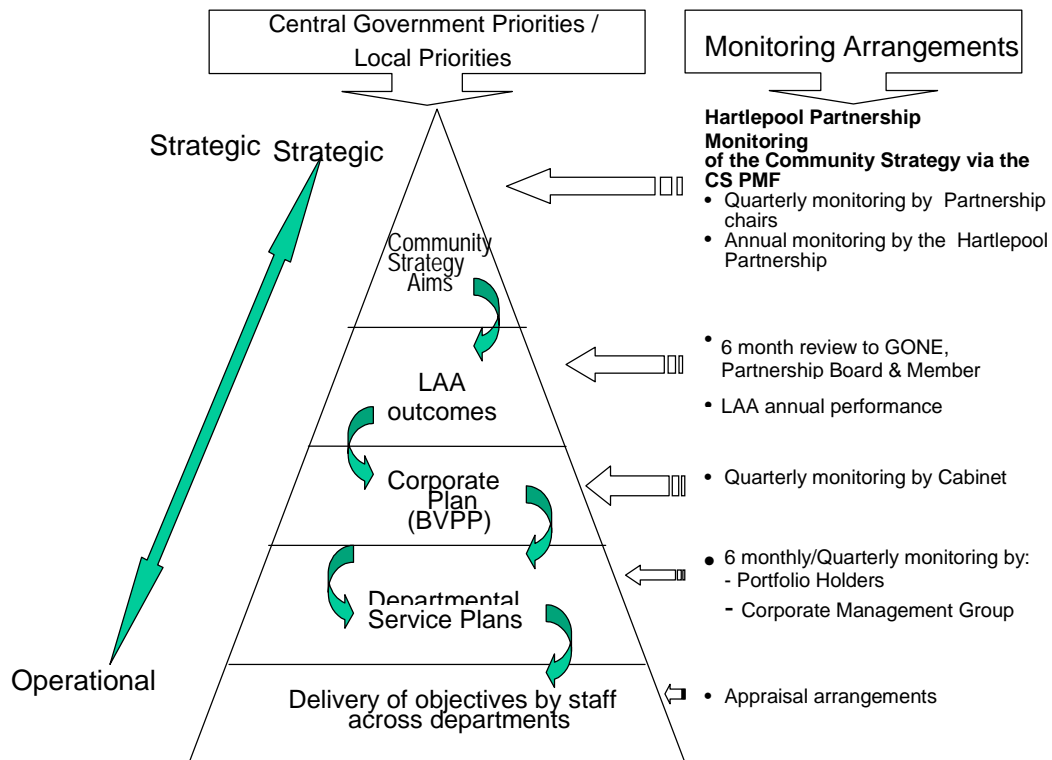
- Improved management and governance;
- Improved access to and understanding of the public;
- Improved understanding, skills, competencies and contribution of elected Members and staff;
- The innovative implementation of key efficiency drivers; and
- The effective management, governance and development of financial arrangements.

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

e) Improving Performance

We have worked hard to improve our performance management arrangements over the last couple years.

Our performance management framework (PMF) and monitoring arrangements are:



3. Plans for achieving the Community Strategy Aims for 2006/7

The following section (pages ?? to ??) describes the Council plans for achieving the Community Strategy Aims in 2006/7.

Corporate Plan

Action Plan 2006/07

Jobs and the Economy

Community Strategy / Council Priority	Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.
--	--

Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

We will see sustainable improvements in the economic performance of the town and its regeneration.

We will have increased the employment rate (primarily by focusing on incapacity benefits claimants), reduce the unemployment rate and increased the business start up rate.

We will have reduced the unemployment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position); and significantly reduced the gap between the unemployment rates of the disadvantaged groups and the overall rate.

- Reduce the gap between Hartlepool and GB employment rate by 3% points by 2012
- Employment rate to be 67% by 2012
- Reduce gap between Hartlepool and GB unemployment rate to 1% point by 2012
- Unemployment rate - Neighbourhood Renewal narrowing the gap – 3.1% points by 2012
- Youth unemployment rate across Hartlepool – 29% by 2012
- Youth unemployment rate – Neighbourhood Renewal narrowing the gap – 29.2% by 2012
- Increase number of business start ups by 50% by 2012

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Jobs and the Economy					
Corporate Plan Objective: To help build an enterprise society, support indigenous growth and attract inward investment					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE1	Continue the development of a support system for the incubation and development of new businesses including social enterprise	Mar 07	Antony Steinberg	LPI RP 8 LAA 3.1 + 3.3	LAA Outcome 3
JE2	Continue to support business development within Hartlepool Quays, Wynyard and in the Southern Business Zone, including Queens Meadow	Mar 07	Antony Steinberg	LPI RP 1 LPI RP 3	LAA Outcome 3
JE3	Continue to promote Hartlepool for inward investment including via the offer of appropriate support and marketing	From Sep 06	Antony Steinberg	LPI RP 2	LAA Outcome 3
JE4	Develop and improve the resilience of businesses in Hartlepool through the promotion of Business Continuity	Oct 06	Denis Hampson	LAA 3.2 CEPU PI 15	LAA Outcome 3

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Corporate Plan Objective: To place local Colleges and the Universities at the heart of the local economy and encourage the development of a knowledge driven economy					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE5	Continue to work with partners to expand further and higher education opportunities within Hartlepool	Mar 07	Andrew Golightly		
JE6	Help to facilitate and support Hartlepool College of Further Education bringing forward development proposals	From Oct 06	Andrew Golightly		
Corporate Plan Objective: To increase skill levels of the local population with reference to local business need					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE7	Continue to work with residents, businesses and other support agencies to ensure local residents have the skills and qualifications to compete effectively in the local jobs market	From Sep 06	Antony Steinberg	LPI RP 5 LPI RP 6 LAA 1.1 – 1.2	LAA Outcomes 1 + 4
Corporate Plan Objective: To support local people in gaining maximum economic benefit from the regeneration of the town					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE8	Continue to work with residents, businesses and other support agencies to ensure local residents have the practicable support to compete effectively in the local jobs market	From Jun 06	Antony Steinberg	LPI RP 5 LAA 2.1 – 2.4 LAA 5.1	LAA Outcome 2

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Corporate Plan Objective: To support young people to gain suitable employment					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE9	Work with Connexions service and other agencies to achieve NEET targets agreed with GO-NE	Dec 06	Sue Johnson	BVPI 221a BVPI 221b LAA 2.5 – 2.6 LAA 5.2 - 5.5 LAA 6.6	LAA Outcomes 2, 4, 5 + 6
Corporate Plan Objective: To maximise the opportunities for disabled people to enter paid employment					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE10	To develop effective partnerships with Connexions and Job Centre Plus to increase the number of disabled people in employment	Mar 07	Liz Bruce		
Corporate Plan Objective: Improving training and employment prospects for targeted groups					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE11	Providing training and improved employment prospects (drug users and offenders)	Apr 06 and ongoing	Alison Mawson	LAA 6.6, 6.8 + 6.10	LAA Outcome 6
JE12	Improving training and employment prospects for carers	Apr 06 and ongoing	Paul Johnson	LAA 6.2 + 6.4	LAA Outcome 6

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Corporate Plan Objective: To encourage the development of flagship sites and improve property and the physical environment					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE13	Work with Tees Valley Regeneration and PD Ports for the redevelopment of Victoria Harbour within Hartlepool Quays	Mar 07	Stuart Green		
JE14	Secure recognition of Hartlepool Quays in major strategy documents (e.g. RSS & RES)	Mar 07	Geoff Thompson		
JE15	Explore procurement and funding arrangements for the H2O Centre Project	Mar 07	Matthew King		
Corporate Plan Objective: Improve the vitality and viability of the town centre					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE16	Complete the Hartlepool Local Plan and adopt and implement policies in relation to the Town Centre	Apr 06	Anne Laws		
JE17	Seek to secure the re-use of key vacant property	Mar 07	Andrew Golightly	LPI RP 3	
JE18	Develop proposals to improve the condition of key town centre open spaces and seek funding	Mar 07	Alastair Smith		

4.2 APPENDIX A

Corporate Plan Objective: To promote a positive image for the town as a tourism, investment and residential location					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
JE19	Undertake marketing initiatives	Jul 06	Antony Steinberg		
JE20	Publish a business orientated Investment Prospectus	May 06	Matthew King		
JE21	Continue to improve visitor attractions, facilities, and the associated public realm	Mar 07	Andrew Golightly	LPI RP 1	

Performance Indicators

Within the Jobs and Economy theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For Local Area Agreement targets, the longer term, 2008/09 target has been provided.

Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 1.1	Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent (Hartlepool)	343	381	469
LAA 1.2	Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent (Neighbourhood Renewal narrowing the gap)			
LAA 2.1	Employment rate (Hartlepool)	66.2% (Mar 05)	66.6%	67.4%
LAA 2.2	Employment rate (Neighbourhood Renewal narrowing the gap)	58.5% (Aug 05)	62.8%	64.5%
LAA 2.3	Unemployment rate (Hartlepool)	3.9% (Nov 05)	3.8%	3.7%

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 2.4	Unemployment rate (Neighbourhood Renewal narrowing the gap)	5.5% (Aug 05)	4.9%	3.9%
LAA 2.5	Youth Unemployment rate (Hartlepool)	36% (Nov 05)	31%	30%
LAA 2.6	Youth Unemployment rate (Neighbourhood Renewal narrowing the gap)	36% (Aug 05)	31.6%	30.4%
LAA 3.1	VAT Registrations (Hartlepool)	120 (2004)	130	150
LAA 3.2	Net change in business stock (registrations – de-registrations) (Hartlepool)	25 (2004)	30	40
LAA 3.3	Number of new businesses created (Hartlepool)	116 (Mar 05)	125	135
LAA 5.1	Young people are supported in developing self confidence, team working skills and enterprise (percentage of young people receive support to develop self confidence and to prepare them for the world of work)	n/a	95%	100%
LAA 5.2	Hartlepool enterprise activities are available to all key stage 4 pupils in Hartlepool Secondary school (percentage of young people receive support and are provided with 5 days of enterprise education at key stage 4)	n/a	95%	100%
LAA 5.3	All key stage 4 pupils undertake work related learning and useful work experience	n/a	98%	100%
LAA 5.4	Careers education & guidance is provided to all young people aged 13-19	n/a	99%	100%
LAA 5.5	Provision is planned to ensure the numbers of young people classified as Not in Education Employment or Training (NEET) is reduced	n/a	8.7%	In line with DfES target
LAA 6.2	Number of carers completing education or training and achieving NVQ level 2 or equivalent or higher - (Performance expected with reward)	13 (2004/05)	3 year target	120 (3 year)
LAA 6.4	Number of carers remaining in employment for a minimum of 16 hours per week and for at least 32 weeks in the year (Performance expected with reward)	25 (2004/05)	3 year target	149 (3 year)
LAA 6.6	Number of drug users given structured work experience/employment opportunities of at least 13 weeks (Performance expected with reward)	15 (2004/05)	3 year target	127 (3 year)
LAA 6.8	Number of offenders from Hartlepool being helped into employment with the assistance of HBC and being sustained in the job for a minimum of 4 weeks for a minimum of 16 hours per	25 (2004/05)	3 year target	75 (3 year)

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
	week (Performance expected with reward)			
LAA 6.10	Number of offenders that have gained basic skills at entry level 3, 2 and 1 and level 1 or level 2 (Performance expected with reward)	13 (2004/05)	3 year target	79 (3 year)
LPI RP 1	The number of businesses assisted			
LPI RP 2	The number of businesses making enquiries			
LPI RP 3	The number of sites developed or improved			
LPI RP 5	The number of residents assisted into employment			
LPI RP 6	The number of residents assisted into training			
LPI RP 8	The number of business start ups with council assistance			
BVPI 221a	Participation in and outcomes from Youth Work: recorded outcomes			
BVPI 221b	Participation in and outcomes from Youth Work: accredited outcomes			
CEPU PI 15				

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Lifelong Learning and Skills

Community Strategy / Council Priority	Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education and lifelong learning, and raise standards of attainment.
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Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

Through the development of SureStart integrated early years provision we will see an increase in the proportion of children reaching national standards in numeracy and literacy at the age of 7 (end of KS1).

The levels of educational attainment reached by Hartlepool's young people, as measured at ages 11, 14 and 16, will continue to rise. The national average will be exceeded and/or the gap between Hartlepool and the national average significantly narrowed.

The numbers of adults participating in learning will continue to rise. This will lead to enhanced economic and social regeneration.

There will be more adults who are achieving a qualification at level 1 and level 2 and, in particular, there will be an increase in the number of adults who have a qualification in literacy and/or numeracy.

The proportion of males accessing learning will increase, leading to better employment prospects.

Through working with schools and SureStart, the number of families participating in Family Learning programmes will continue to rise, which will lead to further improvements in the skills of both parents and children.

- Increase the percentage of 3 to 4 year olds who attend an early years and childcare place to 96% and hold this figure past 2008/09
- Increase to 4000 the number of learners participating in Adult Education Programmes
- Number of individuals trained to deliver activities within clubs and community be at 175 by 2012
- Improving training and employment prospects for carers (Target 7 of PSA)

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Lifelong Learning and Skills					
Corporate Plan Objective: Enjoy and Achieve – Raise achievement and standards of attainment for children and young people in the early years, primary and secondary phases of education					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
LL1	Challenge and support schools to improve performance at Key Stage 1 faster than national rate	Apr 06 and ongoing	John Collings	LPI ED 2, 3 4a + 4b BVPI 40, 41, 194 a + 194b LAA 7.1, 7.2, 7.12 + 7.13	LAA Outcome 7
LL2	Challenge and support schools to improve performance at Key Stage 3 faster than national rate in English, Science and ICT. Targets agreed with DfES are achieved.	Apr 06 and ongoing	John Collings	BVPI 181a-d LAA 7.16 – 7.19	LAA Outcome 7
LL3	Work with schools to increase the percentage of 16 year olds achieving grades A* - G and A* - C in English and Mathematics faster than the national rate	Apr 06 and ongoing	John Collings	BV 38 + BV 39 LAA 7.11 + 7.20 – 7.22	LAA Outcome 7
LL4	Work with schools and other agencies to increase the performance of looked after children. LAC make better than expected progress.	Apr 06 and ongoing	John Collings	BV 50 + BV 161 LAA 7.14 + 7.15	LAA Outcome 7

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Corporate Plan Objective: Pupils excluded from schools are successfully reintegrated into mainstream settings					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
LL5	Work with schools and other agencies to increase the percentage of excluded pupils reintegrated into mainstream settings.	Apr 06 and ongoing	John Collings	LPI ChS2 + ChS3	
Corporate Plan Objective: Number of young people engaged in education and training , including higher education, is improved					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
LL6	Work with schools, colleges, training providers and other agencies to achieve NEET targets agreed with GO-NE and Connexions	Dec 06	Sue Johnson	BV 221 a + b	
Corporate Plan Objective: Raise aspirations and awareness of enterprise and employment options among young people					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
LL7	Work with schools, colleges and businesses to raise aspirations and awareness of the options open to young people	Nov 06	Antony Steinberg	LAA 5.2 – 5.4	LAA Outcome 5

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Corporate Plan Objective: Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
LL8	Increase the participation of adults in learning, particularly amongst priority groups	Apr 06 and ongoing	Maggie Heaps	LAA 8.13 – 8.14	LAA Outcome 8
LL9	Develop new models of integrated service delivery	Apr 06 and ongoing	Maggie Heaps		LAA Outcome 8

Performance Indicators

Within the Lifelong Learning and Skills theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For Local Area Agreement targets, the longer term, 2008/09 target has been provided.

Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
BVPI 40	Percentage of pupil achieving Level 4 or above in KS2 Math tests	78%	86%	86%
BVPI 41	Percentage of pupil achieving Level 4 or above in KS2 English tests	80%	80%	84%
BVPI 194a	Proportion of children level 5 or above, KS2 in English			
BVPI 194b	Proportion of children level 5 or above, KS2 in Maths			
BVPI 181a	Percentage of pupil achieving Level 5 or above in KS3 results - English	71%	73%	75%
BVPI 181b	Percentage of pupil achieving Level 5 or above in KS3 results - Maths	75%	76%	78%
BVPI 181c	Percentage of pupil achieving Level 5 or above in KS3 results - Science	68%	76%	78%
BVPI 181d	Percentage of pupil achieving Level 5 or above in KS3 results - ICT Assessment	61%	73%	75%

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
BVPI 38	Percentage of pupil achieving 5 or more A*-C GCSEs	53%	55%	55%
BVPI 39	Percentage of pupil achieving 5 or more A*-G GCSEs	88%	91%	93%
BVPI 50	Educational qualifications of Looked After Children			
BVPI 161	Employment, education and training for care leavers			
BVPI 221a	Participation in and outcomes from Youth Work: recorded outcomes			
BVPI 221b	Participation in and outcomes from Youth Work: accredited outcomes			
LAA 7.1	Early Years– improve children’s communication, social and emotional development so that by 2008, children reach a good level of development at the end of the Foundation Stage	36.1%	40%	50%
LAA 7.2	Early Years– increase the percentage of 3 and 4 year olds who attend an early years and childcare place to 96%	93.4%	96%	96%
LAA 7.11	Key Stage 4: Increase the percentage of young people aged 16 achieving 5+ GCSE A*-C (including English and Maths)	35.8%	tbc	tbc
LAA 7.12	Early Years - improve children's communication, social and emotional development so the gap between NRS and Hartlepool is reduced for a good level of development at the end of the foundation stage	Gap = 12.6%	Gap = 10%	Gap = 8%
LAA 7.13	Early Years - reduce the gap between NRS and Hartlepool for participation rates of 3 year olds in good quality, free early years education to 3% by 2007 and 0% by 2012	6%	3%	2%
LAA 7.14	Key Stage 2 - reduce the gap between children from NRS area and Hartlepool to under 5% by 2012 for those achieving Level 4 or above in English	6%	5%	3%
LAA 7.15	Key Stage 2 - reduce the gap between children from NRS area and Hartlepool to under 5% by 2012 for those achieving Level 4 or above in Maths	5.2%	5%	3%
LAA 7.16	Key Stage 3 - Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in English	10.6%	10%	6%
LAA 7.17	Key Stage 3 - Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in Mathematics	8.6%	8%	5%
LAA 7.18	Key Stage 3 - Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in Science	9.5%	9%	5%
LAA 7.19	Key Stage 3 - Reduce the gap between children from the NRS area	n/a	n/a	n/a

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
	and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in ICT			
LAA 7.20	Key Stage 4 - Reduce the gap between young people from the NRS area and Hartlepool to under 5% by 2012 for those achieving 5+ A*-C	10.4%	10%	6%
LAA 7.21	Key Stage 4 - Reduce the gap between young people from the NRS area and Hartlepool to under 5% by 2012 for those achieving 5+ A*-G (including English and Maths)	tbc	tbc	tbc
LAA 7.22	Key Stage 4 - Reduce the gap between young people from the NRS area and Hartlepool to under 5% by 2012 for those achieving 5+ A*-C (including English and Maths)	tbc	tbc	tbc
LAA 5.2	Hartlepool enterprise activities are available to all key stage 4 pupils in Hartlepool Secondary school (percentage of young people receive support and are provided with 5 days of enterprise education at key stage 4)	n/a	95%	100%
LAA 5.3	All key stage 4 pupils undertake work related learning and useful work experience	n/a	98%	100%
LAA 5.4	Careers education & guidance is provided to all young people aged 13-19	n/a	99%	100%
LAA 8.13	Number of learners participating in Adult Education Programmes	2830 (2004/05)	3100	3300
LAA 8.14	Number of individuals trained to deliver activities within clubs and the community	106 (2004/05)	145	155
LPI ED 2	Percentage of 3 year olds who participate in accessing a good quality free early year place			
LPI ED 3	The number of childcare places per 1000 population			
LPI ED 4a	Average point score at key stage 2 of pupils taking KS2 exams who moved school at least once after the normal admission date			
LPI ED 4b	Difference in point score between mobile pupils and all pupils taking KS2 exams			
LPI ChS2				
LPI ChS3				

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Health and Care

Community Strategy / Council Priority	Ensure access to the highest quality health, social care and support services, and improve the health, life expectancy and well being of the community.
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Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

For Children

In line with national expectations:-

Where children and young people need to be cared for away from parents, then their placements are stable and they are provided with support to achieve outcomes in line with other young people

- Young people who have been in care are able to experience life outcomes in line with others
- Children and young people are safe from abuse. Where abuse does take place they are protected from a re-occurrence
- Children's Services are provided in an integrated manner, and are perceived to be so by children, young people and families
- The public, and in particular users of services, are actively involved in service planning and delivery

For Adults

In line with the local Vision for Care:-

Healthy lifestyles are increasingly chosen

- People have ready access to early support to prevent illness and promote recovery
- People enjoy more safety at home
- People are empowered to achieve a fuller and more independent life
- People are more fully involved in planning/delivery of services, and in community life
- Users and carers are helped towards greater economic activity, and to enjoy a better quality of life

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- Life expectancy for females to be at 80.5 by 2009/11 for Hartlepool and 78.6% in Neighbourhood Renewal Area
- Life expectancy for males to be at 75.7years by 2009/11 for Hartlepool and 71.6 years Neighbourhood Renewal Area
- Increase in the uptake of MMR from 79% in 2005 to 95% in 2010 across Hartlepool.
- Under 18 conception rate reduction from 75.6 per 100 in 1998 to 34 per 1000 in 2010.
- Under 18 conception rate reduction across the Neighbourhood renewal area of 97 per 1 00 in 1998 to 44 per 1000 in 2010.
- Suicide Rates reduction by at least 20% by 2010
- Improve stability of placements for looked after children
- Reduce number of children that have previously been on the Child Protection Register
- Improve health and well being of patients referred by health practitioners via GP referral scheme by increasing patient levels of participation in physical activity
- Promoting healthy lifestyles through achievement of health schools status.

Health and Care					
Corporate Plan Objective: Improved health – reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods.					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
HC1	Develop pro-active approaches to prevention of ill health	Mar 07	Margaret Hunt	LAA 9.1 – 9.14 9.16 + 9.18 LAA 10.1 + 10.2	LAA Outcome 9 + 10
HC2	Complete and launch the Hartlepool public health strategy in partnership with the PCT	Mar 07	Peter Price	ES25	LAA Outcome 9
HC3	Develop joint delivery arrangements for public health in partnership with the PCT	Mar 07	Peter Price		LAA Outcome 9

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Corporate Plan Objective: Be Healthy – health and care issues in relation to children and young people are addressed					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
HC4	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55%	Apr 06 and ongoing	Phill Warrillow	BVPI 197 LAA 10.3 + 10.4	LAA Outcome 10
HC5	Engage in further discussion with partner agencies regarding improvements in Child and Adolescent Mental Health Services (CAMHS)	Apr 07	Phill Warrillow		LAA Outcome 10
Corporate Plan Objective: Be Healthy – specific care issues in relation to children and young people who are looked after are addressed					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
HC6	Increase the number and range of foster and adoptive placements to meet local needs	Apr 06 and ongoing	Phill Warrillow	BV 49	LAA Outcome 10
HC7	Reduce the number of placement moves for looked after children and increase the stability of placements	Apr 06 and ongoing	Phill Warrillow	BV 49	LAA Outcome 10
Corporate Plan Objective: Support vulnerable adults to exercise choice and control and to retain dignity in all aspects of their life.					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
HC8	Implement the public engagement strategy to ensure all service developments have involvement from service users and their carers	Mar 07	Marie Horsley		LAA Outcome 11
HC9	Increase the proportion of people who commission their own services by a variety of means such as Direct Payments or individual budgets	Mar 07	Head of Commissioning	LAA 11.5	LAA Outcome 11

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HC10	Work with Registered Social Landlords and Supporting People to increase the number and range of supported accommodation options. E.g. Joseph Rowntree Extra Care Housing.	Mar 07	Head of Commissioning	LAA 11.6	LAA Outcome 11
HC11	Promote a culture of person centred practice to ensure that service users and their carers are at the centre of planning their support	Mar 07	Head of Commissioning	LAA 11.1 – 11.4	LAA Outcome 11
HC12	Enable people with disabilities to have as much choice, independence and control as possible over their lives	Mar 07	Liz Bruce		LAA Outcome 11
Corporate Plan Objective:					
Mental Wellbeing – Promote a positive approach to the Mental Wellbeing of Hartlepool residents					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
HC13	Support the development of a strategy to increase the social inclusion for people with mental health issues	Mar 07	Joanna Forster Adams	LAA 12.1 + 12.2	LAA Outcome 12
HC14	Enhance the role of Community Services in the preventative mental wellbeing agenda by ensuring services are easily accessible to vulnerable groups	Mar 07	John Mennear	LAA 12.3 – 12.5	LAA Outcome 12

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Corporate Plan Objective: Access to Services – To support easier access to services which are integrated and tailored to individual need					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
HC15	To work with the community in Owton to design and implement a Connected Care Scheme	Sep 06	Head of Commissioning		LAA Outcome 13
HC16	To implement Vision for Care in conjunction with Hartlepool Primary Care Trust so that key elements such as integrated locality teams, single assessment processes and joint commission arrangements are put in place	Mar 07	Head of Commissioning	LAA 13.14 – 13.16	LAA Outcome 13
HC17	To ensure that services are culturally sensitive and are able to respond flexibly to the diverse needs of the community	Mar 07	John Mennear		LAA Outcome 13
HC18	To ensure services are fully compliant with the Disability Discrimination Act	Mar 07	Margaret Hunt		LAA Outcome 13
Corporate Plan Objective: To develop the capacity of the voluntary independent and community sector to respond to the challenges of the White Paper in supporting vulnerable members of society					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
HC19	To maximise the opportunities for additional resources through the development of appropriate partnerships with the voluntary sector	Jan 07	Margaret Hunt		
HC20	To ensure that carers are supported effectively to support their family members for as long as they wish	Mar 07	Janet Wistow		

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Corporate Plan Objective: To safeguard and improve health and well-being for people working, living and visiting the borough					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
HC21	To carry out enforcement duties and deliver high quality services through the efficient and effective use of resources	Mar 07	Ralph Harrison		
HC22	To deliver an effective Health Development Service	Apr 06 and ongoing	Ralph Harrison	LAA 10.6	LAA Outcome 10
HC23	To maintain and improve public health and safety through the enforcement of housing and nuisance legislation	Mar 07 and ongoing	Penny Garner-Carpenter		

Performance Indicators

Within the Health and Care theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For Local Area Agreement targets, the longer term, 2008/09 target has been provided.

Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
BVPI 197	Teenage Pregnancies			
BVPI 49	Stability of Placements for Looked After Children			
LAA 9.1	Life Expectancy Females (Hartlepool)	78.0 (1995-97)	79.1	79.5
LAA 9.2	Gap in Hartlepool and England Life Expectancy (Female)	1.8 (1995-97)	1.9	1.9
LAA 9.3	Life Expectancy males (Hartlepool)	72.5 (1995-97)	73.7	74.3
LAA 9.4	Gap in Hartlepool and England Life Expectancy (male)	2.3 (1995-97)	2.8	2.8
LAA 9.5	Life Expectancy Females (NRA)	77.5 (2001-03)	77.6	77.9
LAA 9.6	Gap in NRA and Hartlepool Females	1.4 (2001-03)	1.5	1.4
LAA 9.7	Life Expectancy males (NRA)	70.6 (2001-03)	70.8	71.1

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 9.8	Gap in NRA and Hartlepool males	2.8 (2001/03)	2.8	2.8
LAA 9.9	Mortality rates from heart disease, stroke and related diseases in people under 75 (Hartlepool) (per 100,000)	143 (2002)	135	118
LAA 9.10	Mortality rate from cancer amongst people aged under 75 (Hartlepool) (per 100,000)	157 (2002)	154	148
LAA 9.11	The prevalence of smoking among adults (Hartlepool)	34% (2004)	33%	32% (2008)
LAA 9.12	The prevalence of smoking among adults (NRA + NDC)	44% (2004)	42%	40% (2008)
LAA 9.13	Number of 4 week smoking quitters (NRA + NDC)	n/a	385	415
LAA 9.14	Number of 4 week smoking quitters (rest of Hartlepool)	n/a	315	285
LAA 9.16	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation (Performance expected with reward)	333 (2004/05)	3 year target	1350 (3 year)
LAA 9.18	Of those completing a 10 week programme the percentage going onto mainstream activity (Performance expected with reward)	n/a	3 year target	675 (3 year)
LAA 10.1	Immunisation rates - percentage uptake of 2 doses of MMR at 5 years of age (Hartlepool)	79% (Oct 05)	83%	90%
LAA 10.2	Immunisation rates - percentage uptake of 2 doses of MMR at 5 years of age (NRA)	74% (Oct 05)	79%	87%
LAA 10.3	Under 18 conception rates (Hartlepool) (per 1,000)	75.6 (1998)	64	52
LAA 10.4	Under 18 conception rates (NRA) (per 1,000)	97 (1998)	82	69
LAA 10.6	Number of schools achieving the new Healthy Schools Status (Performance with reward)	n/a	n/a	36
LAA 11.1	The number of adults under 65 with physical disabilities whom the authority helps to live at home per 1000 adults under 65	9.71 (2004/05)	11.0	11.0
LAA 11.2	The number of adults under 65 with learning disabilities who the authority helps to live at home per 1000 adults under 65	3.45 (2004/05)	3.7	3.7
LAA 11.3	The number of adults under 65 with mental health problems whom the authority helps to live at home per 1000 adults under 65	3.37 (2004/05)	4.5	4.5
LAA 11.4	Vulnerable Adults helped to live at home per 1,000 population: older people	118.82 (2004/05)	125	125
LAA 11.5	Vulnerable adults, or their carer, receiving direct payments per 100,000 adults	45.53	114	184
LAA 11.6	Number of people receiving intermediate care (HBC only)	900 (2004/05)	1110	1250
LAA 12.1	Suicide rates (per 100,000 population)	10.4 (1996)	9.1	8.8

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 12.2	Prescribing of high level antidepressants (ADQ/PU) (Hartlepool)	427.68 (2004/05)	423.4	414.98
LAA 12.3	Number of emergency psychiatric re-admissions as a percentage of discharges	15.71 (2004/05)	12	6
LAA 12.4	Adults aged 18-64 with mental health problems helped to live at home per 1,000 population aged 18-64	3.37	4.5	4.5
LAA 12.5	Direct payments to people with mental health needs as at 31 st March	1	6	10
LAA 13.14	Access to equipment and telecare: users with telecare equipment	0 (2004/05)	100	300
LAA 13.15	Access to social care services: percentage receiving services following assessment or review	32.22	35%	35%
LAA 13.16	Services provided to carers: Carers receiving service as a percentage of Community based clients	7.6 (2004/05)	17%	24%
ES25				

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Community Safety

Community Strategy / Council Priority	Make Hartlepool a safer place by reducing crime, disorder and fear of crime.
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Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

The public will be reassured through reducing the fear of crime and anti-social behaviour. So that 50% of residents will feel safe outside after dark by 2012/13.

Reduce the risk of being a victim of burglary and vehicle crime.

Protect the public by reducing re-offending for young offenders.

Increase the participation of problem drug users in drug treatment and increase year on year the proportion of users successfully sustaining or completing treatment programmes.

- Deliberate fires in Hartlepool to be reduced by 10% by 2010 on 2003/04 baseline
- Reducing burglary and car crime across Hartlepool
- Providing training and improved employment prospects (for offenders and drug users)
- Reduce number of young people who as a result of under age drinking, commit anti-social behaviour in Hartlepool.
- Reduce incidents of local violence (common assault and wounding) in Hartlepool
- Reduce incidence of domestic violence in Hartlepool

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Community Safety					
Corporate Plan Objective: To reduce total crime and narrow gaps between the Neighbourhood Renewal area and Hartlepool (CO40)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CS1	Ensure all Council Departments, understand and deliver their responsibility to prevent and reduce crime and disorder when delivering their services.	Dec 06	Joe Hogan	BVPI 126 BVPI 127a+b BVPI 128 LAA 14.1 – 14.5 LAA 14.8 + 14.10	LAA Outcome 14
CS2	Work in partnership to reduce the levels of violence in the town centre associated with the night time economy	Mar 07	Joe Hogan	LAA 14.6 LAA 14.12	LAA Outcome 14
Corporate Plan Objective: To reduce the harm caused by illegal drugs and alcohol misuse (CO41)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CS3	Continue to work in partnership to implement a comprehensive drugs treatment strategy and take lead responsibility for commissioning services for drug misusing offenders in order to reduce their criminal activity	Mar 07	Chris Hart	BVPI 198 LAA 15.1 LAA 15.2	LAA Outcome 15
CS4	Launch Safer Hartlepool Partnership's Alcohol Harm Reduction Strategy and develop local service provision.	Mar 07	Chris Hart	LAA 15.3	LAA Outcome 15

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Corporate Plan Objective: To improve neighbourhood safety and increase public reassurance, leading to reduced fear of crime and anti-social behaviour (CO42)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CS5	Contribute to the success of the Neighbourhood Policing pilot across Hartlepool	Sep 06	Alison Mawson	LAA 16.4 – 16.9	LAA Outcome 16
CS6	Embrace the requirements contained in the 'Respect Action Plan'	Oct 06	Sally Forth		LAA Outcome 16
CS7	Develop the new environmental enforcement scheme and other environmental services so they contribute to reducing fear of crime	Jun 06	Dave Stubbs	LAA 16.1 – 16.3	LAA Outcome 16
Corporate Plan Objective: To reduce anti-social and criminal behaviour through improved prevention and rehabilitation activities (CO43)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CS8	Continue to improve services for young people at risk of, or involved in, crime and anti-social behaviour	Mar 07	Danny Dunleavy	LAA 17.3 LAA 17.5 LAA 17.7	LAA Outcome 17
CS9	Working with partners, reduce re-offending by adults	Mar 07	Alison Mawson	LAA 17.1 LAA 17.2	LAA Outcome 17
Corporate Plan Objective: Stay safe (CO44)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CS10	Develop the work of the Local Safeguarding Board	Apr 06 and ongoing	Phill Warrillow	BV 162 LPI SS9 LAA 18.1	LAA Outcome 18

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CS11	Develop partnership arrangements to address the concerns of children and young people about bullying	Mar 07	John Collings		LAA Outcome 18
Corporate Plan Objective: To reduce incidents of domestic violence and the effects on children and families (CO45)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CS12	Establish multi agency strategic group to tackle domestic violence	Sep 06	Joe Hogan	BVPI 225 LAA 19.2 LAA 19.4	LAA Outcome 19

Performance Indicators

Within the Community Safety theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. . For Local Area Agreement targets, the longer term, 2008/09 target has been provided.

Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
BVPI 126	Domestic burglaries per 1000 household			
BVPI 127a	Violent crime per 1,000 population			
BVPI 127b	Robberies per 1,000 population			
BVPI 128	Vehicle crimes per 1000 population			
BVPI 198	The percentage change (between 2002/03 and 2003/04) in the proportion of problem drug misusers in treatment			
BVPI 162	Reviews of child protection cases			
BVPI 225	Actions Against Domestic Violence			
LAA 14.1	Total Crime (10 BCS comparator crimes)	6941 (2004/05)	7000	6337
LAA 14.2	Domestic burglary (Hartlepool)	821 (2004/05)	791	701

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 14.3	Domestic burglary (NRS)	584 (2004/05)	546	456
LAA 14.4	Vehicle crime (Hartlepool) (theft of and theft from motor vehicle)	1271 (2004/05)	1231	1101
LAA 14.5	Vehicle crime (NRS) (theft of and theft from motor vehicle)	819 (2004/05)	775	661
LAA 14.6	Local Violence (common assault and wounding)	1826 (2004/05)	1940	1790
LAA 14.8	Number of domestic burglaries (Performance expected with reward)	821 (2004/05)	3 year target	2099 (3 year)
LAA 14.10	Vehicle crime (theft of and from a motor vehicle). (Performance expected with reward)	1271 (2004/05)	3 year target	3298 (3 year)
LAA 14.12	Reduce the incidents of local violence (common assault and wounding) (Performance expected with reward)	1826 (2004/05)	3 year target	5300 (3 year)
LAA 15.1	Number of problem drug users in treatment	533 (2004/05)	630	n/a
LAA 15.2	Percentage problem drug users retained in treatment for 12 weeks or more	71% (2004/05)	77%	n/a
LAA 15.3	Determine appropriate indicator following final approval of Alcohol Harm Reduction Strategy in April 2006 and development of action plans during 2006/07	n/a	Not set	Not set
LAA 16.1	Percentage residents who feel very or fairly safe out in their neighbourhood after dark (Viewpoint)	29.3%	30%	34%
LAA 16.2	Percentage people who are very or fairly worried about having home broken into (Viewpoint)	68.1%	68%	66%
LAA 16.3	Percentage people who are very or fairly worried about being mugged on street (Viewpoint)	50%	50%	48%
LAA 16.4	Percentage people who are satisfied with the quality of service provided by the Police (Hartlepool) (MORI Survey)	48% (2004)	50%	54%
LAA 16.5	Percentage people who are satisfied with the quality of service provided by the Police (NRS) (MORI Survey)	48% (2004)	50%	54%
LAA 16.6	Deliberate fires (Hartlepool)	1384 (2003/04)	853	5% reduction on previous year
LAA 16.7	Deliberate fires (NRS)	870 (2003/04)	550	5% reduction on previous year
LAA 16.8	Accidental fire-related deaths	0	0	0
LAA 16.9	Criminal damage	2550	2440	2220

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
		(2003/04)		
LAA 17.1	Personal, social and community disorder reported to Police (Hartlepool)	9498 (2004/05)	9716	8769
LAA 17.2	Personal, social and community disorder reported to Police (NRS)	6773 (2004/05)	6723	5700
LAA 17.3	Reduce year on year the number of first time entrants to youth justice system	n/a	274	To be agreed
LAA 17.5	Percentage of residents stating that 'Teenagers hanging around on the streets' is a problem. (Performance expected with reward)	66% (2003/04)	n/a	61%
LAA 17.7	Percentage of residents stating that 'People being drunk or rowdy in public places' is a problem. (Performance expected with reward)	57% (2003/04)	n/a	52%
LAA 18.1	Improve the long term stability of placements for Looked After Children	48.4%	55%	75%
LAA 19.2	Number of repeat referrals to the police for incidences of domestic violence (Performance expected with reward)	1731	3 year target	1531 (3 year)
LAA 19.4	Number of perpetrators attending a perpetrator programme not re-offending within 6 months of completing the programme (Performance expected with reward).	n/a	3 year target	45 (3 year)
LPI SS9	Percentage of child protection registrations that are re-registrations	16.7%	15%	12.5%

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Environment and Housing

Community Strategy / Council Priority	Secure a more attractive and sustainable environment that is safe, clean and tidy; a good infrastructure; and access to good quality and affordable housing.
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Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

By 2012/13 30% of household waste will be recycled and composted.

Secure improvements to the accessibility, punctuality and reliability of local public transport (bus and light rail) with an increase in use of more than 12% by 2010 compared with 2000 levels.

Achieve a better balance between housing availability and demand by demolishing 1,000 private sector terraced houses by 2011.

Achieve decent homes standard in 70% of private dwellings by 2010.

- Reduce the number of deaths and serious injuries to 39.2 in 2010 (49 in 2004)
 - Reduce the number of children killed or seriously injured to 7.5 in 2010 (10 in 2004)
 - Tonnage of household waste recycled or composted be up to 30% by 2010
 - Improve energy efficiency of housing stock to SAP 60 by 2010
- TARGET 8 - Improve quality of life and prevent homelessness through secure tenancies and sustainable employment.

Environment and Housing					
Corporate Plan Objective: To protect and enhance the countryside and natural environment, the built environment and the historic environment and have cleaner, greener and safer public spaces					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans

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EH1	Adopt and implement the Hartlepool Local Plan and introduce the new local development framework to the agreed programme	Mar 07	Anne Laws	BVPI 109a-c BVPI 204 BVPI 205	LAA Outcomes 20 & 21
EH2	Introduce a Conservation Area Advisory Committee system	Apr 06	Sarah Scarr	LAA 20.1	LAA Outcomes 20 & 21
EH3	Reduce the amount of derelict and underused land and buildings through the pursuit of regeneration activities	Sep 06	Richard Waldmeyer		LAA Outcomes 20 & 21
EH4	Maximize the proportion of new dwellings built upon brownfield land	Mar 07	Anne Laws	BVPI 106	LAA Outcomes 20 & 21
EH5	Develop an integrated capital and asset strategy to maintain and develop buildings land highways and coastal structures	Jun 06	Graham Frankland		LAA Outcomes 20 & 21
EH6	Support the implementation of the Tees Valley Biodiversity Action Plan (BAP)	Mar 07	Ian Bond	LAA 20.2	LAA Outcomes 20 & 21
EH7	Support the implementation of the Hartlepool Tree Strategy	Mar 07	Sarah Scarr		LAA Outcomes 20 & 21
Corporate Plan Objective:					
To promote and develop a sustainable environment that is safe, attractive and clean					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
EH8	To contribute to the production, implementation, review and monitoring of environment related strategies including climate change, waste management and transport	Mar 07	Ralph Harrison		
EH9	To increase community and corporate knowledge and action on Environmental sustainability issues	Mar 07	Ralph Harrison		

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EH10	To give advice on issues concerning the natural and built environment and to enforce environmental legislation when appropriate	Mar 07	Ralph Harrison	BVPI 217	
Corporate Plan Objective: To provide a safe and effective integrated transport system and improved accessibility					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
EH11	Adopt and implement the Hartlepool Local Plan and introduce the new local development framework to the agreed programme	Dec 06	Anne Laws		LAA Outcome 22
EH12	Adopt and implement the Local Transport Plan	Feb 07	Alastair Smith		LAA Outcome 22
EH13	Improve access by public transport to key facilities through the core routes and interchange strategy, complemented by improvements to other services	Jan 07	Alastair Smith	LAA 22.1 LAA 22.2	LAA Outcome 22
EH14	Develop a revised approach to procuring socially necessary bus services	Jan 07	Alastair Smith		LAA Outcome 22
EH15	Reduce road casualties in line with the 2010 target	Feb 07	Alastair Smith	LAA 22.3 LAA 22.4	LAA Outcome 22
Corporate Plan Objective: To make better use of natural resources in a sustainable manner and seek to achieve sustainable communities					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
EH16	Adopt and implement the Hartlepool Local Plan and introduce the new local development framework to the agreed programme	Dec 06	Anne Laws	LAA 23.1 LAA 23.2 LAA 23.3	LAA Outcomes 20 & 23

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Corporate Plan Objective: To rebalance the supply and demand for housing and address housing market renewal and improvement of existing stock					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
EH17	Pursue a programme of strategic housing market renewal in partnership with Tees Valley Living, Housing Hartlepool and Hartlepool Revival, the private sector and external funding agencies	Mar 07	Mark Dutton	LAA 28.1 LAA 28.2	LAA Outcomes 24, 27 & 28
EH18	Ensure adequate provision of new housing by adopting and implementing the Hartlepool Local Plan and introducing the new local development framework to the agreed programme	Dec 06	Anne Laws	LAA 27.1	LAA Outcomes 24, 27 & 28
EH19	To achieve national decent homes standard by 2010: Social Housing 100%, Private Sector 70%	Mar 07	Ralph Harrison	LAA 24.1 LAA 24.2	LAA Outcomes 24, 27 & 28
EH20	To improve the quality, energy efficiency and attractiveness of existing housing and reduce the number of vulnerable households experiencing fuel poverty	Mar 07	Penny Garner-Carpenter	LAA 24.2 LPI NS11	LAA Outcome 24
EH21	To enhance the standard of management of private rented housing	Mar 07	Penny Garner-Carpenter		
EH22	To tackle housing market imbalance and the problems caused by low and changing demand	Mar 07	Penny Garner-Carpenter	BVPI 64 LPI NS10 HSSA A1 & 6	

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Corporate Plan Objective: To meet housing needs and provide opportunities for vulnerable residents to live independently					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
EH23	Facilitate the development of the Hartfields Care Village	Mar 07	Garry Hutchison	LAA 25.1 – 25.3	LAA Outcome 25
EH24	To provide accommodation and services for vulnerable people (including the homeless, disabled, elderly and mentally ill), and to increase the opportunities for residents to live independently in the community	Mar-07	Penny Garner-Carpenter	BVPI 183a+b BVPI 202 BVPI 213 + 214 LAA 26.2 LPI NS12a	LAA Outcome 26
EH25	To ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment	Mar-07	Penny Garner-Carpenter		
Corporate Plan Objective: Improving the advice and support provided to homeless people and helping them to access employment, training and educational opportunities					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
EH26	Improving the quality of life of homeless people through secure tenancies and sustainable employment	Apr 06 and ongoing	Paul Johnson	BVPI 213 LAA 26.2 – 26.3 LAA 26.5 + 26.7	

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Performance Indicators

Within the Environment and Housing theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For Local Area Agreement targets, the longer term, 2008/09 target has been provided.

Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
BVPI 64	Number of private sector dwellings returned into occupation			
BVPI 109a	Percentage of major planning applications within 13 weeks			
BVPI 109b	Percentage of minor planning applications within 8 weeks			
BVPI 109c	Percentage of other planning applications within 8 weeks			
BVPI 106	Percentage of new homes on previously developed land			
BVPI 183a	Average length of Stay in bed and breakfast accommodation			
BVPI 183b	Average length of stay in hostel accommodation			
BVPI 202	Number of people sleeping rough on a single night			
BVPI 204	The % of appeals allowed against the authorities decision to refuse planning applications			
BVPI 205	Quality of service checklist			
BVPI 213	Housing Advice Service: preventing homelessness	n/a	20%	30%
BVPI 214	Repeat Homelessness			
BVPI 217	Pollution Control Improvements			
LPI NS10	Number of long term empty private houses			
LPI NS11	Average Standard Assessment Procedure (SAP) rating in private housing sector			
LPI NS12a	Extra care sheltered accommodation for older people provision			
LAA 20.1	Number of volunteer days spent working on nature conservation in Hartlepool	220 (2004/05)	320	350
LAA 20.2	Number of Tees Valley Biodiversity Action Plan points relevant to Hartlepool achieved	11 (2004/05)	42	50
LAA 21.1	Cleanliness of the neighbourhood - % of transects surveyed falling below grade b for litter and detritus (Hartlepool)	8% (2004)	tbc	tbc
LAA 21.2	Cleanliness of the neighbourhood - % of transects surveyed falling below grade b for litter and detritus (Neighbourhood Renewal	n/a	tbc	tbc

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
	narrowing the gap)			
LAA 21.3	Percentage of people who think litter and rubbish is a problem in their area (Hartlepool)	51% (2004)	50%	48%
LAA 21.4	Percentage of people who think litter and rubbish in the streets is a problem in their area (Neighbourhood Renewal Narrowing the gap)	59% (2004)	57%	53%
LAA 21.5	Increase the proportion of people satisfied with their local area as a place to live (Hartlepool)	78% (2002)	80.8%	82.2%
LAA 21.6	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal narrowing the gap)	77% (2002)	80.2%	81.8%
LAA 22.1	Increase/maintain the number of bus passenger journeys	5984000 (2004/05)	tbc	tbc
LAA 22.2	Bus passenger satisfaction	65% (2003/04)	70%	n/a
LAA 22.3	Reduce the number of deaths and serious injuries	49 (2004)	45.7	42.5
LAA 22.4	Reduce the number of children killed or seriously injured	10 (2004)	9.2	8.3
LAA 23.1	Tonnage of household waste recycled or composted	15.5% (2003/04)	24%	28%
LAA 23.2	Improve the energy efficiency of housing stock	50 (2002)	55	57.5
LAA 23.3	Climate Change indicator - reduction in Greenhouse Gas emissions	tbc	tbc	tbc
LAA 24.1	Achieving decent homes standard in social housing sector (Hartlepool)	45% Council 98% RSL (2002)		100% by 2010
LAA 24.2	Achieving decent homes standard in private sector housing sector	63.7%		70% by 2010
LAA 25.1	Increase support to enable residents to live independently in their own homes	2383	2403	2488
LAA 25.2	Increase the number of people receiving floating support services	352	387	584
LAA 25.3	Increase the number of adaptations carried out to enable vulnerable people to remain living independently in their own home	725	743	797
LAA 26.2	The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months	70%	75%	85%
LAA 26.3	The percentage of RSL tenants evicted without personal contact from their landlord	tbc	n/a	0% by 2010
LAA 26.5	Employment Rate (16-24) (Performance expected with reward)	48.9% (Mar 05)	n/a	53.8%
LAA 26.7	Number of failed tenancies (performance expected with reward)	80	3 year target	183 (3 year)

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 27.1	Improve the energy efficiency of housing stock	50 (2002)	55	57.5
LAA 28.1	Number of houses cleared in HMR intervention area	25	200	200
LAA 28.2	Number of new homes constructed in HMR intervention area	0	50	150
HSSA A1 + A6	The number of private houses empty for over 6 months as a percentage of the total private stock			

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Culture and Leisure

Community Strategy / Council Priority	Ensure a wide range of good quality, affordable and accessible leisure, and cultural opportunities
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Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

There will be an improvement in the profile and quality of the tourism, creative and leisure industries.

There will be increased participation in a wide range of cultural and leisure activities.

There will be increased participation in physical activity

There will be a marked increase in the percentage of residents satisfied with the Local Authorities' Cultural Services by 2012/13, as compared with a 2000/1 baseline.

The number of people physically visiting or remotely accessing public library services will increase.

- Increase in engagement in museum outreach activity by under represented groups to 350 in 2010
 - Visits by working class people to Museum of Hartlepool to increase to 43%
 - Increased satisfaction with leisure services
 - Increased annual attendance to leisure centres
- Increase in leisure card holders attendance up to 2500 by 2012.

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Culture and Leisure					
Corporate Plan Objective: Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CL1	Provide knowledge, information and contact points for the community	Mar 07	John Mennear	LAA 29.1 LAA 29.2	LAA Outcome 29
CL2	Develop and improve sports and leisure facilities and events	Mar 07	John Mennear	LAA 29.3	LAA Outcome 29
CL3	To improve the health and wellbeing of patients referred by health practitioners via a GP referral scheme by increasing patient levels of participation in both physical and cultural related activities	Apr 06 and ongoing	Pat Usher	LAA 9.16 LAA 9.18	LAA Outcomes 9 + 29
Corporate Plan Objective: Enjoy and Achieve – Quality and range of recreational activities for children and young people improved					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
CL4	Increase the number and quality of safe and accessible places for Hartlepool children and young people to play and socialise	Apr 06 and ongoing	Sue Johnson		LAA Outcome 7 Every Child Matters
CL5	Work with partners, especially the voluntary sector, to provide a range of affordable, accessible, challenging and rewarding recreational activities for all children and young people, especially those who are socially excluded	Apr 06 and ongoing	Sue Johnson		LAA Outcome 7 Every Child Matters

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Corporate Plan Objective: Cultural and leisure services, including libraries, better meet the needs of the community, especially disadvantaged areas					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
CL6	To increase opportunities for participation in a wide range of cultural and leisure activity	Mar 07	John Mennear	LAA 30.1 – 30.9	LAA Outcome 30

Performance Indicators

Within the Culture and Leisure theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For Local Area Agreement targets, the longer term, 2008/09 target has been provided.

Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 9.16	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation (Performance expected with reward)	333 (2004/05)	3 year target	1350 (3 year)
LAA 9.18	Of those completing a 10 week programme the percentage going onto mainstream activity (Performance expected with reward)	n/a	3 year target	675 (3 year)
LAA 29.1	Engagement in museum outreach activity by under-represented groups	271 (2004/05)	300	325
LAA 29.2	Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey)	39% (2004/05)	40%	42%
LAA 29.3	Number of individuals trained to deliver activities within clubs and the community	106 (2004/05)	145	155
LAA 30.1	Overall average attendance at Eldon Grove and Mill House Leisure Centre	397479 (2004/05)	362500	367500
LAA 30.2	Increase annual Leisure Centre attendances (Neighbourhood Renewal narrowing the gap)	54% (2004/05)	55%	57%
LAA 30.3	Increase proportion of residents satisfied with museums/arts (Hartlepool)	63% (2003/04)	64%	66%

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 30.4	Increase proportion of residents satisfied with museums/arts (Neighbourhood Renewal narrowing the gap)	9% (2003/04)	8%	7%
LAA 30.5	Increase residents satisfaction with public parks and open spaces (Hartlepool)	67% (2004/05)	75%	75%
LAA 30.6	Increase residents satisfaction with public parks and open spaces (Neighbourhood Renewal narrowing the gap)	3% (2004/05)	2%	2%
LAA 30.7	Increase residents satisfaction with libraries (Hartlepool)	77% (2003/04)	78%	79%
LAA 30.8	Increase residents satisfaction with libraries (Neighbourhood Renewal narrowing the gap)	n/a	4%	3%
LAA 30.9	Number of concessionary members of Leisure Card Scheme attending the centres four times or more during the year	1348 (2004/05)	1750	2250

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Strengthening Communities

Community Strategy / Council Priority	Empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives.
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Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

The Community Strategy will have become embedded in the management processes of partner organisations through further co-ordination and implementation.

The public's access to information will be improved through ICT and other means.

The local population's satisfaction with their area will have increased.

There will be increased voluntary and community engagement, especially amongst those at risk of social exclusion.

There will be a cohesive community with the capacity to be effectively involved in local decision making.

Young people will be actively engaged in local decision making facilitated by a vibrant and inclusive Youth Forum.

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Strengthening Communities					
Corporate Plan Objective: To empower local people to have a greater voice and influence over local decision making and the delivery of services. Increase opportunities for everyone to participate in consultation, especially hard to reach groups and young people and enable people and communities to make a positive contribution. Enhance partnership and consultative structures and community involvement					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
SC1	Work with Hartlepool Participation Network to ensure that children and young people are central to the development of a participation strategy that sets standards and includes involvement in democratic processes	Apr 06 and ongoing	Sue Johnson	LAA 31.1 - 31.3 LAA 32.1 – 32.7	LAA Outcomes 31 + 32
SC2	Complete Best Value Review (BVR) on role of Council in Strengthening Communities Theme	May 06	Geoff Thompson		LAA Outcomes 31 + 32
SC3	Deliver a fit for purpose LSP	Mar 07	Joanne Smithson		LAA Outcomes 31 + 32
SC4	Support the Scrutiny Review of the Council's involvement in Partnerships	May 06	Joanne Smithson		LAA Outcomes 31 + 32
SC5	Develop the "Talking with Communities" consultation initiative	Apr 06 and ongoing	Wally Stagg		LAA Outcomes 31 + 32
SC6	Promoting Hartlepool as a fair trade town	Mar 07	Ralph Harrison	LAA 36.1 LAA 36.2	LAA Outcome 36
Corporate Plan Objective: Improve quality of life for most disadvantaged neighbourhoods and ensure service providers are more responsive					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
SC7	Co-ordinate key regeneration programmes	Mar 07	Derek Gouldburn	LAA 33.1 – 33.3	LAA Outcome 33

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SC8	Continue a programme of Neighbourhood Action Plan (NAP) preparation, implementation monitoring and review in the context of the NRS	Mar 07	Chris Barlow	LAA 33.4 – 33.7	LAA Outcome 33
SC9	Operate a strategic NRF programme and related regeneration programmes	May 06	Chris Barlow		LAA Outcome 33
SC10	Increase financial resources within family environments to provide improved lifestyle opportunities	May 06 and ongoing	Paula Bass	LAA 34.2 LAA 34.4 LAA 34.6	LAA Outcome 34
Corporate Plan Objective: Encourage diversity and freedom from discrimination and harassment and ensure people from minority communities and other hard to reach group are engaged and enabled to participate					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
SC11	Children's Services Race Equality Group will develop strategies to ensure that children and young people from black and minority ethnic communities, travellers, asylum seekers and refugee communities have opportunities to gain full access to services and that the needs of all children growing up in an increasingly diverse society are met.	Mar 07	John Collings	LAA 35.1 LAA 35.2 LAA 35.3 LAA 35.4 LAA 35.5 LAA 35.6	LAA Outcome 35
Corporate Plan Objective: To develop the community planning approach at a town wide and neighbourhood level					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
SC12	Coordinate the implementation and monitoring of the Community Strategy and the Local Area Agreement (LAA) ensuring regular reporting to the Hartlepool Partnership.	Mar 07	John Potts		

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SC13	Complete a review of the Community Strategy	Mar 07	Joanne Smithson		
SC14	Involve the community in the new Local Development Framework planning system.	Dec 06	Tom Britcliffe		
SC15	Restructure the Neighbourhood Service Department to provide a Neighbourhood management framework consisting of three neighbourhood management areas with appropriate operational capacity to deliver services at a neighbourhood level	Jun 06	Dave Stubbs		
Corporate Plan Objective: Improve accessibility of services and information					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
SC16	Improve physical access to buildings by undertaking programme of improvement works	Mar 07	Graham Frankland	BVPI 156	
SC17	Develop and agree corporate Access Strategy and access to buildings, services and information policies/statements	Dec 06	Wally Stagg		
Corporate Plan Objective: Ensure communities are well prepared to respond to emergency incidents					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
SC18	Continue to develop and review emergency planning arrangements	Mar 07	Denis Hampson	CEPU PI 1 + 12	
SC19	Provide local information to residents on responding to and dealing with emergencies	Mar 07	Denis Hampson	CEPU PI 5, 6 + 8	

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Performance Indicators

Within the Strengthening Communities theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For Local Area Agreement targets, the longer term, 2008/09 target has been provided.

Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
BVPI 156	Percentage of buildings accessible for disabled people			
LAA 31.1	Maintain the level of involvement in the Community Network	50 groups & 70 people (2002)	75 groups & 105 people	75 groups & 105 people
LAA 31.2	Percentage of adults who feel they can affect decisions that affect own area (Hartlepool)	26% (2004)	tbc	tbc
LAA 31.3	Percentage of adults who feel they can affect decisions that affect own area (Neighbourhood Renewal narrowing the gap)	27% (2004)	tbc	tbc
LAA 32.1	Percentage of people who have been helped by others (unpaid and not relatives) over the past year (Hartlepool)	n/a	to be set after 2006 survey	to be set after 2006 survey
LAA 32.2	Percentage of people who have been helped by others (unpaid and not relatives) one a month over the past year (Hartlepool)	n/a	to be set after 2006 survey	to be set after 2006 survey
LAA 32.3	Percentage of people who have been helped by others (unpaid and not relatives) over the past year (Neighbourhood Renewal narrowing the gap)	n/a	to be set after 2006 survey	to be set after 2006 survey
LAA 32.4	Percentage of people who have been helped by others (unpaid and not relatives) one a month over the past year (Neighbourhood Renewal narrowing the gap)	n/a	to be set after 2006 survey	to be set after 2006 survey
LAA 32.5	Increase the proportion of people undertaking voluntary work/community activity (Hartlepool)	9% (2002)	9.2%	9.6%
LAA 32.6	Increase the proportion of people undertaking voluntary work/community activity (Neighbourhood Renewal narrowing the gap)	9% (2002)	9.2%	9.6%
LAA 32.7	Increase the number of looked after children participating in their reviews	67.4%	80%	97.5%
LAA 33.1	Increase the proportion of people satisfied with their local area as a place to live (Hartlepool)	78% (2002)	80.8%	82.2%
LAA 33.2	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal narrowing the gap)	77% (2002)	80.2%	81.8%

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
LAA 33.3	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Element Area)	77% (2002)	80.4%	82.6%
LAA 33.4	Burbank - Health Neighbourhood Element target to be included.	n/a	tbc	tbc
LAA 33.5	Dyke House/Stranton/Grange - Community Safety target to be included	n/a	tbc	tbc
LAA 33.6	Owton - Target to be included	n/a	tbc	tbc
LAA 33.7	North Hartlepool - Target to be included	n/a	tbc	tbc
LAA 34.2	Number of Council Tax Disabled Reliefs (performance expected with reward)	177 (Feb 05)	n/a	268
LAA 34.4	Number of Council Tax Carer Reductions (performance expected with reward)	32 (Feb 05)	n/a	34
LAA 34.6	Number of Council Tax Severely Mentally Impaired Reductions (performance expected with reward)	83 (Feb 05)	n/a	112
LAA 35.1	Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Hartlepool)	n/a	to be set after 2006 survey	to be set after 2006 survey
LAA 35.2	Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Neighbourhood Renewal narrowing the gap)	n/a	to be set after 2006 survey	to be set after 2006 survey
LAA 35.3	Reducing the proportion of people feeling no involvement in the community (Hartlepool)	37% (2002)	36%	35.6%
LAA 35.4	Reducing the proportion of people feeling no involvement in the community (Neighbourhood Renewal narrowing the gap)	37% (2002)	36%	35.6%
LAA 35.5	Proportionate Assessment: percentage of older service users receiving an assessment that are from minority ethnic groups, compared to the percentage of older people in the local population that are from such groups	0.63% (2004/05)	1%	1%
LAA 35.6	Proportionate service provision: percentage of older service users receiving services following an assessment that are from a minority ethnic group, compared to the percentage of users assessed that are from such groups	0.33% (2004/05)	1%	1%
LAA 36.1	Number of retail establishments offering Fairtrade as an alternative	9 (2003/04)	18	20
LAA 36.2	Number of catering establishments offering Fairtrade as an alternative	4 (2003/04)	9	11
CEPU PI 1				
CEPU PI 12				

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Ref	Definition	Outturn 2005/06	Target 2006/07	LAA Target 2008/09
CEPU PI 5				
CEPU PI 6				
CEPU PI 8				

4.2 APPENDIX A

Organisational Development

Community Strategy / Council Priority	<p>To develop and enhance the effectiveness and efficiency of the Council through:</p> <ul style="list-style-type: none"> ▪ improved management and governance ▪ improved access to and understanding of the public ▪ improved understanding, skills, competencies and contribution of Elected Members and Staff ▪ the innovative implementation of key efficiency drivers and ▪ the effective management, governance and development of financial arrangements
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Key achievements in 2004/05

- To be inserted

In 5-10 years time: -

Hartlepool Borough Council will be recognised locally, regionally and national as providing strong community leadership and delivering local and national priorities in partnership with others

Organisational Development					
Improved management and governance					
Corporate Plan Objective: Development of Service Planning and Performance Management Arrangements (CO90)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD1	Complete updated 2007/8 Corporate Plan/Local Area Agreement	Feb 07	Peter Turner		
OD2	Quarterly reporting to Cabinet on Corporate Plan/LAA and budget position	Quarterly from Aug 06	Peter Turner		
OD3	Propose improvements to service planning process for 2007/8	Oct 06	Peter Turner		
OD4	Manage achievement of continuous improvement 2006/7	Mar 07	Peter Turner		

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Corporate Plan Objective: Prepare for Comprehensive Performance Assessment (CO91)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD5	Co-ordinate completion self assessments	Oct 06	Andrew Atkin	CPA 1 - 4	
OD6	Management of on-site element and reporting	Feb 07	Andrew Atkin	CPA 1 – 4	
Corporate Plan Objective: Ensure robust risk management arrangements are in place (CO92)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD7	Maintain register of strategic risks	Quarterly from Apr 06	Peter Turner		
OD8	Embed awareness and use of risk management across Council	Jul 06 and ongoing	Peter Turner		
OD9	BC plans in place and exercised for all departments and corporate issues such as flu pandemic	Sep 06 and ongoing	Dave Stubbs		
OD10	Maintenance of Risk Management principles	Quarterly from Jul 06	Paul Hamilton		
OD11	Implementation of anti money laundering arrangements	Dec 06	Tony Brown		
Corporate Plan Objective: Develop and implement information security plans (CO93)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD12	Complete development and roll-out of information security plans	Dec 06	Joan Chapman		
OD13	Achieve ISO 17799 compliance	April 2006 and ongoing	Joan Chapman		

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Corporate Plan Objective: Scrutiny work programme 2006/07 (CO94)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD14	Compilation of Scrutiny Work Programme	Jul 06	Charlotte Burnham		
OD15	Accommodate referrals, policy framework documents and emerging issues throughout the municipal year	May 06 and ongoing	Charlotte Burnham		
OD16	To deliver the content of the Scrutiny Work Programme 06/07 to prescribed timescales	Jul 06 and ongoing	Charlotte Burnham		
Corporate Plan Objective: Development of the overview and scrutiny process (CO95)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD17	Raising the profile of scrutiny	May 06 and ongoing	Charlotte Burnham		
OD18	Develop Community Engagement	Dec 06	Charlotte Burnham		
Corporate Plan Objective: Improve effectiveness of scrutiny (CO96)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD19	Review operational arrangements around scrutiny	May 06 and ongoing	Charlotte Burnham		
OD20	Further develop links between Executive and Scrutiny	May 06 and ongoing	Charlotte Burnham		
OD21	Evaluate the work / add value to the O&S arrangements in Hartlepool	Apr 07	Charlotte Burnham		

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Corporate Plan Objective: Development of Statement on Internal Control and Governance Arrangements (CO97)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD22	Coordinate SIC Work Programme	Jun 06	Noel Adamson		
OD23	Complete Governance Framework Plan	Jun 06	Noel Adamson		
Corporate Plan Objective: Restructuring the Authority (CO98)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD24	Implement the Way Forward Programme and associated milestones	Dec 06	Rachel Wood		
Corporate Plan Objective: Ensure arrangements in place to deal with new and existing legislation (CO99)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD25	Implement new legislation	Mar 07	Tony Brown		
Corporate Plan Objective: Develop ethical arrangements (CO100)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD26	Development, agreement and implementation of the ethical framework	Dec 06	Tony Brown		
OD27	Revision of the Members Code of Conduct	Mar 07	Tony Brown		

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OD28	Introduction of the Officer's Code of Conduct.	Mar 07	Tony Brown		
Improved access to and understanding of the public					
Corporate Plan Objective: Develop the Contact Centre to increase the range of services provided (CO101)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD40	Accommodation changes completed	Jul 07	Christine Armstrong		
OD41	Programme of service integration on-going	From Jun 06	Christine Armstrong		
OD42	Coordinate Financial Management and Financial Efficiencies for the Contact Centre	Mar 07	John Morton		
OD43	Communication strategy implemented	From Jun 06	Christine Armstrong		
OD44	Partner organisation engaged	From Aug 06	Christine Armstrong		
OD45	Determine Customer Standards Framework	Nov 06	John Morton		
Corporate Plan Objective: Implement the Communications Strategy (CO102)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD46	Review communications with Councillors	Sep 06	Alastair Rae		
OD47	Raise the profile of Hartlepool regionally, nationally and internationally	Mar 07	Alastair Rae		
OD48	Review and report on the impact of the Communications Strategy	Mar 07	Alastair Rae		
OD49	Review Council's current advertising procedures	From Oct 06	Alastair Rae		

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Corporate Plan Objective: Implement communication plan relating to key issues (CO103)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD50	Contact Centre – during accommodation changes, roll out programme, evaluation stages, launch of contact centre and new partnering arrangements	Apr 06 and ongoing	Christine Armstrong		
Corporate Plan Objective: Co-ordinate, provide and promote high quality consultation activity within the Council (CO104)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD51	Manage the Citizens Panel - Viewpoint	Mar 07	Lisa Anderson		
OD52	Plan programme of BVPI Surveys	Apr 07	Liz Crookston		
OD53	Manage Employee Survey	Apr 06 and ongoing	Wally Stagg		
Corporate Plan Objective: Implement, co-ordinate and monitor the Council's Complaints Strategy (CO105)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD54	Implement Complaints Strategy	Apr 06 and ongoing	Liz Crookston		
Corporate Plan Objective: Implement Customer Services Strategy (CO106)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD55	Implement Customer Services Strategy	Mar 07	Christine Armstrong		

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Improved understanding, skills, competencies and contributions of elected members and staff					
Corporate Plan Objective: Implement Elected Member Development Strategy (CO107)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD60	Implement Member Development Strategy and Programme	Jun 06	Julie Wilson		
OD61	Secure external accreditation for the strategy and programme	Dec 06	Julie Wilson		
OD62	Evaluate Member Development Strategy	May 06	Julie Wilson		
Corporate Plan Objective: Enhance workforce development arrangements (CO108)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD63	Review workforce development plan	Dec 06	Rachel Wood		
OD64	Develop knowledge and skills of officers in workforce planning	Mar 07	Rachel Wood		
OD65	Integrate workforce plans into 2007/08 service plans	Mar 07	Rachel Wood		
Corporate Plan Objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (CO109)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD66	Publish Annual Race and Diversity Report	Jun 06	Julie Wilson		

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OD67	Implement Diversity Steering Group Action Plan	May 06 and ongoing	Julie Wilson		
Corporate Plan Objective: Implement Single Status arrangements (CO110)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD68	Arrange equal pay claim risks	Jun 06 and ongoing	Wally Stagg		
OD69	Complete job evaluation	Dec 06	Wally Stagg		
OD70	Undertake an Equal Pay Audit	Aug 06	Wally Stagg		
OD71	Implement revised pay and grading structure	Mar 07	Joanne Machers		
OD72	Harmonise terms and conditions	Oct 06	Joanne Machers		
The innovative implementation of key efficiency drivers					
Corporate Plan Objective: Develop and Implement Efficiency Strategy (CO111)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD80	Ensure development of integrated Efficiency Strategy linked to BPR programme, Gershon accountabilities, CPA Use of Resources and other strategies	Jun 06	Mike Ward		
OD81	Manage the Council's Asset base via an integrated Capital and Asset Strategy.	Jun 06 and ongoing	Graham Frankland		Asset Management Plan
Corporate Plan Objective: Implement the Business Process Re-engineering programme (CO112)					

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Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD82	Determine prioritised BPR work programme	Apr 06	Graham Frankland		ICT Strategy Efficiency Strategy
OD83	Ensure effective development and management of BPR programme	Mar 07	Mike Ward		ICT Strategy Efficiency Strategy
OD84	Develop awareness of BPR across the Council	Mar 07	Graham Frankland		ICT Strategy Efficiency Strategy
OD85	Monitor the implementation of changes to operational / administrative arrangements and delivery of efficiency improvements	Mar 07	Mike Ward		ICT Strategy Efficiency Strategy
Corporate Plan Objective: Implement 5 year Procurement Plan (CO113)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD86	Complete spend analysis in key areas	Jul 06	Graham Frankland		Efficiency Strategy
OD87	Review on / off contract spend	Dec 06	Graham Frankland		Efficiency Strategy
OD88	E-procurement implementation (via. FMS)	Oct 06	Graham Frankland		Efficiency Strategy
OD89	Review procurement strategy	Mar 07	Graham Frankland		Efficiency Strategy
Corporate Plan Objective: Delivery of the ICT strategy to support corporate objectives (CO114)					
Ref:	Action	Milestone	Responsible Officer	Associated Pls	Links to Other Plans
OD90	Review ICT Strategy	Nov 06	Joan Chapman		

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OD91	Implement phased programme to modernise infrastructure	Mar 07	Joan Chapman		
OD92	Implement phased desktop standardisation programme	Mar 07	Joan Chapman		
OD93	Implement portfolio of key projects	Mar 07	Joan Chapman		
The effective management, governance and development of financial arrangements					
Corporate Plan Objective: Develop Strategic Financial Plans (CO115)					
Ref:	Action	Milestone	Responsible Officer	Associated PIs	Links to Other Plans
OD100	Development of robust Strategic Planning Framework	Sep 06	Mike Ward		
OD101	Determine Strategy for bridging 2007/8 forecast budget gap.	Sep 06	Mike Ward		

Performance Indicators

Within the Organisational Development theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below.

Ref	Definition	Outturn 2005/06	Target 2006/07
CPA 1	CPA Use of Resources – Internal Control	2 out of 4	3 out of 4
CPA 2	CPA Use of Resources – Overall Score	3 out of 4	3 out of 4
CPA 3	CPA Overall Category	4 stars	4 stars

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APPENDIX A

Ref	Definition	Outturn 2005/06	Target 2006/07
CPA 4	CPA Direction of Travel judgement	Improving Well	Improving Well

CABINET REPORT

15th May 2006



Report of: Head of Procurement and Property Services

Subject: BRIARFIELDS HOUSE AND ASSOCIATED
LAND, ELWICK ROAD

SUMMARY

1.0 PURPOSE OF REPORT

To consider possible future actions in respect of the Briarfields House, Lodge and associated land

2.0 SUMMARY OF CONTENTS

Options for Briarfields House, Lodge and Associated Land are set out in the report and planning considerations are looked at.

3.0 RELEVANCE TO CABINET

The proposed development of the land is of significant interest to the community at large and the sale of the land has potential to generate a substantial capital receipt for the Council

4.0 TYPE OF DECISION

Key Decision (test i and test ii applies)

5.0 DECISION MAKING ROUTE

Cabinet 15th May 2006

6.0 DECISION(S) REQUIRED

That Cabinet considers possible future options in respect of the Briarfields House, Lodge and Associated Land.

That Cabinet authorises further consultation on possible options as suggested in Section 5.1

Report of: Head of Procurement and Property Services

Subject: BRIARFIELDS HOUSE AND ASSOCIATED
LAND, ELWICK ROAD

1. PURPOSE OF REPORT

- 1.1 To consider possible future actions in respect of the Briarfields House, Lodge and associated land.

2. BACKGROUND

- 2.1 The Council owns approximately 3.05 ha (7.54 acres) of land at Briarfields on Elwick Road (**Appendix 1**).
- 2.2 The overall Briarfields site comprises Briarfields House and garden (including the Lodge) 0.54 ha (1.33 acres), the open field area 1.49 ha (3.67 acres) and the allotment site 1.03 ha (2.54 acres).
- 2.3 This report considers the potential future use of the Briarfields House and garden (including the lodge)
- 2.4 The house and lodge are both vacant non operational property. Social services vacated Briarfields House in April 2005 and the site has been a security risk since that time. No operational need has been found for the property since that time.

3. PLANNING CONSIDERATIONS

- 3.1 The treatment of the Briarfields site received considerable attention during the preparation of the new Hartlepool Local Plan, which was finally adopted by Council on 13th April. The Plan makes no specific policy allocation of any part of the Briarfields site for a particular future development. In effect this approach leaves the Council able to consider a range of options for the future use and development of the site, without there being a policy presumption in favour of a particular use or development.
- 3.2 Members will be well aware of the recent granting of planning permission for the re-establishment of allotments on part of the former allotments area. In addition, within the text of the Local Plan, there is an acknowledgement of the potential for the Briarfields site to be brought forward for low density housing should future monitoring indicate a shortfall in supply.

- 3.3 Whilst the Council is not currently in the shortfall position which might warrant bringing forward the whole of the remaining area of Briarfields, there is a case for marketing the House, Lodge and associated land.
- 3.4 A draft development brief for the potential future use of this part of the land is attached as **Appendix 2**. This could form the basis for consultation on and consideration of future action.

4. OPTIONS FOR BRIARFIELDS HOUSE (AND LODGE) AND ASSOCIATED LAND

- 4.1 The first option could be to do nothing and keep Briarfields on the “shopping list” as a potential residential development site in total. The buildings will require maintenance and security measures until development is possible. Currently there is no budget for these costs estimated at £9,000 pa. The vacant buildings are very vulnerable and considered to be at risk.
- 4.2 A second option could be as 4.1 above but with the security being provided by the appointment of property custodians from Camelot Property Management who would reside there similar to previous arrangements at Tunstall Court. This would secure and help preserve the main building, however the costs will increase. Estimates for setting up the arrangement will be in the order of £16,000 and annual running costs will be approximately £17,500 pa. Currently the future disposal of the whole site is uncertain and therefore there is no identifiable capital receipt to cover these costs (as there was in the case of Tunstall Court).
- 4.3 A third option could be for the Council to bring forward the Briarfields House, Lodge and associated land amounting to approximately 0.54 ha (1.33 acres) and dispose of this as a whole or in lots in line with the draft planning brief in **Appendix 2** and subject to consultation and planning approval.
- 4.4 It is possible to identify 3 lots as detailed in **Appendix 1** i.e.
- | | |
|-------|--|
| Lot 1 | Briarfields House (with restricted land) |
| | 0.26 ha (0.65 acres) |
| Lot 2 | Lodge 0.07 ha (0.15 acres) |
| Lot 3 | Building Plot 0.21 ah (0.53 acres) |
- 4.5 There have been several enquiries received having a keen interest in purchase and development of the Briarfields House and associated land.
- 4.6 In the past the Tees East and North Yorkshire Ambulance Service (TENYAS) have approached the Council in relation to the potential relocation of the adjacent ambulance station. Any future relocation

would need to be considered in the potential development of the Briarfields site.

5. FINANCIAL IMPLICATIONS

- 5.1 Details of the Confidential Financial Implications are set out in the Confidential **Appendix 3 This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

6. CONSULTATION

- 6.1 Any potential use of the land needs to be considered by a range of consultees:-
- Local residents
 - TENYAS
 - Briarfields Allotments representatives
 - Central Neighbourhood Consultative Forum
 - The Conservation Area Advisory Committee
 - Corporate Asset Management Group

7. RECOMMENDATIONS

- 7.1 That Cabinet considers possible future options in respect of the Briarfields House, Lodge and Associated Land.
- 7.2 That Cabinet authorises further consultation on possible options as suggested in Section 5.1.



DRAFT BRIEF
May 2006

Briarfields House & Lodge

1. Purpose of the Brief

This brief seeks to assist the marketing of Briarfields House and Lodge at Elwick Road Hartlepool. It sets out guidance on suggested uses and on the design and layout of development to ensure that this important site in the Park Conservation Area is protected and enhanced. It follows the policies laid down in the Hartlepool Local Plan 2006 and should be read in conjunction with sales particulars issued by the Borough Council. The brief is not prescriptive and does not set out a definitive statement on the ultimate form of development.

2. Location

Briarfields House and Lodge are situated on the south side of Elwick Road between the Hartlepool Ambulance Station (Tees, East and North Yorkshire Ambulance Service) and 301 Elwick Road, Hartlepool TS26 0BE.

It lies within the Park Conservation Area which was designated in 1979.

The site measures approximately 0.54 hectare. It comprises Briarfields House and Briarfields Lodge with access from a gateway off Elwick Road.

The site is bounded on the north by a 2.5 metre high brick wall, to the east and south by an open area of paddock and former allotment land. To the west is Holly House a large private residence. The site contains large mature trees and hedges.

3. Historic Background

Briarfields House was built in 1895 for the Cameron family. For many years it was an aged persons home before being used as offices by the Social Services department. It has been declared surplus to requirements and has been vacant since April 2005.

The site is protected by virtue of its location within the Park Conservation Area. This brief seeks to protect the site and where possible to enhance the buildings and their setting.

Although the building is not currently included in the List of Buildings of Architectural or Historic Interest it is nevertheless a fine example of a late nineteenth century house. It is possible that at some point the

building may be considered for inclusion on a non-statutory local list of buildings to be protected (See Local Plan Policy HE12).

4. The Character of the Conservation Area

The quality of the Park Conservation Area derives from the attractive mixture of large imposing late nineteenth century houses set in large grounds with mature trees giving a feeling of spaciousness with buildings being hidden behind brick walls, trees and shrubs. There is a great variety of architectural features and styles with many of the older buildings being of smooth red brick with contrasting stone and terracotta decoration with walls and gate piers of red brick.

In view of the location within the Conservation Area permission to demolish the house and lodge will not be granted (see Local Plan policies HE1 & HE4).

5. The Surrounding Area

Whilst this brief relates only to the marketing of the Briarfields House and the Lodge it is important to recognise that the site to be disposed of is only part of a wider curtilage in the area. The various parts of the former curtilage are shown on Plan in **Appendix 1**.

- a) **The Access gateway.** Access to Briarfields House and the Lodge is via the original main driveway. The Borough Council will retain control of this access to safeguard current users and to ensure that any future development in the area is capable of being served from this access

A Public Footpath extends from the Elwick Road entrance gateway to the south east of the area. Once the allotments are in place (see d below) it is likely that allotment holders may use the right of way to gain pedestrian access to the allotments.

- b) **The Ambulance station.** The existing ambulance station operations require use of the gateway as an exit from its complex. Whilst at present there are no firm proposals to relocate the Ambulance station to a new site it is possible that in the future the Elwick Road site might become available for redevelopment.
- c) **The Paddock** The Paddock was previously part of the curtilage of the Briarfields House, being used at one time as a playing pitch. It has been unused for many years. Over recent years there have been proposals to dispose of the Paddock for housing. Whilst the emerging Local Plan does not allocate the Paddock for any particular use it is possible that it may be developed for low density high quality housing at some point in the future should there be such a requirement under the 2006 adopted Local Plan Policy Hsg5.

- d) The Proposed New Allotments Area** - The 12 allotment plots are to be created to the south east of the site. Planning permission for the allotments (H/2006/0128 was granted in March 2006.
- e) The Former Cleared allotment Site** - The remainder of the former allotment site is not specifically allocated in the 2006 Hartlepool Local Plan.

6. The Development Potential

In line with Local Plan Policy HE1 the preferred use within the Park Conservation Area is for residential development.

It is proposed to dispose of the site as a combination of lots as follows:

Lot 1 - which comprises Briarfields House and measures 0.26 ha (0.65acre). This is an imposing house well suited for use as a single residence or for conversion into a number of high quality apartments. The demolition of the existing lodge building will not be permitted. Prior to any work being carried out within the loft space developer should discuss the possibility of bat roosts in the loft although a previous survey carried out by a specialist bat worker did not reveal evidence of bats.

Lot 2 - comprises the Lodge and a garden area to the west. It is bounded on the north side by a substantial brick wall. The plot measures about 0.07 hectare (0.15acre). The demolition of the existing lodge building will not be permitted.

Lot 3 - comprises a garden area immediately to the north of the Briarfields House with an area of about 0.21 hectare (0.53acre). The preferred development will be a two storey dwelling unit covering no more than 25% of the plot size.

7. Design & Layout

The development should accord with the principles set out in the following policies of the adopted Local Plan 2006

Hsg9	Housing Layout
GEP1	General Environmental Principles
HE1.	Protection and Enhancement of Conservation Areas.
GEP3	Crime Prevention by Planning and Design. .
GEP12	Trees, Hedges and Development

Access will from the existing driveway.

8. Trees

Trees form an essential element in the character of the site with the Park Conservation Area. Any works should accord with the guidance contained in the Hartlepool Local Plan Supplementary Note as updated by the document published in Spring 2006 “Trees and Development” and the accompanying leaflet attached to this brief.

A tree survey has indicated that the majority of the trees are of a high quality and should be retained because of their individual or group value. The developer will be expected to provide their own arboricultural survey of trees, produced in accordance with the recommendations of BS 5837: 2005 ‘Trees in relation to construction’ —, which will be used to form the basis of their proposals regarding the felling, planting or remedial work to trees.

In considering the juxtaposition of trees and buildings, site layout designs will be expected to ensure that trees which are to remain are given adequate space, including sufficient allowance for future growth.

Removal of trees is only likely to be approved where good tree management would allow other higher quality trees to be enhanced by the felling of dead, dying or diseased trees. Works to trees should where possible be carried out in the period from August to the end of February in order to avoid the bird-nesting season. An exception to this will only be made if a qualified ecologist has surveyed the trees to be removed to establish that no breeding birds are present. In addition any mature trees which are proposed for felling should be checked for wildlife habitats including hollows and cavities. If these are found a bat survey should be undertaken prior to felling.

Where trees are to be removed a replacement planting scheme will be required.

All approved pre-development tree works and development facilitation pruning must be carried out in accordance with current arboricultural best practice and with the requirements of British Standard BS 3998 (1989) Recommendations for Tree Work.

For further information on trees contact :
derek.wardle@hartlepool.gov.uk Tel. 01429 523414
or : tony.dixon@hartlepool.gov.uk Tel. 01429 284071

9. Foul Drainage

The existing house and lodge are connected to the sewer which is situated on Elwick Road but likely only for foul element. A drainage survey may be required to confirm the availability of facilities.

10. Surface Water Drainage

Northumbria Water will require that any new development requiring additional connections to the public sewer system should be based on separate surface water facilities.

A soak away system based on Sustainable Drainage techniques is the preferred means of directing surface water from the development.

The nearby watercourse is currently at capacity. In the event of discharge being directed to the water course it is likely that a controlled discharge will be required to accommodate additional surface water run off before discharge into the Burn Valley Beck. In addition private connection to the watercourse will require easements to be negotiated across third party land ownerships

Developers should discuss mechanism for the discharge to the sewer system with Northumbrian Water Limited: telephone 0800 3287648.

11. Flood Risk Assessment

The development site subject to this brief lies within 160 metres of a designated 'Main River' but it is not within either the Environment Agency's Flood Risk Zone 2 (medium flood risk) or within Zone 3 (High Risk) as set out in their Standing Advice. Whilst a flood risk assessment is unlikely to be required developers should check with the Environment Agency for confirmation.

CABINET REPORT

15 May 2006



Report of: Chief Executive

Subject: PROPOSED MERGER OF CLEVELAND, DURHAM
AND NORTHUMBRIA POLICE AREAS

SUMMARY

1. PURPOSE OF REPORT

To provide Cabinet (and then Council) with the opportunity to comment on the Home Office proposals of the proposed merger of the Cleveland, Durham and Northumbria Police areas.

2. SUMMARY OF CONTENTS

The Home Office have written to all authorities affected by the proposed police force merger. The letter is attached as Appendix 1.

The report also includes:

- i.) An extract from the minutes from Cabinet on 24 October 2005 at which this issue was discussed and the decision of this Cabinet. That decision is shown below.

- “1. That in light of their being no option for the retention of the current Cleveland Constabulary, Hartlepool Borough Council supports the proposal put forward by Cleveland Police Authority for the establishment of a Tees Valley City Region Police Force based on the Cleveland and south Durham County areas.
- 2. That Hartlepool Borough Council states its total opposition to a Regional Police Force due to the significant adverse effects such a proposal would have on the people of Hartlepool.
- 3. That under any new structure, arrangements be put in place to ensure that Councillors and local people are involved in the governance of neighbourhood and community policing within Hartlepool”.

These minutes are attached as Appendix 2. This meeting was attended by representatives of the Cleveland Police Authority, with all members of the Council invited.

- ii.) An extract from the minutes of council of 16 February 2006 where the notice on motion “*That the Council believe that Cleveland Police should not be merged to create a Regional Force, but should retain its current boundaries*”, was put and agreed. This is attached as Appendix 3.
- iii.) A letter, sent by the Chief Executive on 20 February 2006 to the Minister informing him of the motion agreed by council and the response from Hazel Blears. These are attached as Appendix 4.

3. RELEVANCE TO CABINET

This is a matter of strategic importance to Hartlepool.

4. TYPE OF DECISION

Non Key.

5. DECISION MAKING ROUTE

Cabinet 15 May 2006, Council 25 May 2006.

6. DECISION(S) REQUIRED

Cabinet are requested to:

- i.) Consider reconfirming their decision of 24 October 2005
- ii.) Refer this matter to Council
- iii.) Agree that the response as a result of i & ii above be submitted to the home office

Report of: Chief Executive

Subject: PROPOSED MERGER OF CLEVELAND, DURHAM
AND NORTHUMBRIA POLICE AREAS

1. PURPOSE OF REPORT

To provide Cabinet (and then Council) with the opportunity to comment on the Home Office proposals of the proposed merger of the Cleveland, Durham and Northumbria Police areas.

2. BACKGROUND

The Home Office have written to all authorities affected by the proposed police force merger. The letter is attached as Appendix 1.

The report also includes:

- ii.) An extract from the minutes from Cabinet on 24 October 2005 at which this issue was discussed and the decision of this Cabinet. That decision is shown below.

- “1. That in light of their being no option for the retention of the current Cleveland Constabulary, Hartlepool Borough Council supports the proposal put forward by Cleveland Police Authority for the establishment of a Tees Valley City Region Police Force based on the Cleveland and south Durham County areas.
- 2. That Hartlepool Borough Council states its total opposition to a Regional Police Force due to the significant adverse effects such a proposal would have on the people of Hartlepool.
- 3. That under any new structure, arrangements be put in place to ensure that Councillors and local people are involved in the governance of neighbourhood and community policing within Hartlepool”.

These minutes are attached as Appendix 2. This meeting was attended by representatives of the Cleveland Police Authority, with all members of the Council invited.

- ii.) An extract from the minutes of council of 16 February 2006 where the notice on motion “*That the Council believe that Cleveland Police should not be merged to create a Regional Force, but should retain its current boundaries*”, was put and agreed. This is attached as Appendix 3.

- iii.) A letter, sent by the Chief Executive on 20 February 2006 to the Minister informing him of the motion agreed by council and the response from Hazel Blears. These are attached as Appendix 4.

3. RECOMMENDATIONS

Cabinet are requested to:

- i.) Consider reconfirming their decision of 24 October 2005
- ii.) Refer this matter to Council
- iii.) Agree that the response as a result of i & ii above be submitted to the home office



Lorraine Rogerson
Director, Policing Policy
Crime Reduction and Community Safety Group
Home Office
6th Floor Fry Building
2 Marsham Street, London SW1P 4DF
Direct Line 020 7273 4860
E-mail lorraine.rogerson@homeoffice.gsi.gov.uk www.homeoffice.gov.uk

Our Ref
Your Ref
Date 3rd March 2006

To: See attached list

PROPOSED MERGER OF CLEVELAND, DURHAM AND NORTHUMBRIA POLICE AREAS

In accordance with the provisions of sections 32 and 33 of the Police Act 1996, this letter gives notice of the Home Secretary's proposal to make an order amalgamating the Cleveland, Durham and Northumbria police areas with effect from 1 April 2007.

The attached report sets out the reasons why it appears to the Home Secretary that the merger of the 3 police force areas would be in the interests of efficiency and effectiveness of policing in the combined area.

Subject to separate consultation with the Cleveland, Durham and Northumbria Police Authorities and Chief Constables on the detailed terms of the amalgamation order, the Home Secretary proposes to include the following provisions in such an order;

- the date on which the amalgamation of the precursor police forces will take place (namely 1 April 2007);
- consequential amendments to Schedule 1 to the 1996 Act, including to specify the name of the new police area;
- the establishment of the new strategic police authority before the date of amalgamation;
- supplementary and transitional provision regarding the appointment of members of that strategic police authority and senior ranks of the strategic police force;
- supplementary and transitional provision regarding the appointment by the strategic police authority of a clerk to that authority, in accordance with section 15 of the Police Act 1996;
- the dissolution of the precursor police forces and the precursor police authorities with effect from the date of amalgamation;
- provision for the transfer, on amalgamation, of all property rights and liabilities (subject to any specified exceptions) from the precursor police authorities and precursor police forces to the strategic police authority and strategic police force respectively. This will include any monies in the police funds;
- provision for the transfer of all pending legal proceedings from the precursor chief constables and the precursor police authorities to the strategic chief constable and the strategic police authority respectively;

- the transfer of members, special constables and police cadets of the precursor police forces to the strategic police force;
- transitional provisions in respect of the position of the chief officers of the precursor forces on amalgamation;
- transitional provisions in respect of the filling of any chief officer vacancies in the period between the making of an order and the date of amalgamation;
- transitional provisions in respect of the filling of any vacancies amongst the membership of the precursor police authorities in the period between the making of an order and the date of amalgamation;
- provision for the transfer of employees of the precursor police authorities to the strategic police authority;
- transitional provisions in respect of the equalisation of the policing precepts currently set by the precursor police authorities;
- provision that anything done by a chief officer of a precursor force (e.g. a CSO designation under section 38 of the Police Reform Act 2002) is valid in respect of the new force;
- necessary transitional adaptations of provisions in primary and secondary legislation, such as the requirement on precursor chief officers and police authorities to produce annual reports;
- consequential amendments to any primary or secondary legislation which refer to the Cleveland, Durham or Northumbria police areas, police forces or police authorities; and
- provision to impose a general duty on precursor police authorities and forces to cooperate with shadow strategic police authority.

Any objections to the Home Secretary's proposed merger of the Cleveland, Durham and Northumbria police areas should be delivered to the Home Office at the address below by **2 July 2006**:

Ahmed Timol
Police Structures Team
Home Office
6th Floor Fry Building
2 Marsham Street
London
SW1P 4DF

Email: structuresreview@homeoffice.gsi.gov.uk

Telephone 020 7035 1953

Cleveland, Durham and Northumbria Police Authorities will wish to engage in further consultation with their local communities on the proposed merger before deciding whether to submit any objections.

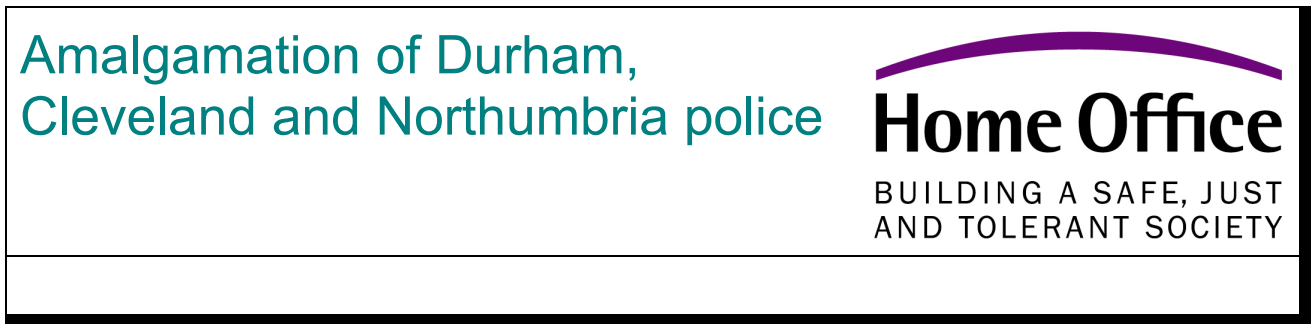
A copy of this letter and enclosure goes, for information, to the Clerks of the Cleveland, Durham and Northumbria Police Authorities, the Association of Chief Police Officers, the Association of Police Authorities, the Chief Police Officers Staff Association, the Superintendents Association, the Police Federation and Unison.



Lorraine Rogerson
Director, Policing Policy

To:

Chair Cleveland Police Authority
Chair Durham Police Authority
Chair Northumbria Police Authority
Chief Executive Durham County Council
Chief Executive Northumberland County Council
Chief Executive Chester-le-street District Council
Chief Executive Derwentside District Council
Chief Executive Easington District Council
Chief Executive Sedgefield District Council
Chief Executive Teesdale District Council
Chief Executive Wear Valley District Council
Chief Executive Durham City Council
Chief Executive Darlington Borough Council
Chief Executive Alnwick District Council
Chief Executive Berwick upon-Tweed District Council
Chief Executive Blyth Valley District Council
Chief Executive Castle Morpeth District Council
Chief Executive Tynedale District Council
Chief Executive Wansbeck District Council
Chief Executive Gateshead Metropolitan Borough Council
Chief Executive Newcastle-Upon-Tyne City Council
Chief Executive North Tyneside Metropolitan Borough Council
Chief Executive South Tyneside Metropolitan Borough Council
Chief Executive Sunderland City Council
Chief Executive Middlesbrough Borough Council
Chief Executive Redcar and Cleveland Borough Council
Chief Executive Stockton-on-Tees Borough Council
Chief Executive Hartlepool Borough Council
Chief Constable Cleveland Police
Chief Constable Durham Constabulary
Chief Constable Northumbria Police



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1. Context

In response to growing concern from within the police service about an emerging gap in tackling serious cross border crime, Her Majesty's Inspectorate of Constabulary (HMIC) were commissioned in June 2004 to provide their professional assessment of whether the existing force structure is fit for purpose in the 21st Century.

HMIC conducted an assessment of the protective services provided by police forces, namely serious, organised and cross-border crime, counter terrorism and domestic extremism, civil contingencies and emergency planning, critical incident management, major crime (homicide), public order and strategic roads policing. These are also known as Level 2 services.

Protective services

Counter terrorism and domestic extremism

As well as responding to major incidents such as the 7 July attacks, forces need to be equipped to undertake ongoing intelligence and preventive work against terrorists and extremists, including for example animal rights extremists, extreme right-wing organisations and others.

Serious, organised and cross-border crime

This can take many forms including people and drug trafficking, credit card fraud and identity theft, trade in counterfeit goods and trade in firearms.

Critical incident management

These are incidents where the effectiveness of the police response may have a significant impact on the confidence of the victim, their family, and/or the community. As one force noted in their business case, "*Certain incidents such as suspicious unexplained death, homicide, incidents requiring police firearms response etc. will by their very nature always be critical incidents.*"¹

Major crime (homicide)

Major crime includes homicide and serial or serious sex offences, but must also consider issues such as domestic violence and child protection issues which sometimes precede major crimes.

Public order

The police are required to ensure public safety at planned events, (for example a party conference), and wherever public disorder occurs (for example at a football match) they must protect the public and restore order in a manner reasonable and proportionate.

Civil contingencies and emergency planning

Forces must ensure that there is an effective capability to identify, analyse and assess all potential threats that may seriously damage human welfare, the environment or the security of the UK or a place in the UK. Examples of civil contingencies include flooding, outbreaks of disease such as Foot and Mouth, or a spill of hazardous material.

Strategic roads policing

Policing the road network in a strategic way should protect the national road infrastructure from threats posed by terrorism, disrupt criminals using the roads, confront anti-social behaviour, and make our roads safer and accessible for users, reducing the risk of death and injury.

For all protective services, neighbourhood policing provides the key link between the communities which provide crucial intelligence and the specialist teams which can act on the intelligence. As Metropolitan Police Commissioner Sir Ian Blair stated after the terrorist attacks of 7 July, "It is the communities that defeat terrorism, not the police". Locally responsive policing is at the heart of providing a good service to communities, from dealing with alcohol-related disorder at the neighbourhood level, to providing the information which breaks an international drug trafficking organisation.

Each protective service requires continuous work by police forces to gather intelligence, develop prevention strategies and to plan and rehearse how the force would respond in an emergency situation. The diverse and sophisticated nature of the threat from terrorism and organised criminality

¹ Kent, 23 December 2005, '*Closing the Gap: Stage Three Response*', Appendix 1 p.95

demands a response from the police service which goes beyond reactive management of events; a 21st century police service needs to 'predict and prevent'.

Levels 1-3 (adapted from *The National Intelligence Model*, NCIS, 2000)

Level 1: Local issues – usually the crimes, criminals and other problems affecting a basic command unit or small force area. The scope of the crimes will be wide ranging from low value thefts to great seriousness such as murder. The handling of volume crime is a particular issue at this level

Level 2: Cross Border issues – usually the actions of a criminal or other specific problems affecting more than one Basic Command Unit (BCU). Problems may affect a group of BCUs, neighbouring forces or a group of forces.

Level 3: Serious and Organised Crime – usually operating on a national and international scale, requiring identification by proactive means and response primarily through targeting operations by dedicated units and a preventative response on a national basis

In the final report to the Home Secretary (edited version published on 15th September 2005 and available at <http://www.homeoffice.gov.uk/hmic/new.htm>) HMIC outlined their 'stark' findings:

- The current '43 force structure is no longer fit for purpose' and 'in the interests of the efficiency and effectiveness of policing it should change';
- There is a correlation between force size and ability to provide effective protective services. Forces under 4000 police officers or 6000 staff in total tended to fall some way short of the required standards;
- There were a range of options considered but in HMIC's professional view the best business solution was a reconfigured service based on strategic forces of sufficient size to provide both effective neighbourhood policing and protective services.

The confidential national assessment of protective services found that only two forces reached a standard of 3 (on a scale of 1-4 with 4 being the highest) across all seven protective services. No force scored 4 overall. More detail is provided on the assessments in section 4.

Below are some of the weakness set out in *Closing the Gap*:

- At the time of inspection only 13 of the 43 forces had fully resourced Major Incident Teams;
- Less than 6% of over 1500 organised crime gangs are targeted by police in the course of a year;
- The inspectorate's report said that some forces' ability to deal with terrorist or domestic extremist incidents would be strained within a matter of hours;
- At the time of inspection only 7 out of 43 forces deployed special branch alongside neighbourhood teams to capture community intelligence;
- Some officers have several crisis management roles that conflict – for example an officer leaving a fatal traffic accident to go to a firearms incident because no other trained person was available; a ports officer having to leave to man a surveillance operation;
- Some forces have no independent armed response capacity at some times of the day and rely on the ability of neighbouring forces to deploy outside their normal force area;
- Only two forces, (the two with greatest officer strength), scored well in the HMIC's assessment of their ability to handle major and serious crimes. All other forces fell significantly short of what HMIC believe is required in this area;
- Too many forces fail to supply enough good intelligence to the National Criminal Intelligence Service (NCIS) to help them pursue organised criminals;²
- *Closing the Gap* work on the risks facing police forces today found an increased presence of organised criminal networks spreading outside our cities.³

² "...for a number of years...too many forces have not supplied adequate and appropriate [organised criminality] intelligence to NCIS" *Closing the Gap*

Following these findings the Home Secretary wrote to Chief Constables and Chairs of Police Authorities on 22 September 2005 to ask that they, in consultation with criminal justice and local government partners, come forward with proposals for restructuring in each region which would enable the police service to deliver protective services to national minimum standards without adversely impacting on the provision of policing services at Level 1.

2. Design considerations for reform

The Home Secretary's letter to Chief Constables and Chairs of Police Authorities set out design criteria for proposals, drawn from the design considerations identified in *Closing the Gap*⁴.

The design criteria were selected to support delivery of the three core responsibilities of policing identified by HMIC in *Mind the (Level 2) Gap* and *Closing the Gap*:

1. Support for local and neighbourhood policing
2. Provision of protective services to national standards
3. Modern and affordable support services and strategic development

In addition proposals must ensure that the structure is 'future-proofed' against growing demand at Level 2.

Design criteria for proposals (from the Home Secretary's letter of 22 September 2005)

The following are a range of factors which need to be considered in assessing the options for restructuring to meet the gap in protective services identified in the HMIC report.

1. **Size** – to what extent do the proposals for restructuring create units of sufficient size (the HMIC report gave an indicative figure of a minimum of 4000 officers or 6000 total staff) to provide the necessary capacity and resilience in the provision of protective services to meet both current and future demands for such services?
2. **Mix of capability and reduction in risk** – to what extent do the prospective partnerships bring together forces with complementary strengths in addressing volume crime and the provision of protective services? To what extent will they enable performance in relation to both to be improved?
3. **Criminal markets** – to what extent do the proposals take cognisance of the underlying criminal markets and patterns of cross-border criminality in the areas concerned?
4. **Geography** – to what extent do the proposals recognise and take account of particular challenges posed by the geography of the proposed force area and the transport links and working patterns within it?
5. **Co-terminosity** – to what extent do the proposals reflect established political and partners boundaries or, alternatively, support the case for the realignment of the boundaries of other partner agencies so that the benefits of coterminosity can be preserved? The very strong starting presumption will be that any new force areas should not subdivide an existing force area between two or more new forces and that new force areas should not cross government office regional boundaries (it follows that very compelling arguments would need to be submitted in support of any merger proposals which went contrary to these presumptions).

³ "One of the striking conclusions of the work to quantify the risks facing forces is the emerging picture over the extent to which organised crime has stretched its tentacles beyond our cities. This has not been evident in information passed to NCIS previously, where only a limited number of forces have provided intelligence." *Closing the Gap*

⁴ Summarised in *Closing the Gap* at pp.13-14

6. **Identity** – to what extent do the proposals build on strong historical or regional identities?
7. **Clarity of command and control and accountability** – to what extent are the proposed governance arrangements for any new entity clear and unambiguous?
8. **Performance** – to what extent do the proposals for restructuring minimise any risks to current performance during the transitional period and support further improvements in performance over the medium term? (Assessments under this heading should be made against the statutory performance indicators.)
9. **Costs and efficiency** – to what extent will the proposals minimise the costs of change and maximise efficiency savings?

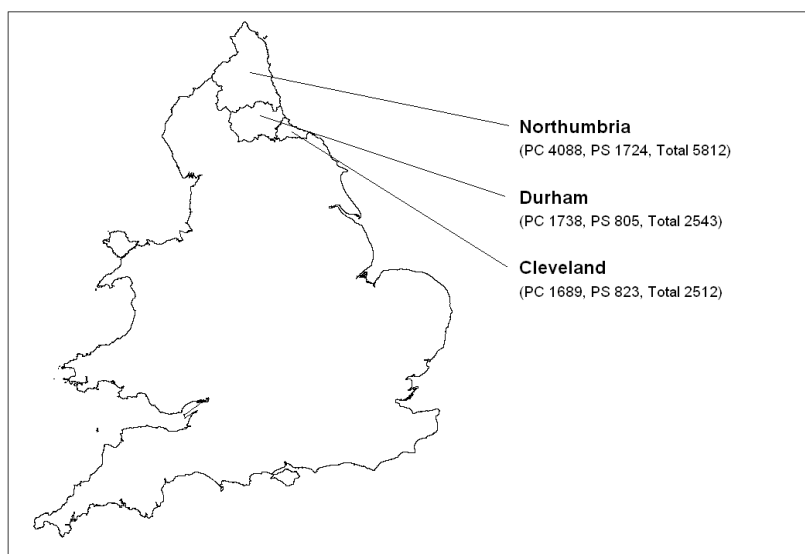
Proposed options will need to demonstrate not only how the proposed arrangements outperform current ones, but also how they would outperform alternative options.

In addition to considering these criteria, the Home Office is conducting a race and diversity impact assessment to understand any impacts of police amalgamations on BME communities and other groups which might be affected.

3. North East

The protective service assessment of the options for the North East identified a regional force as the option that is most likely to achieve national standards in protective services and to deliver clear benefits for the efficiency and effectiveness of policing in these areas. The cost benefit analysis has identified that the proposal is financially robust.

Details of the protective service methodology can be found at Annex A. Two options were considered: the recommended option of a regional force, and the option presented by Cleveland of a Tees Valley City Force.



Current forces	Force size (police officers)	Population	Area (square miles)	Rural/Urban composition (square miles)	
				Urban	Rural

Cleveland	1689	553,311	230	67%	33%
Durham	1738	595,388	935	13%	87%
Northumbria	4088	1,396,374	2142	15%	85%
Strategic Force	Force size (police officers)	Population	Area (square miles)	Rural/Urban composition (square miles)	
North East Regional force	7515	2,545,073	3307	18%	82%

Current position

“...on the basis of the analysis carried out through the Protective Services Review and the internal assessment conducted, the current and future capability of the force to deliver the full range of protective services is felt to be insufficient to necessarily meet the future requirements of the service as well as a capability to deliver the full range of protective services.” Provisional Business Case submission, December 2005, Northumbria p.16

“...a detailed ‘health check’ of our current position...reaffirmed the ‘Level 2 Gap.’” Provisional Business Case submission, December 2005, Durham p.34

“with a relatively small Force covering a particularly difficult area both in terms of demographics and potential for disaster (chemical and nuclear) the risks remain relatively high.” ‘Fit for the Future’ Business case, February 2006, Cleveland p.54

“Too many Level 2 resources are required to perform some ‘double hatting’.” ‘Fit for the Future’ Business case, February 2006, Cleveland p.55

“As with most forces in the country...there is limited resilience in terms of resources which is highlighted when a number of serious incidents occur simultaneously...At present the resources to handle such events would need to be drawn from BCUs, which would impact negatively on their performance.” Provisional Business Case submission, December 2005, Northumbria p.26

None of the forces in the region were assessed by HMIC as delivering more than a reactive capacity to handle serious, organised and cross-border crime. Clear weaknesses were also apparent in capacity to address major crime. None of the forces were assessed as providing more than a limited proactive capacity across all seven protective services.

A regional strategic force would create an increase in proactive capacity to address serious, organised and cross-border crime simply by pooling current resources.

Recommended option: regional force

1. Protective service assessment summary

Durham and Northumbria forces identify this as being the strongest option both operationally and organisationally and consider it offers the greatest opportunity to deliver (and future proof) all protective services to national standards across the region. Cleveland did not agree with the conclusion drawn within the business case developed by the other two forces and do not support the option.

a. Assessed for each protective service

The HMIC confidential national assessment of protective services found that within the North East region, none of the forces were able to demonstrate significant levels of proactivity for all three intelligence, prevention and enforcement disciplines across the seven protective services. The single strategic force option offers the greatest potential for the region to deliver protective services to national standards. The implications for each of the protective services are as follows:

Major Crime: At the time of the assessment, none of the forces within the region had sufficient resources dedicated to Major Investigation Teams to prevent the need to abstract staff from BCUs. This limits the development of dedicated expertise and destabilises local policing services.

This option offers the greatest opportunity to provide sufficient trained, dedicated staff to this crime area to eliminate the impact on BCU activity. Dedicated staff and increased exposure should improve levels of expertise in this area, not only in investigating these crimes, but also in understanding the precursor events and triggers to proactively preventing them.

This option also maximises the potential to provide capacity to address weaknesses in prevention activity across the region. The HMIC assessments for each of the current forces demonstrated that this was a key area of weakness. This option will provide additional capacity and improvements in intelligence enabling a significant shift of focus (within and across the region) away from being predominantly a reactive response, to one which is a complementary mix of enforcement and prevention activity in tackling major crime and in particular causes of homicide. Most notably this option offers the potential to free up resources to engage in early intervention strategies focused on tackling domestic, drink or drug and gun related homicide.

Serious and Organised Crime: The capability and capacity to address serious and organised crime within the North East was assessed as reaching only a limited level of proactive capability in all forces.

The single force option provides the maximum opportunity to provide significant dedicated resources to this area. This should reduce barriers to intelligence sharing, allowing a far greater understanding of how criminal markets operate across the region, providing a dynamic and timely response to prevent and detect serious and organised crime.

Again, as identified in Major Crime, this option also maximises the potential to provide capacity to address weaknesses in prevention activity in respect of serious and organised crime across the region.

Critical Incidents: Within the North East region only Northumbria were able to demonstrate significant proactivity in relation to responding to critical incidents. In every other aspect, forces within this region demonstrated limited proactivity in delivering this service.

The single strategic force provides the best opportunity to provide sufficient dedicated resources to the firearms function. This should ensure 24-hour firearms cover across the whole region by specialist trained staff, as well as tested resources and an appropriate and resilient command structure. The improved intelligence sharing opportunities of a single force should also enable a greater understanding of precursor incidents to critical incidents and improved opportunities to prevent, or where they occur, minimise their impact.

Civil Contingencies: Within the North East the service in relation to civil contingencies broadly reached a limited level of proactivity, although Cleveland demonstrated significant proactivity in their intelligence function, as did Northumbria in their ability to respond.

This option provides the greatest opportunity for the region to provide a clear structure with partners, realise economies of scale and ensure a consistent, corporate approach. In addition, the size of the force means that it would be likely to have the resilience available to develop expertise and plan, practise and respond to civil emergencies.

Public Order: Within the region only Northumbria were able to demonstrate anything other than limited levels of proactivity in the delivery of this service.

The single force option should enable common training and exposure to incidents, developing a variety of tactics to respond to a range of circumstances. With over 7,500 police officers this option offers a significant increase in the ability of the force to respond to these incidents and sustain that response.

Roads Policing: Roads policing is delivered in differing ways across the North East region, from dedicated units, officers with dual roles as roads policing and firearms officers and BCU-based roads policing staff.

The single force option offers the opportunity to provide a dedicated resource to the roads policing function. It provides clear, unambiguous command of a road network which includes shared criminal market issues, some economies of scale and improved intelligence sharing to co-ordinate and focus prevention and enforcement activity.

Counter Terrorism: None of the forces within the North East were able to demonstrate any more than a limited level of proactivity in their overall delivery of this service.

The single force option provides the best opportunity to share intelligence and develop mechanisms for early identification of terrorist and domestic extremism activity and to take preventative action. This option provides a clear accountability structure and, within a finite time scale sufficient dedicated, trained staff with the necessary skills and exposure to respond to incidents of this nature.

b. Assessed against the design criteria

Size: The merger of the North East forces (Durham, Northumbria and Cleveland) would provide an establishment of 7,515 police officers and 3,783 police staff, surpassing the indicative resource threshold by some significant margin.

Mix of capability and reduction in risk: This option would draw together existing expertise and regular exposure to risk from all three current forces. For example, whilst two of the forces assessed had only reactive capacity in dealing with public order, the remaining force demonstrated significant proactive capacity overall in this service. Bringing the three forces together would enable the new strategic force to build on strong existing expertise and would reduce risk across the region by increasing capacity overall. Similarly, existing good practice in Cleveland in the handling of civil contingencies – and the greater exposure in this area due to the presence of significant industrial and chemical facilities – could be shared across the new regional force to reduce risk overall.

Criminal markets: The single strategic force option offers the best opportunity of the options considered to reduce barriers to intelligence sharing which were highlighted in the protective services review, to map and understand criminal markets across the region and to co-ordinate operational activity across the North East region enabling a stronger understanding of risks and a more proactive and focused response. Current understanding of criminal markets is centred around enforcement activity, with drugs forming the main focus of activity. With the merger of three forces and the resulting increase in capacity and removal of intelligence barriers across the region, there is greater potential to resource prevention strategies to tackle serious and organised crime and homicide, which again addresses key weaknesses identified in the protective service assessments undertaken by HMIC.

Geography: The single strategic force for the North East region offers the greatest opportunity for the region to improve capability, capacity and resilience and provide a strategic overview of the main transport networks across the region.

Coterminosity: This option does not split any of the existing force areas or cross Government Office boundaries. It provides a structure that the Crown Prosecution Service could work with effectively and was the preferred option for the CPS in the North East in their analysis of the options presented in October 2005.

Identity: Local consultation carried out by forces indicates that there is not a substantive North East sense of identity which a strategic force could build on. However the regional force would not cut across established historical or political identities. The benefits identified against other criteria outweigh this disadvantage.

Clarity of command and control and accountability: With single governance and command structures, this option maximises clarity of accountability.

Performance: The single force option provides the greatest opportunity to improve performance within protective services. The increase in capability, capacity and resilience offers the greatest prospect of the options considered to not only improve the level of service provided but also help to safeguard neighbourhood policing resources. Two of the three forces involved also assess that the increase in capability, capacity and resilience also offers the greatest prospect, of the options considered, to safeguard and develop neighbourhood policing resources

Costs and efficiency: This criteria is considered below.

2. Summary of financial assessment

Business cases received from forces and authorities in December 2005 set out the level of costs and savings they expected to result from amalgamations, including new investment in protective services. A team of independent consultants experienced in mergers worked with the forces and authorities to ensure that these estimates were robust and to make adjustments where necessary.

To amalgamate Cleveland, Durham and Northumbria is projected to cost around £46 million (£10 million of this is money set aside for contingency purposes). This cost will cover, for example, bringing together IT systems of the different forces, ensuring the new force has the right premises, and ensuring that any redundancies including those at senior level are handled fairly.

Within a few years, the merger will begin to deliver net annual savings, through ongoing reductions in IT costs, reductions in police authorities and command teams from three to one, reduction in costs of premises, supplies and services, and savings in staff through redeployment and some natural wastage. The total annual saving from merging the forces is estimated at around £15 million.

The estimated set-up costs and net savings from amalgamation are as follows:

£m	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Set-up costs for amalgamation	13.8	24.1	4.5	3.4	0.3	-	-	-	-	-	-
Net savings projected from amalgamation	-	(4.7)	(11.9)	(14.7)	(15.1)	(15.1)	(15.1)	(15.1)	(15.1)	(15.1)	(15.1)

Options Not Supported

The matrix below includes a summary of the confidential protective services assessment carried out by HMIC.

Option	Compliant with design criteria	Protective services assessment
Tees Valley City Force	x	This option proposes the creation of a Tees Valley City Force, which would consist of a merger between Cleveland and the southern BCU of Durham Police. This does not meet the indicative criteria for establishment (the total figure would equate to 3573 staff, comprising 2485 police officers and 1088 police staff) and would also necessitate the splitting of the existing Durham force area in half.

		<p>The business case was unable to show how this option would provide the potential to meet the protective service gap against current demand and appears to lack the potential for future-proofing. As such, it does not provide a realistic prospect of meeting national standards in protective service delivery.</p> <p>It was further noted that the creation of a border that cuts across the common criminal markets and the strategic roads network risks preserving some of the existing barriers to effective intelligence sharing and joint operational activity. The ability to respond to public order and civil emergencies will be significantly reduced compared to the single strategic force option.</p> <p>This option is not supported by either Durham or Northumbria.</p>
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4. The overall case for change: protecting the public in the 21st century

Closing the Gap conducted a confidential national assessment of protective services, carried out by HMIC with the support of key stakeholders. The confidential national assessment found significant weaknesses in the provision of protective services in England and Wales. The HMIC review team undertook an extensive examination of the 43 forces and produced an assessment for each force considering capacity and capability in each protective service based on key indicators in regard to intelligence, prevention and enforcement. Capacity in this context refers to the level of resources a force has to address an issue; capability refers to the skill and expertise of the force in doing so.

The review found that only two forces displayed “reactive capability with some proactive capability” across all seven protective services.

No force demonstrated “reactive capability with comprehensive proactive capability” across all protective services, although the two largest forces – Greater Manchester Police and the Metropolitan Police Service – achieved this for individual dimensions of intelligence, prevention or enforcement within a protective service.

Weaknesses were evident in all of the protective services and especially in the handling of serious and organised crime, counter terrorism and public order, and particularly in intelligence across all of the protective services.

Evidence from forces and authorities

Business cases provided to the Home Office by forces and authorities in many cases acknowledged the present and growing challenge of providing strong protective services. As part of the consultation and review process, forces and authorities were asked to nominate their own protective service panels to score the delivery of protective services in their own organisations. HMIC and the Home Office provided a scoring spreadsheet along with guidance to forces and authorities to assist them.

Only five forces scored themselves as currently configured above 75% in delivery of protective services. When these scores are regionally averaged, no region as a whole scored above 75% in its current configuration.

These scores were not validated by HMIC and therefore do not include the element of external critical challenge which would ensure that they are robust. Given HMIC’s finding that force intelligence assessments of the Level 2 threat in their areas often had substantial gaps, these scores may overestimate the forces’ capability to deal with the threat.

A changing policing environment

Closing the Gap found that the current policing environment is characterised by ‘widespread enterprising organised criminality, proliferating international terrorism and domestic extremism; a premium on intelligence, expertise and smart use of capacity; and an increasingly risk concerned public and intrusive media’.

In this environment there exists both a greater demand for effective provision of Level 2 services, and more intensive scrutiny of the quality of service by the public and media.

Growing pressure on protective services: Overall crime levels have reduced by 35% since 1997, and the chances of being a victim of crime are at their lowest for 20 years. But despite these successes police forces face some growing challenges: increasingly sophisticated organised criminality; a greater terrorist threat; and an increased workload to support partner organisations or as new investigative techniques become available. These challenges are likely to get worse rather than better if nothing is done to address the problem.

Following the terrorist attacks of July 7 and 21, anticipated increases in workload caused by national and international terrorism over the next 1-5 years has led to a greater investment in this area of work by the Security Services. In addition the threshold at which intelligence is passed to Special Branches within forces has been lowered. This creates an increased workload for police forces which assist the Security Services and provide intelligence. In light of this ACPO have advised all forces to strengthen and develop their own Special Branch capability.

“The anticipated workload in Counter-Terrorism is expected to increase over the next 12-24 months due to...increase in the size of the Security Services and a corresponding increase in workload passed onto the Force.”⁵

The Government 2004 White Paper on organised crime noted that “...the threat we face from organised crime, often operating across international frontiers and in support of international terrorism, has probably never been greater”⁶ and that:

“Trends in society and the world economy suggest that the threat to the UK from organised crime can only increase as criminals seize on new technologies and methods like identity theft and as they forge new alliances with international terrorists. We need to ensure our response not only keeps pace but stays several steps ahead.”⁷

The Home Office estimates the harm caused to the UK by organised crime at over £20 billion annually. Combating this is the responsibility not only of specialist agencies such as the Serious Organised Crime Agency (SOCA) but also of local forces who play an essential role in providing the intelligence which feeds the investigation of organised criminals and in carrying out many of these investigations which often fall under Level 2. As the White Paper states,

“Local forces with their links to local communities should be providing the majority of all our criminal intelligence.”⁸

In line with this, *Closing the Gap* found that the forces with the strongest intelligence pictures on terrorism and extremism were those who had Special Branch resources located at BCU level providing the necessary ‘bottom-up’ drive to create a fuller picture of activity.

Closing the Gap raised concerns with the quality of intelligence local forces have relating to organised criminal activity. HMIC’s assessment of risk around the country researched for the report revealed organised criminality in force areas previously thought to be low risk.

⁵ Kent Appendix 1 p.88

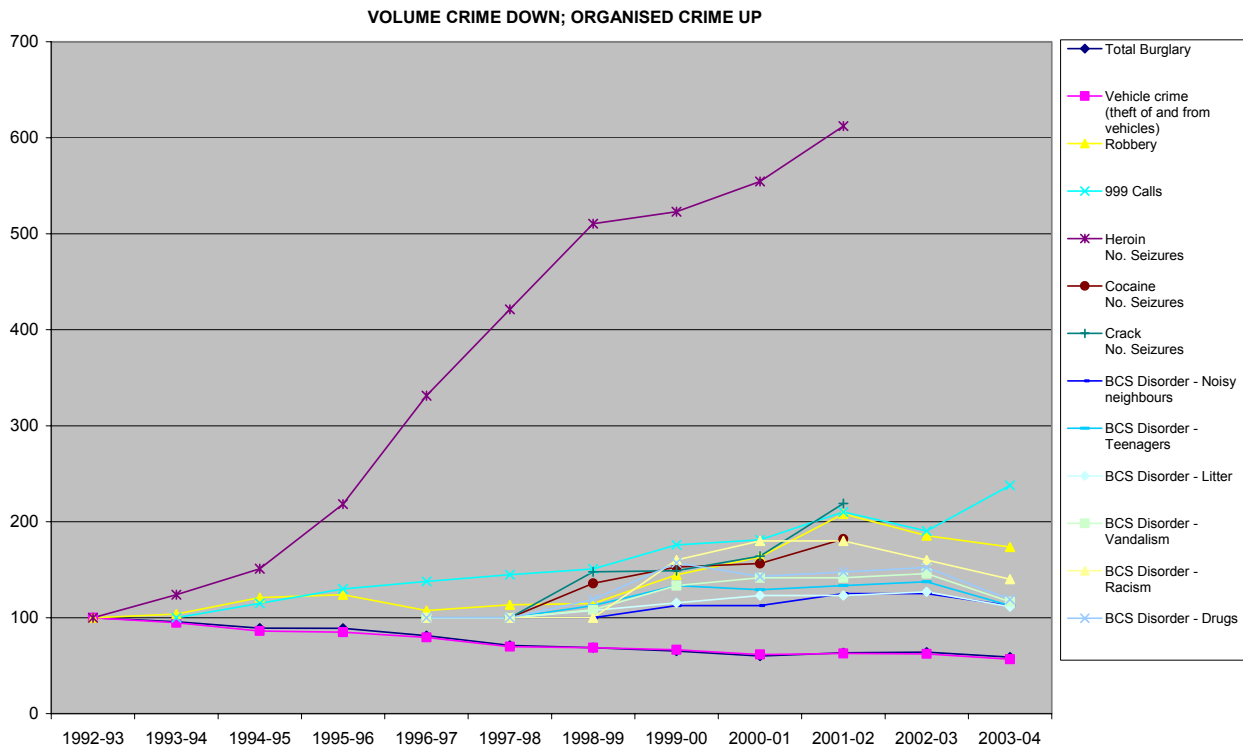
⁶ One Step Ahead: A 21st Century Strategy to Defeat Organised Crime, March 2004 p.1

⁷ One Step Ahead: A 21st Century Strategy to Defeat Organised Crime, March 2004 p.2

⁸ One Step Ahead: A 21st Century Strategy to Defeat Organised Crime, March 2004 p.27

This picture is supported by the rise in Class A drug offences over the past ten years, from 13,910 in 1995 to 36,350 in 2004. Although overall drug offences fell 21% between 2003 and 2004, from 133,970 to 105,570, Class A drug offences rose by 2% over the same period.⁹

Similarly, although the use of firearms in committing crime remains extremely rare (0.2% of all recorded crime excluding air weapons), the five years to 2003/04 has seen the number of recorded crimes involving a firearm almost double.¹⁰ An HMIC study found that from 1992 to 2003/04 the number of operations where police officers were issued with firearms increased from under 5,000 to more than 17,000. The most recent threat assessment from the National Criminal Intelligence Service reported a shift in some cases of Class A drugs markets from metropolitan areas to smaller towns and cities following market saturation or successful law enforcement tactics, and noted that, *“where newly arrived criminal groups have threatened the position of existing dealers, possession and use of firearms has begun to escalate.”*¹¹



This evidence combines to form a picture of a threat likely to increase further if not addressed through improved capacity and capability of local police forces, the key partners in provision of intelligence and very often in terms of the response.

Partner relationships: Police responsibilities and relationships with other agencies have changed as part of the drive for continuous improvement in the fight against crime. These changes provide opportunities to improve services further in the light of restructuring but also have implications for the workload of police forces in the future.

The creation of the Serious Organised Crime Agency and transfer of responsibilities from the National Crime Squad and National Criminal Intelligence Service has changed the policing landscape in terms of the UK's ability to tackle organised criminal gangs operating at the national and international level. As police forces and authorities have noted in their business cases; and as ACPO noted in its most recent strategic assessment, SOCA will require increased assistance and

⁹ HOSB 23/05, 'Drug Offenders in England and Wales 2004' Mwenda, December 2005

¹⁰ Crime in England and Wales 2003/04: Supplementary Volume 1: Homicide and Gun Crime, Povey, 2005

¹¹ NCIS UK Threat Assessment 2004/5 – 2005/6

intelligence from police forces in order to successfully combat serious organised crime, representing an additional claim on resources.

*"The creation of SOCA will increase demand for Level 2 resources."*¹²

*"...the introduction of a new national law enforcement agency, the Serious Organised Crime Agency (SOCA), may place additional demands on the police service to address national-level crimes and may draw resources away from middle-level cross-border crimes."*¹³

In addition, as *Closing the Gap* noted, the transition from NCIS and NCS to SOCA, which will not cover all of the same issues, may potentially create a vacuum of resources and expertise. The report noted that this is "evident in the current reliance on the NCS to provide the more sophisticated surveillance, a controller for kidnap and extortion, and support for special command centres".¹⁴

Similarly, Operation 'Reflex', which is a Home Office led project managed via the Director General of the Serious Organised Crime Agency (SOCA), and which focused on countering organised immigration crime and human trafficking, will provide funding for police forces only until March 2008, after which this work should be absorbed into the regular work of strategic forces.

Forces will need to be able to access the specialist expertise and the resources to address these demands themselves.

Increasing cost of investigative techniques: *Closing the Gap* notes that "the costs and professional sophistication needed to provide adequate standards of protective services will become ever harder to deliver for smaller forces and we now firmly believe that some reorganisation of forces and reconfiguration of protective services is inescapable."¹⁵

For example, a joint Home Office, ACPO and CPS stocktake on implementation of the Rape Action Plan 2002 found that fewer than ten forces have dedicated rape investigation teams yet these are regarded as best practice by ACPO. The ACPO working group on rape has noted that smaller forces are less likely to be able to provide these teams.¹⁶

In addition the cost of expert services is increasing well ahead of inflation – for example forensics at 8% per annum. *Closing the Gap* reported estimates of a rise in forensic costs from £34 million in 1990 to a predicted £200 million in 2006/7.¹⁷

The implication of this for forces is an increased need to share intelligence effectively and to get the most from existing resources. As one force noted in their business case:

*"Joining up with regional and international partners will be essential in tackling the technological challenges created by the Internet, criminality and technological developments."*¹⁸

Richard Inquiry and IMPACT: The IMPACT programme is a mission critical programme to deliver improvements in the way that the police service manages and shares intelligence and other operational information. A major catalyst for the Programme was the Richard Inquiry, set up in December 2003 by the Home Secretary following the conviction of Ian Huntley for the murders of Holly Wells and Jessica Chapman in Cambridgeshire in 2002. The Inquiry Report found 'systemic and corporate failures' in the way in which Humberside Police managed their intelligence systems,

¹² East Midlands December 2005 business case p.39

¹³ ACPO 2004 National Strategic Assessment p.3

¹⁴ *Closing the Gap*, p.32

¹⁵ *Closing the Gap*, p.17

¹⁶ Sept 2005, Home Office/ACPO/CPS, Stock take of implementation of the Rape Action Plan 2002, Results Report (unpublished)

¹⁷ *Closing the Gap*, p.11

¹⁸ W Mids December 2005 business case Appendix B p.29

and found Cambridgeshire Constabulary to be at fault in its failure to request a records check on Huntley. The Report made 31 recommendations to address weaknesses in the management of information by the police service and the multi-agency provisions for the protection of children. The IMPACT Programme is directly addressing 7 of those recommendations.

More broadly, Sir Michael Bichard noted that the disparate development of local IT systems, many of which do not communicate with each other, has inevitably led to real difficulty in accessing all relevant information, which has in turn resulted in poorly-informed decision-making. Police forces need to address these problems urgently where they exist.

As one force noted in their business case for reform:

“Despite both formal and informal collaborative arrangements across the region, the sharing of intelligence and management of offenders across boundaries is increasingly challenging without organisational unity. The existence of ... significant defendant movements illustrates the significant gains the single strategic force option would bring to the management of criminality, intelligence and performance.”¹⁹

The IMPACT Programme aims to develop the business change and technical infrastructure across the police service necessary to improve the management and sharing of operational information. It will also secure the longer-term future of the Police National Computer (PNC). IMPACT will enable police forces to access more and better quality information on criminals who have crossed force or business area boundaries, creating the potential to improve prevention and detection of crime and therefore enhance public protection.

To ensure these benefits are delivered, police forces will need to dedicate greater resources to enforcement targeted against those offenders flagged by IMPACT. The system therefore increases the demand on force resources in this area and adds to pressure for change to improve handling of protective services

The establishment of fewer, larger forces will support the Bichard implementation work and underlying issues since it will offer an opportunity to achieve greater national consistency and good practice in the management and handling of information across the police service. Larger strategic forces will have the ‘critical mass’ necessary to dedicate specialist expertise to this and are more likely to be able to offer teams the necessary level of exposure so that they can embed and improve their skills.

Conversely, IMPACT will assist in force restructuring by providing the technical means of sharing information between disparate systems in the amalgamated forces.

Civil Contingencies Act 2004: Introduced to address the improvements needed in civil protection following the fuel crisis and severe flooding in 2000, the Act places duties on forces to identify, develop and test plans for vulnerable sites and emergencies. The current forces are in varying states of compliance and restructuring provides an opportunity to share expertise across forces and to promote progress towards full compliance with the Act. A key aspect of the legislation is the requirement for cooperation between a range of partners including police, local authorities, other emergency services and NHS bodies.

5. Benefits of change

In order to fill the gap and to provide a full range of protective services forces need to have the attributes set out below. Increased demands on forces to develop these attributes without restructuring would place strains on available resources. To meet the required standard they would need extra resources which could only be drawn from resources currently dedicated to Level 1. Business cases developed by forces and authorities have consistently flagged this point and the

¹⁹ W Mids Appendix B p.25

views of the forces affected by this business case are quoted in the relevant options assessments above.

Closing the Gap found a correlation between size of force and ability to deliver protective services to the required standard to fill this gap. Smaller forces were less likely to have the capacity, capability and resilience to meet requirements, in particular to do so without abstracting officers from neighbourhood policing duties. The analysis, which scored forces from 1-4, found that although some smaller forces punched above their weight in terms of performance at Level 2, no force demonstrated 'reactive capability, with comprehensive proactive capability' (4) across all the protective services, and only the two largest forces averaged a rating of 'reactive capability, with some proactive capability' (3). Only the two largest forces achieved any ratings of 4 at all.

Forces which had more than 4,000 officers or 6,000 staff were more likely to be able to demonstrate good reactive capability across six of the seven protective services with some proactive capacity (the exception to this is strategic roads policing, which did not demonstrate a correlation with size of force). It should also be emphasised that the 4,000 threshold is indicative of capacity required taking into account growing future demands on the service. Forces which do not meet this threshold or which are close to it risk finding themselves inadequately 'future-proofed'.

In light of these findings *Closing the Gap* concluded that:

"Looking ahead the police service needs not only to deal effectively with volume crime, the current performance focus, but also have demonstrable readiness to tackle complex, volatile threats to individuals, neighbourhoods and businesses. This implies a major development in capability and to achieve this, changes must be made not only to the structure, but the whole configuration of policing at this level." (original emphasis)

Present force size ranges from 881 officers (City of London), to 31,073 officers (Metropolitan Police Service), with an average of around 2,500 (calculated excluding the MPS to avoid skewing results).

At the time of inspection only seven forces met the 4,000 officer threshold: Greater Manchester, Merseyside, the Metropolitan Police Service, Northumbria, Thames Valley, West Midlands and West Yorkshire. The next largest with around 3,800 and 3,600 officers respectively were Hampshire and Kent.

Increasing size of force alone will not guarantee improvements in protective services delivery; restructuring provides an additional opportunity to reconfigure and rebrigade services, to deliver the benefits identified below. Strong governance and leadership will be required in order to ensure that appropriate standards are met. Moreover, it is not just size of force per se that is important for improving level 2 policing. The *scale* of policing operations (in terms of size of population covered) will be important for the effective policing of extended criminal networks and counter terrorism. A larger scale of operations can also deliver effective level 2 services for larger populations at lower cost, a point discussed in more detail below.

Benefits of restructuring

The principal benefit from restructuring will be the creation of a higher level of capacity for delivering specialist protective services. There are a number of examples of specialist teams that currently exist across the different areas of protective services delivery. Examples include:

- Major Investigation Teams (MITs)
- Intelligence gathering and preventive policing
- Armed response teams

Crucially, specialist teams require a *critical mass* of police officer numbers in order to be operationally effective and in order to provide sufficient organisational "slack" to cope with variability

in demand. Integrating existing force structures should deliver the necessary critical mass for improved specialization by:

- Enabling a smaller force(s) to integrate with a larger force(s) that has an existing specialist protective service team in place. For this to be effective and efficient it is vital that that sufficient capacity exists within existing protective services teams to cope with the additional demands that would arise through policing a larger population.
- Releasing police officer and other staff time from activities that would otherwise be duplicated within a newly created strategic force.

Police force restructuring is not a pre-requisite for improved specialisation. A significant uplift in the number of protective service teams operating around the country could be achieved within the current 43 police force structure. This would either require a significant re-deployment of manpower from existing duties (including neighbourhood policing) or growth in police officer numbers.

The development of increased level 2 specialisation through police force amalgamation has two principal advantages:

- **Economies of scale:** restructuring provides an opportunity for delivering an improved level of protective services coverage using fewer specialist teams than would be needed to deliver better protective services under a 43 force structure. This amounts to a more cost-effective use of police resources.
- **Economies of scope:** Fewer specialist teams will also be in a position to deliver a wider scope of service coverage at lower cost. For example, a single intelligence team would have the necessary skills that could be applied to different level 2 policing issues (e.g. counter terrorism, monitoring extremism, organised criminal activity).
- **Avoiding under-utilisation of protective service capacity:** In a 43 force structure there is a risk that specialist teams within certain areas of the country would be significantly under-utilised given the lower frequency of major crimes and other level 2 incidents expected within smaller forces. Police officers can always be redeployed into other tasks while not engaging with their primary responsibilities (conducting major crime investigations, responding to firearms incidents etc.). However, the higher frequency of engagement that would be expected within a larger restructured police force could enhance specialist skills development and ultimately level 2 policing performance if specialist policing skills are partly accumulated through experience, as might be expected.

Creating the capacity to implement specialist protective services should not be viewed as an end in itself, but as a mechanism for offering the potential for overall improvements in level 2 and neighbourhood policing performance.

The benefits of enhanced specialisation

Improvements in level 2 performance

In terms of level 2 policing standards the principal advantages of greater specialisation arise from a “division of labour”: specialisation in itself implies less multi-tasking with a greater emphasis on skills development in relation to specific aspects of level 2 policing. In principle this would improve the performance and the quality of service delivery, an effect that should be reinforced within larger strategic forces given that there is likely to be exposure to a greater volume of level 2 incidents and criminal activity: the “learning by doing” effect.

A greater resilience for neighbourhood policing

Specialist teams should offer improved resilience against major officer abstractions from neighbourhood policing duties. Large numbers of officers may be required to handle public order incidents or major emergencies such as a chemical spill or a terrorist incident. More common than

such extreme incidents, however, are surges in demand caused by, for example, major crime investigations.

Increasing uncertainty in the demand for protective services will increase the risk of level 1 police officer abstractions. Moreover, there is a tendency for smaller police forces to be faced with a larger degree of uncertainty as measured by monthly variability in level 2 related incidents. For example, in forces with over 4000 officers the highest monthly homicide rate is on average 187% above average monthly homicide rate; however in forces with under 2000 officers it is 486% above the monthly average.²⁰ Uncertainty can be accommodated by building in additional capacity into MITs and other specialised teams. However, the smaller the force the greater the difficulty in resourcing this “spare” capacity. Furthermore, lower average levels of demand within forces policing smaller populations will mean that additional capacity will be relatively under-used.

Closing the Gap found that success in handling major crime without impacting on performance and capacity at Level 1 largely turns on whether a force has a Major Investigation Team or not. At the time of inspection, only 13 of the 43 forces had a fully resourced MIT.

“Some [forces] have dedicated Major Investigation Teams ... whereas others primarily rely upon the abstraction of Divisional personnel ... Similarly, the investigative support structures ... equally differ, frequently resulting in disruption to front line policing duties. Collectively, this denies a professional approach by skilled personnel to a specialist field of operation, which, if incorrectly managed, not only leaves the reputation of a force open to challenge, but has an adverse impact on sustainable and improve performance in relation to volume crime.”²¹

“[Major crime] long term abstractions were causing performance gaps for divisions in terms of detective capability.”²²

Adequately resourced specialist protective service teams will not guarantee a force complete resilience or independence from mutual aid. HMIC are clear that even the largest force, faced with a major emergency spread over several sites, would abstract from BCUs and/or request mutual aid. However, there is a strong professional belief that specialist protective services, most notably MITs, would prevent substantial neighbourhood police officer abstractions currently experienced by smaller forces that have yet to develop a greater level 2 policing capability. Given that there is statistical evidence showing that levels of volume crime are responsive to sudden shifts in policing manpower, the prevention of significant abstractions occurring for significant periods of time could make important contributions to neighbourhood policing performance.

Cost savings through re-structuring

Force integration provides an opportunity for rationalising existing support services and command structures. It is anticipated that important savings could be delivered across the following business areas: HR, IT and communications, finance, procurement, governance, supplies, premises and transport.

The achievement of savings in some areas could in principle be delivered without a major restructuring of the police service – although the rollout of efficiency programmes such as sharing support services across all police forces will be significantly promoted by a reconfigured landscape of fewer, more strategic forces.

However some savings, for example in command teams and those created by bringing together protective service teams from different forces, could not be achieved without restructuring. The

²⁰ Variation is high since the numbers involved are very low; however it is precisely the combination of rarity and surges in demand which challenges some smaller forces in dealing with this.

²¹ *East Midlands Submission*, 23 December 2005, p.41

²² *Lancashire Final Business Case*, December 2005, p.48

following are some illustrative examples of potential savings brought about through economies of scale through restructuring of protective services:

- Annually recurring savings in delivery of protective services. These savings would derive from:
 1. Reduction in senior command staff required
 2. Redeployment of staff from one protective service area to another
 3. Utilisation of existing resources to cover a greater area

5.1 Summary table of benefits resulting from better protective services

Protective service	How do better protective services deliver benefits to the public?		
Major crime (homicide)	Increased use of specialist and dedicated teams	➡	Improvement in quality of investigations without adverse impact on Level 1 policing
	Better management and understanding of intelligence	➡	Increasing the chances of early intervention and prevention of crime
	Clearer direction, leadership and scrutiny of major crime	➡	Increasing the chances of early intervention and prevention of crime
	Consistent, independent review mechanisms for the review of current and closed cases	➡	Improving the quality and standards of services
Counter terrorism and domestic extremism	Improved investment in development of intelligence from the bottom up, providing intelligence capacity at the community level	➡	Increasing the chances of early intervention and prevention of attacks
	Better sharing of information and intelligence between forces	➡	Increasing the chances of early intervention and prevention of attacks
	Mechanisms for early identification of terrorist and extremist activity	➡	Increasing the chances of early intervention and prevention of attacks
	Dedicated specialist resources	➡	Improved capacity to respond to incidents, and greater capacity to practise response
	Increased awareness amongst frontline staff	➡	Better and safer response from staff who understand the risks, critical issues, and responsibilities

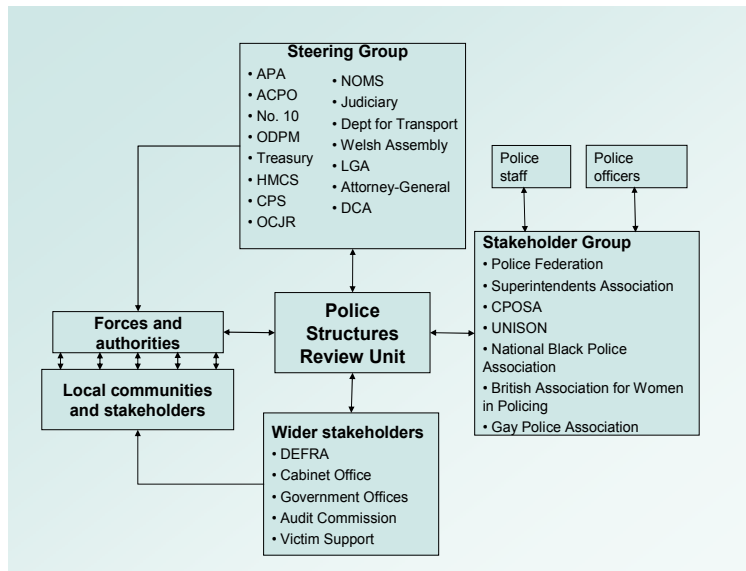
Serious and organised crime	Increased specialist capacity	➡	Improved quality of investigations Increased capacity to disrupt organised crime groups and prevent crime Increased seizure of criminal assets
	Improved gathering and handling of community intelligence	➡	Increasing the chances of catching or disrupting organised criminals
	Better sharing of information and intelligence between forces	➡	Increasing the chances of catching or disrupting organised criminals
	A stronger picture of the extent of organised crime nationwide	➡	Improving our ability to put resources where the problems are
Critical incident management	Dedicated expert capacity and increased ability to invest in high quality training	➡	Improving the ability of police forces to gain and keep public confidence through improved handling of sensitive situations
	Increased ability to provide dedicated firearms units not divided between two or more roles	➡	Improving the ability of police forces to gain and keep public confidence through improved handling of sensitive situations
	Proactively gathering and assessing community intelligence	➡	A better understanding of communities and thereby early identification of tensions within and between communities. Enhanced links with hard to reach groups/communities.
Public order	Greater resilience	➡	Increased resources to handle public order events without impacting on Level 1 policing
	Forces operate in a state of preparedness with appropriate and well rehearsed plans	➡	Timely initial and continued response to public disorder with minimal impact upon local policing
	Greater capacity and enhanced expertise	➡	Forces consider a wide range of situations that have the potential for public order rather than the traditional areas.
	Increased experience of public order commanders / sufficiently trained, experienced and equipped officers	➡	Improved quality in handling of public order incidents
	Improved gathering and handling of community intelligence	➡	Increasing the chance of preventing or minimising disturbances early on.
Civil contingencies and emergency management	Greater resilience and capacity	➡	Increased resources to handle civil contingencies Increased capacity to rehearse mobilisation plans, leading to a swifter and better response
	Increased experience of emergency commanders	➡	Improved quality in handling of emergencies.
Strategic roads policing	Greater strategic oversight	➡	Increased disruption of organised criminals on the roads
	Enhanced resources & expertise	➡	Development of preventative measures contributing towards casualty reduction.
	Dedicated expert capacity	➡	Fewer officers taking two or more roles

Annex A: Review Methodology and Stakeholder Engagement

Stakeholder Engagement

Following the Home Secretary's letter of 22 September, the Police Structures Review Unit was established within the Home Office to support forces in developing and assessing options for restructuring. The Review Unit, directed by a Chief Constable and managed by the Home Office, also included representatives from the following organisations:

- Her Majesty's Inspectorate of Constabulary
- Association of Police Authorities
- Her Majesty's Courts Service
- Crown Prosecution Service
- National Offender Management Service
- Office of Criminal Justice Reform
- Chartered Institute for Public Finance and Accountancy



Core stakeholders including the tripartite partners and criminal justice agencies were engaged directly in the development of the reform programme throughout as members of the Police Structures Review Unit. These agencies were also engaged at a senior level through the programme Steering Group alongside other government departments with a direct interest in restructuring. Police staff associations have been and will continue to be involved in the process through the Stakeholder Group which serves as a two-way channel of communication between police staff and officers, and the Police Structures Review Unit.

At the same time, a wide-ranging review of the potential impacts generated by a move to a smaller number of strategic forces across the Home Office and other Government departments was conducted by a Home Office team. The review covered over 200 teams across Government who have a policy or operational interest in the police, identifying over 500 impacts which have informed the cost, benefit and risk assessments of strategic force options, and will be incorporated into implementation planning.

Consultation with local communities and stakeholders has been driven by police forces and authorities. Details of how they have done so in each case are available in their individual business cases submitted to the Home Secretary in December 2005.

Development of business cases by forces and authorities (Oct – Dec 2005)

The Review Unit wrote out to police forces and authorities on 7 October providing guidance on the development of business cases and assessment of options. The Review Unit recommended that:

“...each option (which is judged to be viable) should undergo a staged assessment process which captures both the service level issues (specifically relating to protective service provision) and the strategic organisational requirements to support all aspects of policing.” (Home Office Guidance p.4)

In order to achieve this forces and authorities were provided with a toolkit enabling the application of Multi-Attribute Rating Techniques, Cost Benefit and Risk Analysis to assess options. The toolkits were based on HM Treasury guidance and refined in conjunction with the Centre for Decision making at Leeds University Business School. They were prepared by a joint Home Office and HMIC project team with advice from financial and statistical specialists.

Assessment of business cases by HMIC/Home Office team (January – February 2006)

The assessments were undertaken by a panel of Home Office and HM Inspectorate of Constabulary experts during January 2006 and moderation took place in early February 2006.

The Panels applied the criteria outlined by the Home Secretary in his letter of 22nd September 2005 (in respect of size, mix of capability, criminal markets, geography, co-terminosity, identify, clarity of command and control, accountability, performance and efficiency) and focused on assessing the following issues:

- Predicted ability of each option to meet the national standards in protective service provision (as defined by ACPO and HMIC).
- Each option's ability to maintain and develop the other key functions of policing, including the resilience of neighbourhood policing.
- Overall strategic fit within the regional and national landscape.

The Protective Service Panels consisted of Home Office and HMIC professionals with knowledge and experience of protective service provision and service inspection. The Panel process was supported by Police Structures Review Unit liaison officers with local knowledge of the context in each force and region. The Association of Chief Police Officers and Association of Police Authorities were invited to observe the panel process. The assessments looked at submissions from forces and authorities, baseline assessments by HMIC and protective service assessment.

The findings of the panels were subject to review and moderation by senior Home Office and HMIC personnel to ensure that the Home Secretary's criteria, and panel assessment scores were applied in a consistent way. In respect of protective service provision, the profile of each of the seven protective services within each option was assessed and scored on a scale of 1 – 4. The same criteria were used for this assessment as had been used by HMIC for the protective services assessment in *Closing the Gap*, and this is the same test which will be applied when HMIC review the performance in delivering protective services following any changes, and will therefore be a test of the outcome of any restructuring process.

The assessment also considered whether options met the Home Office criteria for establishment (number of staff) and maintained force, partnership, Government Office and national boundaries, and whether the emerging picture provided comprehensive coverage of viable options, to ensure that no area would be left with gaps in resilience or capacity. In addition, a final assessment was made as to whether an option had local professional support.

At the same time a group of independent consultants was employed to assist the Police Structures Review Unit. Their remit was to assess the outline business cases for change submitted by forces and authorities in December 2005. In particular, they were tasked to assess and report on the plans which the cases were based upon and the associated projections for costs and savings. The aim was to develop a view of the various options for change submitted by the forces and authorities, their robustness and practicality; and to suggest areas for possible adjustment of the cases in the light of the assessments made.

In order to achieve this, the consultants worked closely with forces and authorities, with support from PSRU Force Liaison Officers and Home Office Analysts. The consultants also worked with PSRU Unit staff to ensure a consistent and coherent national picture was built up, based on emerging best practice and operational requirements.

Annex B: Monitoring and success measures

Delivery of these objectives will be monitored through the comprehensive Policing Performance Assessment Framework and by HMIC's annual assessment of protective services:

Enable forces to meet the three core responsibilities of policing:	Success measures	Monitoring
1. Support for local and neighbourhood policing	<ul style="list-style-type: none"> Continued improvement in reducing crime, investigating crime, providing assistance and protecting the public Demonstration of local delivery by success against local priorities Rollout of the neighbourhood policing commitment by 2008 	<ul style="list-style-type: none"> Policing Performance Assessment Framework (PPAF) Local policing domain of PPAF, including Neighbourhood Policing Baseline
2. Provision of protective services to national standards	<ul style="list-style-type: none"> Improvement in delivery of all seven protective services Improvement in the 'strategic management' element of baseline assessments 	<ul style="list-style-type: none"> PPAF Statutory Performance Indicators PPAF Baseline assessments HMIC annual assessments
3. Modern and affordable support services and strategic development	<ul style="list-style-type: none"> Achievement of local efficiency targets Improved efficiency and productivity 	<ul style="list-style-type: none"> Force efficiency targets PPAF Statutory Performance Indicators (under development)
Ensure that the structure is 'future-proofed' against the growing demand for policing at Level 2	<ul style="list-style-type: none"> Increased capability in protective services 	<ul style="list-style-type: none"> HMIC annual assessments PPAF outcome focused Statutory Performance Indicators (such as asset recovery)

Annex C: Options considered and discounted by forces

The following only includes those options which were discounted by all forces which considered them.

North East

Option	Discounted	Reason
Current Position	By all forces/ authorities	Other more viable options available (Cleveland and Northumbria) Not viable (Durham)
Cleveland/Durham Merger	By Cleveland and Durham	Cleveland: ineffective and costly Durham: "Does not meet Home Office criteria for capacity. Does not maximise economies of scale and re-investment."
Cleveland/North Yorkshire	By Cleveland	"...there are few socio-demographic links with the Tees Valley and the combined force would straddle two Government Office areas"
Collaboration	By Durham and Northumbria	Poor governance, direction and control, accountability and performance risks. Increase in bureaucracy and operational tensions
Lead Force	By Durham and Northumbria	Poor governance, direction and control, accountability and performance risks. Increase in bureaucracy and operational tensions
Lead Regional Force	By Durham and Northumbria	Poor governance, direction and control, accountability and performance risks. Increase in bureaucracy and operational tensions
Federation of Forces	By Durham and Northumbria	Poor governance, direction and control, accountability and performance risks. Increase in bureaucracy and operational tensions
Durham/Half of Cleveland	By Durham	Poor governance, direction and control, accountability and performance risks.
Northumbria/North Durham Region	By Durham	Poor governance, direction and control, accountability and performance risks.

CABINET

MINUTES AND DECISION RECORD

24 OCTOBER 2005

Present:

The Mayor (Stuart Drummond) - In the Chair

Councillors: Stanley Fortune (Finance Portfolio Holder),
Peter Jackson (Performance Management Portfolio Holder),
Robbie Payne (Culture, Housing and Transportation Portfolio Holder),
Ray Waller (Adult & Public Health Services Portfolio Holder).

Officers: Paul Walker, Chief Executive
Andrew Atkin, Assistant Chief Executive
Mike Ward, Chief Financial Officer
Tony Brown, Chief Solicitor
Ian Parker, Director of Neighbourhood Services
Ian McMillan, Acting Director of Adult and Community Services
John Mennear, Acting Assistant Director of Adult and Community Services
Stuart Green, Assistant Director (Planning and Economic Development)
David Cosgrove, Principal Democratic Services Officer
Angela Hunter, Principal Democratic Services Officer

Also present: - Councillors Clouth, Cook, Cranney, Griffin, Kennedy, Preece, Shaw, Tumilty, D Waller and M Waller.

Representing Cleveland Police Authority; -
Councillor D McLuckie, Chairman
Mr Sean Price, Chief Constable
Mr Joe McCarthy, Chief Executive

108. Apologies for Absence

Cath Hill (Children's Services Portfolio Holder)

109. Declarations of interest by members

The Mayor and Councillor Payne declared a private and personal interest in Minute No.116 "Kendal Road – Traffic Regulation Orders".

110. Confirmation of the minutes of the meeting held on 10 October 2005

Received.

111. National Police Service Restructure (*Chief Executive*)

Type of decision

Non-key.

Purpose of report

The Government has recently announced a major restructuring of the police service in England and Wales. The timescales for the review are initially very restrictive, with the timescale for the provision of initial views being recently moved forward from the end of November 2005 to the end of October 2005. Cleveland Police Authority requested, as part of the consultation, that they be provided with the opportunity to address Cabinet and the Chief Constable Sean Price, Chief Executive Joe McCarthy and Chairman of Cleveland Police Authority Councillor McLuckie were present at the meeting.

Issue(s) for consideration by Cabinet

Mr Price and Mr McCarthy gave a presentation to the meeting on the Government's proposed restructuring of the police service in England and Wales. The presentation outlined the issues raised by Her Majesty's Inspector of Constabulary (HMIC) in their report "Closing the Gap", a review of the fitness for purpose of the current structure of policing in England and Wales. HMIC suggested that smaller forces do not adequately meet the requirements to deliver effective protective services.

Councillor McLuckie informed Members that as well as seeking options for restructuring, the government had also now indicated that it would wish to see a preferred option being put forward by each Police Authority. The four options for restructuring outlined in the presentation were: -

- Tees Valley City Region
- Cleveland Police current structure
- Amalgamation with Durham Constabulary
- Amalgamation with Northumbria Police and Durham Police, creating a regional police force.

It was acknowledged that with the very tight time scales set by the government, consultation with all appropriate stakeholders was very difficult. Mr Price indicated that this was the twenty-eighth meeting receiving this presentation.

The preferred option put forward by Cleveland Police was the Tees Valley

City Region police force. This proposal built upon the government's own strategy "The Northern Way". This would effectively provide an amalgamation of the Cleveland force and the South Durham BCU (Basic Command Unit). This would give an area with a population of 875,000 people with significant economic assets such as Teesport, the heavy industrial complexes and the Hartlepool Nuclear Power Station. The force would have 2485 Police Officers and a further 1069 Police Staff.

Cleveland Police was now the most improved Police Force in the country with crime down 8%, house burglary down 29.7% and financial reserves up to £7.1m in 2004/05. Two of the four command areas in the Force had also been awarded beacon status. Detection rates were also extremely high with a detection rate in Hartlepool of 40% compared with the national rate which was nearly half that.

There were obvious advantages to the Tees Valley City Region Force. It had strong sub-regional support and all of the preceding consultation meetings with stakeholders had shown strong support for the option. Strong public support was also anticipated based on the overwhelming rejection of the North East Regional Assembly. There was no cultural affinity between the Tees Valley and Tyneside and the proposal built upon the foundations of the Northern Way which was strongly supported by the Office of the Deputy Prime Minister (ODPM). It would also minimise disruption to one of the country's most improved forces and would allow the successful introduction of the volume crime model to be extended out into the South Durham area. The proposed new force would also provide significant coterminosity throughout the region and three of the nine CDRP's (Crime and Disorder Reduction Partnership) awarded Beacon Status would be within one force area.

It was acknowledged that there were disadvantages. Cleveland currently punched above its weight with regard to protective services scoring "Good" in HMIC baseline assessment. The force would not be coterminous with the Durham County Council boundaries.

Following the presentation there was an open question and answer session with both the Cabinet Members and the other Councillors present. The issues raised covered the following areas together with the responses from the Cleveland Police representatives.

What arrangements would there be for governance of the new force?

It was, at this moment, anticipated that the governance arrangements would be similar to those now, though the government had given no indication. Both Durham and Northumbria were supporting a regional force and if such a force were implemented and the authority established on the basis of the current guidance, that could effectively mean that there could be no 'elected' representative on the new authority from the current Cleveland Force area.

What advantage to the people of Hartlepool would there be through a

Tees Valley Force? There was considerable concern that if there was a regional force, this area could be significantly disadvantaged through reduced resources. The BCU's in a regional force would be extremely large and for this area it would be based at Middlesbrough; Hartlepool would lose its BCU. Cleveland Police were also piloting ward and neighbourhood policing where control was being given to the local Commander.

This proposal would mean taking over a largely rural area to the west of Cleveland, would this impact adversely on the funding for areas such as Hartlepool? Cleveland Police Force's experience of finances over recent years puts us in a very good position to look at the financing of other areas. There would of course be significant set up costs for any new force. The government was talking of the savings that could be made through larger force areas but had not acknowledged the set up costs that would need to be met. Durham Police would disappear under any of the proposals being put forward in this region. There was concern at the size of a regional force area, stretching from Berwick to Staithes and across to the Cumbrian border, and how that could relate to local policing issues. The issue of governance of such an area was also of immense concern, particularly as the Cleveland area could end up with no representative on a regional police authority. Presently Hartlepool itself could call upon two elected representatives to the Cleveland Police Authority.

There was concern that this was yet a further step towards regionalisation through the back door. The Chief Constable indicated that the larger the force the more remote from local people and local issues the police became. Cleveland Police had a unique situation with its BCU's, industrial risks etc. that needed to be built upon so those good practices could be shared and not lost. Two of the areas potentially being promoted for a regional Police Force Headquarters were at Washington or Ponteland. How could a high-risk incident be managed from a command base at Ponteland?

Why the option of retaining the Cleveland Force was not being put forward? Councillor McLuckie indicated that the Authority had to be realistic and choose the best option it could win with. The City Region followed an already defined path of central government and would also leave the Cleveland Force intact. There were nineteen forces around the country with fewer than 2000 officers. Cleveland was the second largest of those yet it was compared on a daily basis with a group of Police Forces significantly larger on service delivery.

The Mayor in closing the debate thanked the representatives from Cleveland Police Authority for their presentation and input to the meeting. From the comments made by Members at the meeting the Mayor considered that Hartlepool Borough Council should indicate a resounding "No" to a regional police force. There was significant concern at how a regional force would be governed and the funding that would come to Hartlepool under such system. Some Members of Cabinet considered that they would have wished to see the Cleveland Force remain but considered that a Tees Valley City Region Force was more likely to succeed and

therefore in the best interests of the people of Hartlepool. The Mayor considered it was a priority that the Hartlepool BCU be retained and that local people be involved in its governance.

Decision

1. That in light of their being no option for the retention of the current Cleveland Constabulary, Hartlepool Borough Council supports the proposal put forward by Cleveland Police Authority for the establishment of a Tees Valley City Region Police Force based on the Cleveland and south Durham County areas.
2. That Hartlepool Borough Council states its total opposition to a Regional Police Force due to the significant adverse effects such a proposal would have on the people of Hartlepool.
3. That under any new structure, arrangements be put in place to ensure that Councillors and local people are involved in the governance of neighbourhood and community policing within Hartlepool.

J A BROWN

CHIEF SOLICITOR

PUBLICATION DATE: 2 November 2005

COUNCIL

MINUTES OF PROCEEDINGS

16 February 2006

PRESENT:-

The Chairman, Councillor C Richardson, presiding;

The Mayor, Stuart Drummond

COUNCILLORS:

C Barker	S J Belcher	J Cambridge
H Clouth	K H Cranney	D R P Ferriday
M Fleet	R Flintoff	S Griffin
G G Hall	P Hargreaves	G Henery
W H Iseley	P T Jackson	M A James
M Johnson	J Lauderdale	G M Lilley
F London	A Marshall	J Marshall
Dr G H Morris	R W Payne	A Preece
P Rayner	T Rogan	J E Shaw
L M Sutheran	V Tumilty	M W Turner
S D Wallace	D Waller	M P Waller
R Waller	G Worthy	E Wright
D R Young		

OFFICERS:

Paul Walker, Chief Executive
Adrienne Simcock, Director of Children's Services
Nicola Bailey, Director of Adult and Community Services
Peter Scott, Director of Regeneration and Planning
Andrew Atkin, Assistant Chief Executive
Mike Ward, Chief Financial Officer
Chris Little, Assistant Chief Financial Officer
Peter Devlin, Legal Services Manager
Charlotte Burnham, Scrutiny Manager
Steve Hilton, Assistant Public Relations Officer
David Cosgrove, Principal Democratic Services Officer
Jan Bentley, Democratic Services Officer

111. APOLOGIES FOR ABSENT MEMBERS

Councillors D Allison R W Cook, W J Coward, S Fenwick, S W Fortune, C F Hill, S Kaiser, J Kennedy and G Wistow

The Chairman noted that four of the Councillors not present at the meeting were absent due to recent illness. The Chairman indicated he would write to Councillors Cook, Fortune, Hill and Kaiser expressing the Council's best wishes for their speedy recovery.

112. DECLARATIONS OF INTEREST FROM MEMBERS

Councillor Wallace declared a Private and Personal Interest in Minute No. 124.

124. MOTIONS ON NOTICE

- (i) That the Council believe that Cleveland Police should not be merged to create a Regional Force, but should retain its current boundaries.

Councillor Stephen Wallace
Councillor Marjorie James
Councillor Ann Marshall
Councillor Kevin Cranney
Councillor Gerald Wistow

Motion put and agreed.

C RICHARDSON

CHAIRMAN

CEX/PW/JAH

20 February 2006

Rt Hon Charles Clarke MP
Secretary of State
Home Office
2 Marsham Street
LONDON
SW1P 4DF

Dear Minister

I am writing to inform you that a full meeting of Hartlepool Council, held on 16 February 2006 unanimously approved the following resolution:

'This Council believes that Cleveland Police should not be merged to create a regional force but should retain its current boundaries.'

There has been considerable local debate on this issue and I believe it is important to stress the strength of feeling, both within the Council and the population of Hartlepool as a whole. Having campaigned successfully to gain control of our own affairs through the creation of a unitary local authority, we believe it is entirely unacceptable that such fundamental changes in the operation of what is one of our most important local services should be forced through with such undue haste and little or no genuine consultation with those most affected.

Whilst the Prime Minister, has stressed the importance of 'listening' to the views of people on this matter, has made clear that other options rather than outright merger should be given proper consideration and has said that there should be no 'forcing' through of mergers, it appears that as far as the people of Hartlepool are concerned, nobody in Government is listening. There has been no attempt to consider other options such as inter-force co-operation, and a regional force which is overwhelmingly opposed across the whole of the North East is being forced through by your Department.

What people in Hartlepool find particularly objectionable is that this appears to be part of a concerted effort to force through regional control on a whole range of vital services even though the 'regional agenda' was overwhelmingly rejected in the Regional Assembly referendum just over a year ago (78% of the people of Hartlepool voted against creating an assembly).

We have no confidence that a regional force and authority, which would undoubtedly be dominated by interests in the north of the region, would be able to deliver the quality of local policing required by our communities, and we are absolutely certain that the ability to call to account those in control, whether within the Force or the authority, would be seriously diminished. Under the current structure we can, and do expect the Chief Constable and the Chair of the Police Authority to meet not just with the Council but with local communities to

listen and respond to their concerns and needs. That clearly could not happen with a Regional Force.

There are also serious concerns in relation to the important channels of communication and co-operation which must exist between the police and many Council services, for example in the child protection and licensing fields. We can see no evidence that any real thought has been given as to how placing the police and local council services on such a widely differing structural basis would affect their working arrangements.

We fully support the position taken by the Cleveland Police Authority that the review into police structures has been conducted in a wholly unacceptable manner and that any attempt to force through mergers to create a single North East Force should be strongly opposed.

We would urge you to reconsider the position adopted by your Department and recognise that attempting to impose a structure, which fails to meet the fundamental requirements of local support, consent and accountability is a recipe for disaster.

Yours sincerely

Paul Walker
CHIEF EXECUTIVE



DEPT. 7 APR 2006
PASSED TO _____
DEALT WITH _____
FILE NO. _____

2 Marsham Street, London SW1P 4DF
www.homeoffice.gov.uk

Our Reference: M6014/6
Your Reference: CEX/PW/JAH

Dear Paul Walker,

As I am sure you are aware, Her Majesty's Inspectorate of Constabulary (HMIC), in its report on force structures and protective services, *Closing the Gap*, clearly demonstrated that the current force structure in England and Wales is not fit for purpose and in the interest of efficient and effective policing it should change. HMIC found that the current provision of protective services was not sufficient to meet the required standard. In the interest of public safety, the government has a responsibility to act and address these critical issues.

Your letter mentions the timescale proposed for the reform; the Home Secretary when he first wrote to all forces and authorities acknowledged that he was setting out a challenging timescale. However, the problems in policing serious crime and major incidents, as highlighted in HMIC's report '*Closing the Gap*' are 'here and now' problems and they will not go away. To delay reform would subject the service to a prolonged period of uncertainty which could lead to loss of morale and distraction from their core task of protecting the public. We cannot allow that

06.05.15 - Cabinet - App 4b - Proposed merger of police areas

to happen to the police service so we need to press ahead as quickly as it is sensible to do so.

You raise concerns that local policing may be adversely affected by amalgamation. I see no reason for this to be the case. This reform is about protecting the public better by effectively tackling serious and organised crime that crosses force boundaries. Local policing structures will be left intact and will continue to provide effective local policing to the local area – responding to community needs and priorities. Indeed any proposals to restructure police forces will improve the services that are provided to individual neighbourhoods.

The roll out of neighbourhood policing by 2008 will ensure that local communities will be served by the police station, the police officers and Police Community Support Officers (PCSOs) in their own communities. The creation of strategic forces with sufficient capacity and resilience to deal with major investigations or public order incidents will help safeguard local policing by reducing the need to abstract officers from neighbourhood policing teams.

You also express concern regarding local accountability and mention that under current arrangements senior officers meet with members of the public as well as Hartlepool Borough Council to discuss local issues. We have been considering with relevant stakeholders how we can strengthen police responsiveness and accountability at Basic Command Unit (BCU) level.

We have recently published the results of our review of the partnership arrangements set out in the Crime and Disorder Act. Following this review, we propose to strengthen the effectiveness of Crime and Disorder Reduction Partnerships (CDRPs) including by ensuring that elected local authority members responsible for community safety issues play a full part in setting community safety priorities. These priorities will only be determined after full consultation with local communities. CDRPs will also be subject to periodic scrutiny, by local authority scrutiny committees, and inspection, by the new Inspectorate for Justice, Community Safety and Custody.

In addition, we propose that BCU commanders and local authority chief executives hold regular public briefing sessions to respond to issues raised by local communities.

Finally, the Police and Justice Bill establishes the Community Call for Action to trigger intervention by the local authority scrutiny committee if community safety issues have not been adequately addressed by the police or their partners.

Taken together, these measures amount to a significant enhancement of the accountability arrangements at BCU and CDRP level.

I would also like to assure you that the Government recognises the importance of effective working between police forces, their partners in the Criminal Justice System, and other agencies and organisations. The current operational benefits of co-terminosity with such agencies are apparent and we will want to retain those benefits as far as possible after restructuring.

To minimise any disruption to CJS and other partners, guidance was given to police forces/authorities that there is a presumption against cutting across existing government office boundaries and against splitting an existing police force area between two or more forces, unless a truly compelling case can be made. This is reflected in the design criteria for the development of strategic forces.

You also suggest that there has been no consultation on this issue. The consultation process has been conducted on a local level rather than by central government. Police authorities have been holding consultation exercises and we would expect business cases submitted to reflect local views.

Additionally, as you will know, The Home Secretary's statement on 3 March 2006 provided notice of his intention to merge forces in those areas where the protective services assessment identified one option which was clearly optimal and would be of greatest benefit to those communities. Those areas were the North East, North West, West Midlands and Wales.

Therefore, in accordance with sections 32 and 33 of the Police Act 1996 these police authorities, local authorities and chief constables now have until 2 July to submit any objections to the proposed mergers. Any objections received will be carefully considered.

Yours Sincerely

HAZEL BLEARS MP

Hazel Blears

Paul Walker
Chief Executive

Civic Centre
Hartlepool TS24 8AY

Our Ref: CEX/PW/JAH

Tel: 01429 523001
Fax: 01429 523856
DX: 60669 Hartlepool-1
E-mail: paul.walker@hartlepool.gov.uk



20 February 2006

Rt Hon Charles Clarke MP
Secretary of State
Home Office
2 Marsham Street
LONDON
SW1P 4DF

Dear Minister

I am writing to inform you that a full meeting of Hartlepool Council, held on 16 February 2006 unanimously approved the following resolution:

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What people in Hartlepool find particularly objectionable is that this appears to be part of a concerted effort to force through regional control on a whole range of vital services even though the 'regional agenda' was overwhelmingly rejected in the Regional Assembly referendum just over a year ago (78% of the people of Hartlepool voted against creating an assembly).

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INVESTOR IN PEOPLE

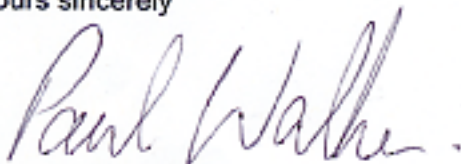
listen and respond to their concerns and needs. That clearly could not happen with a Regional Force.

There are also serious concerns in relation to the important channels of communication and co-operation which must exist between the police and many Council services, for example in the child protection and licensing fields. We can see no evidence that any real thought has been given as to how placing the police and local council services on such a widely differing structural basis would affect their working arrangements.

We fully support the position taken by the Cleveland Police Authority that the review into police structures has been conducted in a wholly unacceptable manner and that any attempt to force through mergers to create a single North East Force should be strongly opposed.

We would urge you to reconsider the position adopted by your Department and recognise that attempting to impose a structure, which fails to meet the fundamental requirements of local support, consent and accountability is a recipe for disaster.

Yours sincerely

A handwritten signature in blue ink that reads "Paul Walker". The signature is fluid and cursive, with a long horizontal stroke at the end.

Paul Walker
CHIEF EXECUTIVE

CABINET REPORT

15th May 2005



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

Subject: TALL SHIPS' RACE 2010

SUMMARY

1. PURPOSE OF REPORT

- 1.1 This report seeks endorsement of the bid submitted on behalf of the Council, Hartlepool Marina Ltd and PD Ports to be a host port for the Tall Ships' Race in 2010.

2. SUMMARY OF CONTENTS

- 2.1 The report refers to the invitation to bid received from the Race organisers, Sail Training International, summarises the context of the bid and explains the decision-making process for the consideration of the bid.

3. RELEVANCE TO CABINET

- 3.1 The Tall Ships' Race offers the potential for significant cultural, educational and economic regeneration benefits, impacting on a number of Cabinet portfolios.

4. TYPE OF DECISION

- 4.1 Non-key.

5. DECISION MAKING ROUTE

- 5.1 Cabinet, 15th May, 2006.

6. DECISION(S) REQUIRED

- 6.1 That Cabinet endorses the bid for Hartlepool to be a host port for the Tall Ships' Race 2010.

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

Subject: TALL SHIPS' RACE 2010

1. PURPOSE OF REPORT

- 1.1 This report seeks retrospective endorsement of Hartlepool's bid to be a host port for the Tall Ships' Race 2010.

2. BACKGROUND

- 2.1 Sail Training International, the organisers of the Tall Ships' Races, wrote to the Hartlepool Marina manager in March to invite a bid from Hartlepool to be a host port for a Tall Ships' Race in the North Sea in 2010. After initial discussions with the Mayor on 7th April, and mindful of the potential economic benefits flowing from such an event, a bid has been prepared and submitted to meet the 30th April deadline.

3. THE BID DOCUMENT

- 3.1 A copy of the bid document will be available at the Cabinet meeting. This bid was submitted on behalf of the Council, Hartlepool Marina Ltd and PD Ports Ltd, the three key parties who would be responsible for the overall delivery of the event, with letters of support from the Tees Valley Partnership, Tees Valley Regeneration and One NorthEast and testimonials from many of the other parties who would play a part in the event organisation, such as the Royal National Lifeboat Institution.
- 3.2 The document sets out information responding to the criteria set out by STI, namely
- i) In-port facilities, infrastructure and arrangements
 - ii) In-port programme and plans for community involvement
 - iii) Provision of trainees and opportunities for ships' income in port
 - iv) Promotion of the event
 - v) Support for and involvement in sail training for young people.

- 3.3 In essence the bid proposes accommodating the largest (“Class A”) ships within Victoria Harbour and the remainder of the fleet (“Classes B, C and D”) within the marina, alongside Harbour Walk so as to minimise the distance between the two groups of ships. Between the two berthing areas would be the “Tall Ships’ Village”, accommodating services and entertainment facilities for crews and visitors. Various existing buildings and the PSS Wingfield Castle and HMS Trincomalee are identified to provide specific facilities and functions during the event, making a very distinctive offer to the organisers and the fleet. The bid also highlights the other assets in close proximity to the event site, e.g. shops and leisure facilities, and the networks in place to ensure that trainees can be provided to participate in the event and that more generally the whole community can be engaged in welcoming the fleet and enjoying the event. It is understood that the invitation to Hartlepool follows very positive feedback from the captains who visited Hartlepool in 2005 on the knowledgeable and friendly welcome they received. The bid seeks to reflect this strength by using the strap line “We know the sea”.

4. WHAT HAPPENS NEXT

- 4.1 The bids from candidate ports will be reviewed by STI for technical aspects and an assessment of alternatives that will provide the fleet with an interesting and practical race course; this stage may involve follow-up questions for clarification. Further assessment including representatives of the national sail training organisations and other STI representatives, possibly including visits to the candidate ports, will also take place, leading to a decision on ports being taken on 30th June; ports would be notified of the outcome in writing in early July.
- 4.2 Successful ports will be expected to enter into a contract with STI which sets out the obligations to be met by the host port.
- 4.3 At this stage no costs and funding details are required for the bidding process but officers will be pursuing estimated costs and potential funding arrangements, albeit in principle only at this stage, four years ahead of the event.

5. RECOMMENDATION

- 5.1 That Cabinet endorses the bid for Hartlepool to be a host port for the Tall Ships’ Race 2010.

CABINET

15 May 2006



Report of: Director of Children's Services

Subject: PRIMARY CAPITAL PROGRAMME

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To provide information to Cabinet on the key features and potential implications of the Primary Capital Programme.
- 1.2 To ask Cabinet whether it wishes to authorise an application to the Department for Education and Skills, for Hartlepool Borough Council to be a pilot authority for the Primary Capital Programme.

2. SUMMARY OF CONTENTS

- 2.1 This report provides information on the government's proposed Primary Capital Programme, which is intended to rebuild, remodel or refurbish at least half of all primary schools nationally, over a period of fifteen years.

3. RELEVANCE TO CABINET

- 3.1 A decision to apply to be a pilot authority for the Primary Capital Programme may have significant financial implications and have a significant impact on communities throughout the town.

4. TYPE OF DECISION

- 4.1 Non key decision

5. DECISION(S) REQUIRED

- 5.1 Members are requested to note the information provided in this report.
- 5.2 Members are requested to consider whether they wish to authorise an application to the Department for Education and Skills, for Hartlepool Borough Council to be a pilot authority for the Primary Capital Programme.

Report of: Director of Children's Services

Subject: PRIMARY CAPITAL PROGRAMME

1 PURPOSE OF REPORT

- 1.1 To provide information to Cabinet on the key features and potential implications of the Primary Capital Programme.
- 1.2 To ask Cabinet whether it wishes to authorise an application to the Department for Education and Skills, for Hartlepool Borough Council to be a pilot authority for the Primary Capital Programme.

2. BACKGROUND

- 2.1 The Primary Capital Programme was announced by the Chancellor of the Exchequer in his 2005 Budget and launched by the publication of a DfES Prospectus on 9th March 2006. The Prospectus introduced a consultation period that closes on 14th June 2006. An application to be a pilot authority must be made by 14th June 2006.
- 2.2 The headline purpose of the Primary Capital Programme, on which DfES is consulting, is to rebuild, remodel or refurbish at least half of all primary schools nationally, over a period of fifteen years.
- 2.3 One of the stated aims of the Programme is to create "...quality school environments which facilitate personalised learning..." There is also a clear emphasis on the extended schools agenda, the government's ten year childcare strategy and Information and Communications Technology (ICT).
- 2.4 Key objectives of the Programme are to address deprivation and respond to population changes. According to Hartlepool's Children and Young People's Plan, eight out of Hartlepool's seventeen wards are among the top 10% most deprived in England, with five of these wards being in the top 3%. Recent research indicates that, unless action is taken, up to one-third of all Hartlepool primary schools will have in excess of 25% surplus capacity by 2010.
- 2.5 Funding for the Primary Capital Programme begins in 2008-09 and is intended to run for around 15 years.
- 2.6 Unlike Building Schools for the Future (where funding is delivered in Waves across a 15 year period) the government's intention is that all local authorities will begin to receive Primary Capital Programme Funding from 2009-10, according to a national formula, with around 25 authorities (2 or 3 in each region) participating in pilots from 2008-09.

- 2.7 The illustrated examples of how funding might be rolled out provisionally suggest that Hartlepool might be regarded as a small, or even exceptionally small, authority with approximately 8,000 primary pupils. If it were also to be regarded as having high levels of deprivation, it might reasonably expect approximately £5million from the programme over the two first main years (2009-10 and 2011-12) with an additional £2million from existing formulaic sources.
- 2.8 The government does not intend to use Private Finance Initiative (PFI) as a procurement methodology for this programme.

3 PRIMARY CAPITAL PROGRAMME: THE PILOTS

- 3.1 Guidance on the pilots for the Primary Capital Programme was published in April 2006.
- 3.2 The stated purpose of the pilots is: "To develop and define best practice for the programme, to develop the underpinning national and local processes needed to deliver results, and to support and build the capacity of other authorities."
- 3.3 In the pilot year, 2008-09, an extra £150million will be shared between the pilot authorities. With around 25 pilots nationally, each is likely to receive an additional £4million - £5million, approximately sufficient for one new two form entry primary school, or two or three re-models / refurbishments.
- 3.4 A pilot authority is likely to be asked by DfES to:
- test particular processes of importance to DfES;
 - be available for regular national meetings of pilot authorities;
 - be willing to share responsibility within the region for consulting with other authorities and keeping them informed of progress, contributing to the building of skills and capacity.
- 3.5 The criteria for becoming a pilot authority are challenging and would need to be considered carefully before any expression of interest were sent to DfES. A copy of 'PRIMARY CAPITAL PROGRAMME: GUIDANCE ON PILOTS' is attached as **Appendix 1** to this report. This guidance addresses issues such as the purpose of the pilots; the number of pilots; funding for pilot authorities; what the pilots will involve; the selection process; how to apply; the selection criteria.

4. EVALUATING HARTLEPOOL'S ABILITY TO MEET THE SELECTION CRITERIA

- 4.1 The selection criteria for authorities considering putting themselves forward as pilots have been published as part of the guidance. These eight questions, along with possible responses, have been reproduced as **Appendix 2** to this report.

5. FINANCIAL IMPLICATIONS OF BEING A PILOT AUTHORITY FOR THE PRIMARY CAPITAL PROGRAMME

- 5.1 The DfES guidance states that there are no financial implications of being involved in the Primary Capital Programme or its pilot. "There are no revenue or running cost funds in this programme or the pilots; it is envisaged that the pilot will form part of the core business of the authority, as already planned and budgeted for."
- 5.2 There may, however, be issues for the Council in terms of capacity. Before decisions are made on which schools to replace, remodel or refurbish, it will be necessary to develop a strategic vision for primary education in the Borough. The Council will need to lead discussions with schools and other partners. This will require a significant commitment of officer time. In addition, if Hartlepool were to be a pilot authority for the Primary Capital Programme, additional demand would be created because of the requirement to work collaboratively with DfES and other authorities, as described in Question 5 of **Appendix 2**. It is unlikely that this demand could be accommodated within existing staffing levels. It would be difficult to identify accurately any potential additional cost to the Authority, as this would depend on any potential demands generated by the Building Schools for the Future (BSF) programme. At a minimum the Primary Capital Programme might involve an increase in staffing costs of between £50,000 and £80,000.

6. KEY ISSUES FOR HARTLEPOOL BOROUGH COUNCIL

- 6.1 The Executive is invited to consider whether it wishes to submit an application to be a pilot authority for the Primary Capital Programme, to enable the Council to begin the renewal of the primary school stock in 2008-09, rather than in 2009-10.
- 6.2 If it is to participate in the Programme at any time, the Council needs to be prepared to begin to take forward work on the Primary Capital Programme from April 2009 at the latest.
- 6.3 If the programme is to be implemented in line with the current consultation Prospectus, resources will be allocated by formula throughout the fifteen year period, but the Council will need, from the very beginning, an overall master plan which will demonstrate how it will consider the issue of surplus places. The quality of consultation on a draft plan will be crucial to achieving acceptance of any consequent changes to the number or size of schools.
- 6.4 Although it would seem attractive to bring additional capital money, in the region of £4million - £5million to the Authority by operating a pilot, there would be a need for additional capacity ahead of the main programme phase, in order to ensure proper delivery of the programme.

7. DECISION REQUIRED

- 7.1 Members are requested to note the information provided in this report.
- 7.2 Members are requested to consider whether they wish to authorise an application to the Department for Education and Skills, for Hartlepool Borough Council to be a pilot authority for the Primary Capital Programme.

PRIMARY CAPITAL PROGRAMME: GUIDANCE ON PILOTS

1. For details of the primary capital programme, please refer to “Every child matters: primary capital programme – building primary schools at the heart of the community”, DfES 2006. These proposals are for consultation, and some details may change in the light of responses.

Purpose of pilots

2. To develop & define best practice for the programme, to develop the underpinning national and local processes needed to deliver results, and to support and build the capacity of other authorities. For example:

- responding to parental demand, expanding popular schools, solutions to school failure, federations, trusts and networks of schools;
- every child matters, using children’s trust approach, and extended services;
- design and procurement issues, e.g. exemplar designs, standardisation, off-site construction, value for money procurement methods, sustainability, use of BB99;
- involving partners, schools, pupils and communities, and building skills and capacity into the system;
- joining up planning, funding and monitoring at local and national level across children’s and other services.

Number of pilots

3. Around 25 nationally: 2 to 3 per region; with a mix of types and sizes of authority across the country.

Funding

4. Funding as follows:

- In 2006-07 and 2007-08, authority’s existing capital allocations only;
- in 2008-09, sharing extra £150 million capital between pilots. So, likely extra funding: £4 million - £5 million.
- There are no revenue or running cost funds in this programme or the pilots; it is envisaged that the pilot will form part of the core business of the authority, as already planned and budgeted for.
- From 2009-10, pilot authorities will receive a full share of the extra capital resources, allocated according to the national formula.
- Extra funding in 2008-09 is conditional on completion of the entire pilot.

What will the pilots involve?

5. The Department will work with the pilots, once selected, to develop and agree how the pilots will work. But authorities considering offering themselves should expect, for example, to: test particular processes of importance to the Department (e.g. how might children & young people's plans or asset management be adapted; testing different types of monitoring exercises); be available for (at least termly) national meetings of the pilots with the Department; and be willing to share responsibility within their region to consult other authorities, keep them informed of progress and contribute to the building of skills and capacity. Timescales are suggested on page 55 of the consultation prospectus.

Selection

6. The Department will choose as pilots the authorities that:
- a. best demonstrate in their expression of interest that they
 - i) match all the criteria indicated below;
 - ii) offer specific strengths in one or more of the criteria (e.g. collaboration, procurement etc), which will be replicable more widely; and
 - iii) have exciting, but realistic and deliverable, plans for how they will invest the extra pilot funding available in the financial year 2008-09.
 - b. it can confirm from its own knowledge will work collaboratively and will deliver, e.g. OFSTED or Audit Commission reports, involvement in ECM or primary programmes, successful management of recent capital projects (the Department may also ask national partners for views on this); and
 - c. overall, nationally, offer a good mix of types and sizes of authority and primary schools and a full range of replicable good practice.

How to apply

7. Send an expression of interest (up to 5 page A4) by 14 June 2006: in hard copy to Johanne Freeman, Department of Education and Skills, Area 5Q, Sanctuary Buildings, Great Smith Street, London SW1P 3BT **and** electronically by e-mail to johanne.freeman@dfes.gsi.gov.uk .

8. In the interests of fairness, the Department will not look at or comment on drafts before the deadline. Please note that the deadline is final; there will be no extensions and expressions of interest received after 14 June will not be accepted. Sending an expression of interest will be taken as acceptance of the arrangements set out here.

9. Enquiries to: Philip Parker 020 7925 6566 or e-mail philip.parker@dfes.gsi.gov.uk .

10. Results will be announced in September 2006.

Selection criteria for authorities considering putting themselves forward as pilots

11. We are aware that the prospect of funding can lead local authorities and others to spend considerable time, effort and money putting together bids. This can lead to significant waste if there is not a reasonable prospect of success. To avoid this, we hope it is helpful to set out some self-evaluation criteria. We want to work with only about 1 in 6 authorities in the pilot phase (2 to 3 per region at most) who can answer 'yes' to the questions below. So, we would hope that no more than a third of authorities will put in expressions of interest, but with a balance from across regions. If in doubt, we would be happy to discuss by phone.

12. These will be key questions for the Department in choosing the pilots (see above) and they should be addressed clearly in the expression of interest.

Q1. Has the authority already agreed and started to put in place a bold strategic vision for Every Child Matters and primary provision, using existing capital allocations for 2006-07 and 2007-08 to make it happen?

Q2. Has the authority had success in joining up planning and funding effectively to make the vision a reality in particular capital projects?

Q3. Has the authority a good track record in delivering complex capital projects, e.g. high quality and sustainable design, on time and to cost, and does it have the infrastructure to procure and spend extra resources from 2008-09?

Q4. Has the authority already made a difference for primary-age children, particularly by raising its key stage 2 results above the national average?

Q5. Can the authority commit its own people and resources to working collaboratively with DfES, other pilot authorities and its regional neighbour authorities to develop the national programme and develop regional capacity?

Q7. Does the authority have existing or emerging best practice and new ideas to contribute on:

- responding to parental demand, expanding popular schools, solutions to school failure, federations, trusts and networks of schools?
- every child matters, using children's trusts, and extended services?

- design and procurement issues, e.g. exemplar designs, standardisation, off-site construction, value for money procurement methods, sustainability, use of BB99?
- involving partners, schools, pupils and communities?
- joining up planning, funding and monitoring across children's and other services?

Q8. Does the authority have exciting, but realistic and deliverable, plans for how it will invest £4 million to £5 million in the pilot in 2008-09?

Schools Capital Division
Department for Education and Skills
April 2006

PRIMARY CAPITAL PROGRAMME: EVALUATION AGAINST CRITERIA

Authorities that are considering putting themselves forward as pilots are invited by DfES to address a number of self-evaluation criteria. These are reproduced below, along with possible responses in relation to Hartlepool's potential readiness to be a pilot authority for the Primary Capital Programme. *(Please note that there was no Question 6 in the DfES document.)*

Q1. Has the authority already agreed and started to put in place a bold strategic vision for Every Child Matters and primary provision, using existing capital allocations for 2006-07 and 2007-08 to make it happen?

A1. Hartlepool Borough Council has begun the process of putting in place a bold strategic vision for Every Child Matters and primary provision. Its draft Children and Young People's Plan was described as "exceedingly clear and well-integrated" by the authority's DfES adviser. The authority has conducted a thorough audit of school places and demographic predictions and is ready to consult with schools and key partners on the best way to organise primary education in future years. As an example of actions already in place the authority has committed funding from 2006/07 formulaic allocations, along with its own resources, to address issues at Jesmond Road Primary School, the school in the authority with the highest level of surplus capacity. Pilot funding in 2008/09 would present an ideal opportunity to move this agenda forward at an appropriate pace.

Q2. Has the authority had success in joining up planning and funding effectively to make the vision a reality in particular capital projects?

A2. Since the beginning of the financial year 2003/04 Hartlepool Borough Council has procured a considerable amount of works to school buildings. This has included a new Church of England Voluntary Aided Secondary School, a major extension to a Roman Catholic Voluntary Aided Secondary School, an extension to the City Learning Centre, three spaces for sport and arts, the redevelopment of an outdoor learning centre and a variety of other projects each with a contract value in excess of £200,000. These projects have involved funding from a wide variety of sources, including DfES formulaic funding, Targeted Capital Fund, special initiatives funding (eg Space for Sport and Arts, City Learning Centre), regeneration funding (eg Single Regeneration Budget, New Deal for Communities), European Funding, Football Association funding, Sure Start and Children's Centre funding, Extended Schools funding, New Opportunities Fund / Big Lottery Fund, Sport England funding. In terms of early years capital development, the Council has developed, on time and to budget, seven neighbourhood nurseries and five children's centres across eleven sites. Altogether 476 new childcare places have been delivered, at a capital cost of approximately £2.5million.

Q3. Has the authority a good track record in delivering complex capital projects, e.g. high quality and sustainable design, on time and to cost, and does it have the infrastructure to procure and spend extra resources from 2008-09?

A3. *Hartlepool Borough Council has worked in collaboration with the relevant Church of England and Roman Catholic dioceses to procure a new school (c.£10million) and a major extension to an existing school (c.£6million). The authority has also led the redevelopment of an outdoor learning centre (c.£1million) with money from the Big Lottery Fund and the financial support of three partner local authorities. The Council reviewed its Procurement Strategy in 2005 and appointed a Head of Procurement and Property Services to deliver the objectives of the strategy and ensure effective management of the Council's assets.*

A corporate strategic group has been established to provide coordination and direction of an integrated capital strategy and asset management plan across the Council. As a small authority, Hartlepool Borough Council has a limited number of staff dedicated to procurement of school buildings. Within the Children's Services Department there is an Asset Manager and an Asset Management Officer. Within the Neighbourhood Services Department there is a team of technical professionals, including architects and quantity surveyors and a dedicated project manager. The Council's Cabinet has agreed to procure framework agreement(s) for technical professional services in order to improve the capacity and skill base to deliver projects such as the Primary Capital Programme. The framework(s) will be in place for April 2007. The authority is confident that it would have the capacity to deal with any additional resources made available by the Primary Capital Programme, as described in the Prospectus.

Q4. Has the authority already made a difference for primary-age children, particularly by raising its key stage 2 results above the national average?

A4 *Despite the fact that Hartlepool is the 14th most disadvantaged local authority nationally, very significant progress has been made in terms of school improvement. In Hartlepool, Key Stage 2 performance was above national averages in 2005. 79.6% of eleven year olds achieved the expected Level 4 or above in English and 78.4% did so in maths. At the higher levels, 29.1% of pupils achieved Level 5 or above in English and 32% did so in maths – both above national averages. Hartlepool is the most improved local authority nationally for KS2 outcomes between 2003 and 2005. However, despite the good progress on school improvement, there are still areas of the town where capital investment would support further gains.*

Q5. Can the authority commit its own people and resources to working collaboratively with DfES, other pilot authorities and its regional neighbour authorities to develop the national programme and develop regional capacity?

A5. Despite being a small authority, Hartlepool is rated excellent by the CPA process. Elected members, senior officers and other staff are involved in strong regional networks and make a significant contribution. One good example of this would be in relation to Excellence in Cities, where Hartlepool led on the development of a peer evaluation tool which was subsequently adopted nationally. The authority is happy to commit to working collaboratively with others on the Primary Capital Programme, although there may be a need for additional capacity to deliver the programme, depending on DfES decisions on how capital finance is delivered to authorities.

Q7. Does the authority have existing or emerging best practice and new ideas to contribute on:

a) responding to parental demand, expanding popular schools, solutions to school failure, federations, trusts and networks of schools?

A7 a) In September 2006, 94.2% of secondary and 96.4% of primary admissions first preferences were met through the application of the coordinated admissions arrangements, indicating a high degree of parent satisfaction in relation to the provision of school places. One of Hartlepool's particular strengths is in relation to its small size and collegiate and collaborative approach to school improvement. This has already developed into several networked communities and arrangements, where the local authority has brokered partnership working between successful schools and those causing concern (eg in OFSTED categories). Currently one of Hartlepool's primary schools is deemed to have serious weaknesses.

b) every child matters, using children's trusts, and extended services?

A7b) Hartlepool has taken a town-wide approach to Every Child Matters, with all partners involved in, and signed up to, a strong Children and Young People's Plan, which is based directly on the five outcomes. A Children and Young People's Strategic Partnership is in place and, as part of a review of Hartlepool's partnership arrangements this is to be developed into a Children's Trust, probably by April 2007. In the meantime a locality based commissioning model is being established through a joint strategy for Extended Schools and Children's Centres built around the delivery services to local communities. This approach is closely interlinked with the development of integrated working to improve outcomes for children and young people. A multi-agency Action Learning Set

to facilitate whole system change around the Every Child Matters: Change for Children agenda that will include primary schools is being established.

- c) design and procurement issues, e.g. exemplar designs, standardisation, off-site construction, value for money procurement methods, sustainability, use of BB99?

A7 c) The Council has been active in putting into practice the principles of Rethinking Construction and has a strong partnership approach.

A strategic partnering arrangement with 3 Contractors is in place to deliver maintenance and improvement works to a value of £100k. This arrangement has developed successfully and has built capacity, experience and skills within the Council, the Contractors and significantly the Schools as Clients. This arrangement has grown and could be extended to work procured under the Primary Capital Programme. Indeed this is evidenced at Jesmond Road School where the partnership is being used to deliver a £300k improvement scheme.

A partnering approach is also utilised on major projects and this has proved useful in working to draw design and construction teams together at an early stage for improvement project management and value engineering. The Carlton Outdoor Centre is an example where this approach is proving successful.

The planned framework agreement(s) for professional services will also enhance our ability to deliver and this is seen as potential for a wider approach to partnership working for the benefit for Primary Capital Programme and Building Schools for the Future.

Extensive suitability surveys have recently been carried out to complement condition surveys and inform the design and asset management processes. Surveys were carried out with regard to BB99 and all Primary School projects are designed as far as possible to BB99 standards.

We have worked with schools in promoting “green energy” and greatly increased the usage so that 87% of schools now use green energy. 100% of other public buildings use green energy.

- d) involving partners, schools, pupils and communities?

A7 d) It is fundamental to Hartlepool's philosophy that schools, partners, local communities and particularly children and young people should be fully involved in shaping future education provision for the Borough. Evidence of this philosophy can be found in the recently approved Children and Young People's Plan, which took the views of children and young people as its starting point and through the work of the Council's Executive and Scrutiny Forums, both of which have encouraged an expansion of the engagement with children and young people

- e) joining up planning, funding and monitoring across children's and other services?

A7 e) Hartlepool Borough Council has a commitment to joined up planning, funding and monitoring across services for children, young people and their families, as articulated in the Children and Young People's Plan. The authority is intending to establish a Children's Trust, by 2007, and the timescale for the Primary Capital Strategy pilots fits ideally with the development of the Trust

- Q8. Does the authority have exciting, but realistic and deliverable, plans for how it will invest £4 million to £5 million in the pilot in 2008-09?

A8. Such plans are not yet finalised, but are being prepared and would certainly be ready for delivery in 2008-09. The authority considers that it is vital to have developed a vision that is shared with its schools and key partners, before having detailed plans for capital expenditure. This process has begun, as described earlier, and it is anticipated that a Project Plan could provide for investment plans that will be ready in time for the start of a pilot in 2008-09.

CABINET REPORT

15th May 2006



Report of: Assistant Chief Executive

Subject: COMPREHENSIVE PERFORMANCE
ASSESSMENT 2006

SUMMARY

1. PURPOSE OF REPORT

Hartlepool Borough Council will undergo its Comprehensive Performance Assessment (CPA) in November 2006. The purpose of this report is to brief Cabinet on the CPA methodology, how they can contribute to the process and provide an outline timetable. Further information and reports will follow this report.

2. SUMMARY OF CONTENTS

The report includes background information relating to CPA since its introduction in 2002, describes the methodology to be used in 2006, the timetable and indicates how members will be involved.

The Government introduced Comprehensive Performance Assessment (CPA) in 2002. CPA seeks to measure how well councils are delivering services for local people and communities. The process distils a complex set of judgements on councils and the services that they provide into simple terms. In 2002 the Council was top rated as Excellent and this was maintained through to 2004.

In 2005, following consultation by the Audit Commission, the methodology for CPA was refined and the new approach is summarised in "CPA – the Harder Test explained". As the name suggests the Council will need to achieve higher standards to maintain its top rating. Each council will now be given an overall category rating ranked from 0 to 4 stars.

In December 2005 the Council was top rated with 4 stars.

3. RELEVANCE TO CABINET

Cabinet members will play a key role in the CPA process and this is described in the report.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

The report is for information only. A similar report will also be presented to Scrutiny Coordinating Committee.

6. DECISION(S) REQUIRED

Cabinet is requested to note the report and the preparations underway.

Report of: Assistant Chief Executive

Subject: COMPREHENSIVE PERFORMANCE ASSESSMENT
2006

1 PURPOSE OF REPORT

- 1.1 Hartlepool Borough Council will undergo its Comprehensive Performance Assessment (CPA) in November 2006. The purpose of this report is to brief Cabinet on the CPA methodology, how they can contribute to the process and provide an outline timetable. Further information and reports will follow this report.

2 BACKGROUND

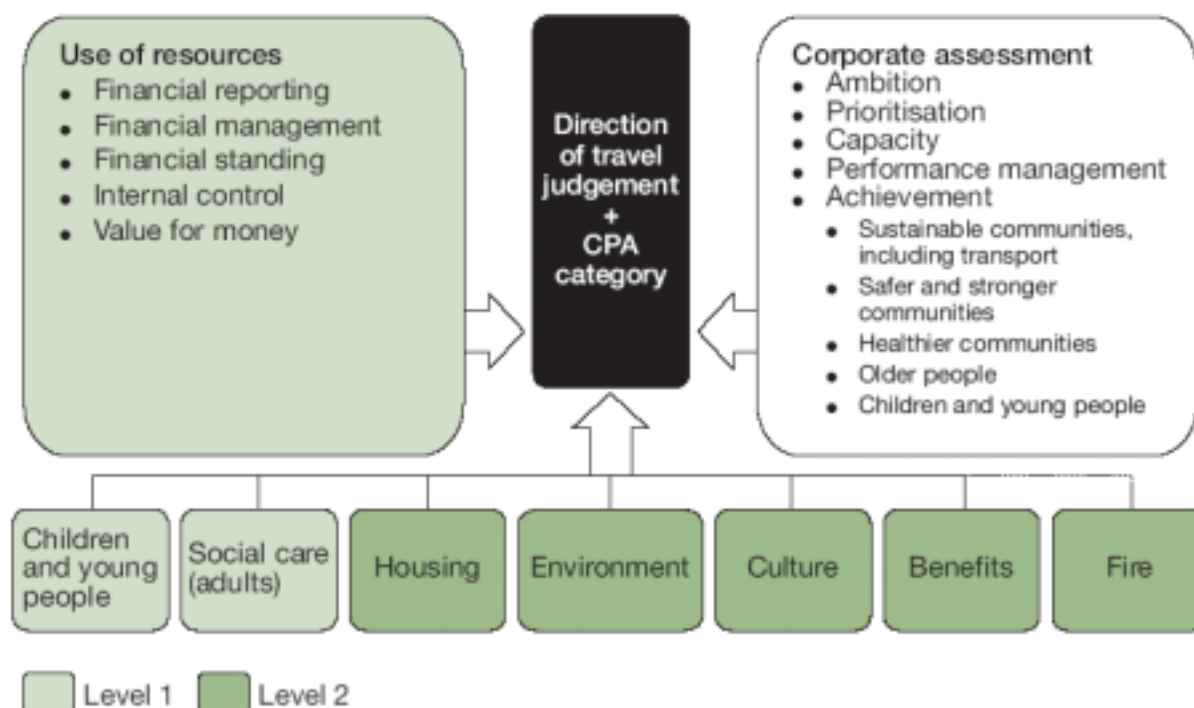
- 2.1 The Government introduced Comprehensive Performance Assessment (CPA) in 2002. CPA seeks to measure how well councils are delivering services for local people and communities. The process distils a complex set of judgements on councils and the services that they provide into simple terms. In 2002 the Council was top rated as Excellent and this was maintained through to 2004.
- 2.2 In 2005, following consultation by the Audit Commission, the methodology for CPA was refined and the new approach is summarised in "CPA – the Harder Test explained" available at www.audit-commission.gov.uk/cpa/stcc/index.asp. A copy has been placed in the Members Library. As the name suggests the Council will need to achieve higher standards to maintain its top rating. Each council will now be given an overall category rating ranked from 0 to 4 stars.
- 2.3 Alongside the overall category rating for each council will be a direction of travel judgement. This will indicate how well it is improving. The direction of travel assessment will include a judgement label. The labels are: improving strongly, improving well, improving adequately, not improving adequately and not improving.
- 2.4 In December 2005 the Council was top rated with 4 stars and for direction of travel was rated as improving well.

3 CPA METHODOLOGY AND TIMETABLE

- 3.1 The CPA overall category and direction of travel judgements are constructed from the following three elements: corporate assessment, use of resources assessment (including value for money), and individual service assessments. The diagram below illustrates the arrangements. The use of resources and service assessments for children and young people and adult social care carry

additional weight (Level 1) in determining the overall category and direction of travel judgement. For most elements the Council is required to submit a self assessment describing the context in which we operate and progress being made.

New CPA framework for single tier and county councils



Source: Audit Commission

Service assessments

- 3.2 The Audit Commission will assess housing, environment and cultural services using a mixture of performance indicators and inspection. The Commission for Social Care Inspection (CSCI), Office for Standards in Education (Ofsted) and Benefit Fraud Inspectorate (BFI) will provide the annual assessments for adult social care, children's services and benefits.

Use of Resources

- 3.3 This is an annual assessment undertaken by the council's external auditors that looks at how well a council manages its money and other resources. There is now an explicit 'value for money' judgement within this.
- 3.4 The five scored themes in the Use of Resources assessment are financial reporting; financial management; financial standing; internal control and value for money. The use of resources assessment is now more strategic, with greater emphasis on improving standards of financial management and value for money.

It also reflects good practice and professional standards that have been published since 2002.

Corporate assessment

3.5 These are carried out for each council by the Audit Commission every three years. They focus on a council's community leadership role and will chart a council's achievements. This element of the CPA is where Cabinet and other Members will have an important opportunity to contribute.

3.6 The five scored corporate assessment themes are:

- Ambition
- Prioritisation
- Capacity
- Performance management and
- Achievement

Achievement has five sub-themes focusing on the shared priorities of central and local government.

- sustainable communities and transport – including the local economy, labour and housing markets
- safer and stronger communities – looking at what the council plans to do to help reduce crime and the fear of crime and build stronger communities including antisocial behaviour
- healthier communities – looking at how the council, with its partners, helps to improve the health of local people
- older people and
- children and young people – assessed by a joint area review

3.7 Joint Area Reviews (JARs) led by Ofsted will be carried out at the same time as a corporate assessment. These reviews focus on how local services and partnerships contribute to improving outcomes for children and young people. Some of their findings will feed directly into the achievement section within the overall corporate assessment and will determine the service assessment for children and young people.

3.8 The starting point for the corporate assessment is the completion of a 25 page self assessment by the Council. The Commission has published headline questions and key lines of enquiry for corporate assessments. These can be found at the Audit Commission's web site at www.audit-commission.gov.uk/cpa/stcc/stckloe.asp .

3.9 This time round corporate assessments will look more closely at how well a council understands and takes account of the needs and diversity of its local communities; and more focus will be given to council leadership and partnership

working. The Council will be seeking wide ranging contributions to the self assessment to help validate and provide a balanced picture of the town and our performance.

- 3.10 The independent teams (approximately 15 people) undertaking the corporate assessment and JAR will spend two weeks in the town and will interview a range of people including members, managers, staff, residents, service users and partners and other stakeholders. It is likely they will wish to observe meetings such as the Cabinet, Scrutiny Coordinating Committee and LSP Board.

Timetable and Member contribution

- 3.11 The key milestones in the process are:

Use of Resources self assessment submitted	July 2006
Corporate self assessment submitted	October 2006
Corporate assessment and JAR fieldwork	Late November 2006
Draft report sent to council	December 2006
Publication of CPA result	February 2007

- 3.12 Members will contribute in two main ways. Firstly by contributing and commenting on the self assessments the Council will be preparing. Several of the lines of enquiry which the CPA inspectors will follow relate to how the Members, both executive and scrutiny, demonstrate leadership and the ability to take (and stick to) tough decisions. Secondly, during the corporate assessment and JAR fieldwork the inspectors will wish to discuss with Members on a one-to-one or group basis the progress being made in Hartlepool. A list of potential interviewees taken from national guidance includes the Mayor, cabinet members, scrutiny chairs, chairs of committees (e.g. planning, standards, audit) and members of scrutiny panels:.
- 3.13 Over the next six months the Council will ensure all Members are kept up to date and have opportunities to contribute ideas and views to the self assessments that will be submitted as part of the CPA process.

4 RECOMMENDATION

- 4.1 Cabinet is requested to note the report and the preparations underway.

CABINET REPORT

15 May 2006



Report of: Head of Environmental Management

Subject: AVIAN FLU

SUMMARY

1. PURPOSE OF REPORT

To update Members on the Avian Flu outbreak.

2. SUMMARY OF CONTENTS

The report sets out the history to bird flu, controls that are in place to prevent spread of infection and the role of the Local Authority.

3. RELEVANCE TO CABINET

The subject is of national and local interest.

4. TYPE OF DECISION

For information only.

5. DECISION MAKING ROUTE

Cabinet, 15 May 2006.

6. DECISION(S) REQUIRED

To consider and note the contents of this report.

Report of: Head of Environmental Management

Subject: AVIAN FLU

1. PURPOSE OF REPORT

- 1.1 To update Members on the Avian Flu outbreak.

2. BACKGROUND

Pathogeny

- 2.1 Avian influenza is a highly contagious viral disease affecting the respiratory, digestive and/or nervous system of many species of birds. It is caused by a Type A influenza virus, of which there are two types, low pathogenic (LPAI) and high pathogenicity (HPAI).
- 2.2 All birds are thought to be susceptible to infection with avian influenza, though some species are more resistant to infection than others. Infection causes a wide spectrum of symptoms in birds, ranging from mild illness to a highly contagious and rapidly fatal disease resulting in severe epidemics. The latter is known as “highly pathogenic avian influenza”. This form is characterized by sudden onset, severe illness, and rapid death, with a mortality that can approach 100%.
- 2.3 Fifteen subtypes of influenza virus are known to infect birds, thus providing an extensive reservoir of influenza viruses potentially circulating in bird populations. To date, all outbreaks of the highly pathogenic form have been caused by influenza A viruses of subtypes H5 and H7.

History of Outbreak

- 2.4 A highly pathogenic form of avian influenza known as “fowl plague”, first appeared in Italy more than 100 years ago (around 1878). Pathogenic avian influenza was first recognized in the United States in 1924-25 and re-occurred in 1929. Non-pathogenic and mildly pathogenic influenza A viruses occur world-wide. (Highly pathogenic avian influenza A (HPAI) viruses of the H5 and H7 HA subtypes have been isolated occasionally from free-living birds in Europe and elsewhere).
- 2.5 Since 1983, outbreaks of HPAI have occurred in Pennsylvania, USA, Australia, Pakistan, Hong Kong, Italy, Chile and Mexico. A serious outbreak of avian influenza in the Netherlands in 2003, spreading to Belgium and Germany, affected some 250 farms and necessitated the slaughter of more than 28 million poultry.

- 2.6 Another serious epidemic of this disease affected Japan, South Korea and South-East Asia early in 2004. This outbreak is still ongoing in China and parts of South-East Asia.
- 2.7 More recently there have been reports of infection of birds in Asia; Africa and Europe including some EU member states. In one week in February 2006, Italy, Greece, Bulgaria, Germany, Austria, France, Slovenia, India, Iran and Egypt confirmed their first cases of H5N1 in wild birds.
- 2.8 Migratory waterfowl – most notably wild ducks – are the natural reservoir of avian influenza viruses, and these birds are also the most resistant to infection. Domestic poultry, including chickens and turkeys, are particularly susceptible to epidemics of rapidly fatal influenza.
- 2.9 Direct or indirect contact of domestic flocks with wild migratory waterfowl has been implicated as a frequent cause of epidemics. Live bird markets have also played an important role in the spread of epidemics.
- 2.10 Recent research has shown that viruses of low pathogenicity can, after circulation for sometimes short periods in a poultry population, mutate into highly pathogenic viruses. During a 1983-1984 epidemic in the United States of America, the H5N2 virus initially caused low mortality, but within six months became highly pathogenic, with a mortality approaching 90%. Control of the outbreak required destruction of more than 17 million birds at a cost of nearly US\$ 65 million. During a 1999-2001 epidemic in Italy, the H7N1 virus, initially of low pathogenicity, mutated within 9 months to a highly pathogenic form. More than 13 million birds died or were destroyed.

Symptoms

- 2.11 Typically the disease presents suddenly with affected birds showing oedema of the head, cyanosis (blueness) of the comb and wattles, dullness, lack of appetite, respiratory distress, diarrhoea and drop in egg production. Birds may often die without any signs of disease being apparent. However, there can be considerable variation in the clinical picture and severity of the disease.

3. CONTROLS

- 3.1 The quarantining of infected farms and destruction of infected or potentially exposed flocks are standard control measures aimed at preventing spread to other farms and eventual establishment of the virus in a country's poultry population. Apart from being highly contagious, avian influenza viruses are readily transmitted from farm to farm by mechanical means, such as by contaminated equipment, vehicles, feed, cages or clothing. High pathogenic viruses can survive for long periods in the environment, especially when temperatures are low. Stringent sanitary measures on farms can, however, confer some degree of protection.

(a) Infected Premises

Prohibition on movements of animals, litter and vehicles into or out of the infected place. Cleansing and disinfections of premises and vehicles. Schedule 3 of the Animal Health Act 1981 provides for the compulsory slaughter of diseased poultry and poultry which is suspected of being infected or which has been exposed to the infection of disease. Eggs must also be destroyed.

(b) Infected Areas

In accordance with a recent EU decision, a protection zone of a minimum of three kilometres radius and a surveillance zone of 10 kilometres – will be put in place around any confirmed case. Within these zones restrictions will be imposed on the movement of poultry eggs and poultry products. In addition, keepers of birds in the protection zone will be instructed to isolate their birds from wild birds by keeping them indoors wherever possible.

3.2 Increased bio-security will be introduced within the protection zone with any persons or vehicles entering or leaving poultry premises being required to be disinfected with approved chemicals.

3.3 Any confirmation of a case of H5N1 may result in further restrictions subject to veterinary risk assessment.

4. VACCINATIONS

4.1 Animal Health experts say that vaccinating the UK's poultry is not currently needed as a precautionary measure against bird flu.

4.2 Current bird flu vaccines do not offer complete protection from infection and could in some circumstances 'hide' the virus in affected flock. The Government have said the vaccines were not a path they want to go down.

5. WHERE WE ARE NOW

5.1 At the time of preparing this report, H5NI has been confirmed in a wild swan in Fife, Scotland, no other cases have as yet been identified. Since this is the highly pathogenic avian influenza virus a protection zone of 3km and a surveillance zone of 10km are in place. These will remain for a minimum of 21 days from the confirmation of the disease.

5.2 Control measures in these zones have been implemented as previously outlined and all bird gatherings at markets / fairs have been banned.

- 5.3 In addition a wild bird risk area extending to 2,500km along the North-East coast of Scotland from the firth of forth to Stonehaven has also been introduced.
- 5.4 The UK has banned imports of live chickens from Croatia, Turkey, Romania, Russia, Kazakhstan, Thailand, etc where avian influenza outbreaks have occurred.
- 5.5 The EU has temporarily banned imports of captive birds from outside the Union and all imports of poultry products and eggs from Thailand.
- 5.6 The importation of various birds and bird products from South Africa has also been banned.
- 5.7 The public are being requested to report any dead swans, geese or ducks, more than three dead birds of the same species or more than five dead birds of different species in the same location to the Department of the Environment Farming and Rural Affairs (DEFRA) helpline on 08459 335577.
- 5.8 There has also been a recent report of low pathogenic avian influenza (H7 type) in Norfolk, which has resulted in the slaughter of three flocks of poultry. A mild form of this illness has also affected a poultry farm worker.

6. PROTECTION OF DOMESTIC FLOCKS

- 6.1 Poultry keepers have been advised to keep their birds away from wild birds and to feed and water them indoors.
- 6.2 Keepers such as free-range farmers whose flocks normally live outdoors have been advised to make preparation to bring them under cover if, necessary to protect them from infection.
- 6.3 Under a recently adopted EU directive, anyone with 50 or more birds has been obliged to add them to a national register by the end of February 2006. Smaller flocks can also be added on a voluntary basis.
- 6.4 Poultry keepers have been informed about the disease and urged to look out for symptoms. Bird flu is a “notifiable disease” which means that poultry keepers are obliged by law to report infected birds.
- 6.5 At this time it is considered disproportionate to house poultry on a UK wide basis.

7. THE LOCAL AUTHORITY INVOLVEMENT

- 7.1 At this time the Council's involvement has been providing advice to the general public and poultry keepers, identifying poultry keepers within our district (particularly those with less than 50 birds) and developing plans to deal with an outbreak within the Borough.

- 7.2 Should Avian Flu be identified within the Borough or in an area adjoining, we would be instructed by DEFRA of the level of involvement required. This will include work on movement restrictions, ensuring the separation of flocks from wild birds, monitoring, cleansing, disinfection and identification of unregistered flocks.
- 7.3 Other work may involve closure of footpaths and placement of road signs.
- 7.4 We may also be requested by DEFRA to assist in the collection of birds and delivery to laboratory facilities.
- 7.5 If an order is issued to house poultry we will be required to ensure this is complied with.
- 7.6 The required disinfectant and personal protective equipment for staff has been acquired.
- 7.7 DEFRA information and guidance has been the subject of several articles in the local press and information is posted on the Council website

8. RESOURCE IMPLICATIONS

- 8.1 It is difficult at this time to evaluate the impact on Council resources, but there is a potential for a substantial impact. The collection of dead birds following an outbreak together with enforcement /monitoring duties, will require staff to be diverted from other areas of work. We have only one part time Animal Health Officer employed within this Council.

9. TRANSMISSION TO HUMANS

- 9.1 Avian Influenza was thought only to infect birds until the first human cases were discovered in Hong Kong in 1997. Humans catch the disease through close contact with live infected birds. As of 6th April 2006 the World Health Organisation (WHO) has confirmed 192 cases of H5NI in humans, leading to 109 deaths.
- 9.2 The transmission of the virus between humans has not been confirmed.
- 9.3 The H5NI virus does not currently pose a large-scale threat to humans, as it cannot pass easily between people. However, experts fear the virus could mutate to gain this ability and in its new form, trigger a flu pandemic.
- 9.4 Avian Flu is not a food-borne virus, therefore, eating thoroughly cooked chicken and eggs does not pose a risk.

10. RECOMMENDATIONS

- 10.1 That the report be noted.

CABINET REPORT

15th May 2006



Report of: Director of Regeneration and Planning Services

Subject: TEES VALLEY AREA TOURISM PARTNERSHIP

SUMMARY

1. PURPOSE OF REPORT

- 1.1 This report provides information on the estimated costs and proposed funding arrangements for the Tees Valley Area Tourism Partnership (ATP), as requested by Cabinet on 29th March, 2006.

2. SUMMARY OF CONTENTS

- 2.1 The report refers to the background of the Cabinet's endorsement of the ATP proposals in January, 2006 and the noting of the governance arrangements in March, 2006. Details are provided of the budget summary for 2006-7 and the funding proposals, including the Borough Council's contribution.

3. RELEVANCE TO CABINET

- 3.1 Tourism is relevant to a number of Cabinet portfolios, including Regeneration and Liveability and Culture, Housing and Transportation.

4. TYPE OF DECISION

- 4.1 Non key, information only.

5. DECISION MAKING ROUTE

- 5.1 Cabinet, 15th May, 2006.

6. DECISION(S) REQUIRED

- 6.1 That the report be noted.

Report of: Director of Regeneration and Planning Services

Subject: TEES VALLEY AREA TOURISM PARTNERSHIP

1. **PURPOSE OF REPORT**

- 1.1 This report provides information on the estimated costs and proposed funding arrangements for the Tees Valley Area Tourism Partnership (ATP), as requested by the Cabinet at its meeting on 29 March, 2006.

2. **BACKGROUND**

- 2.1 The Cabinet has received previous reports on the proposals to establish an Area Tourism Partnership for the Tees Valley, as part of a region-wide network also including One NorthEast and the other three sub-regions of the North East. On 24th January, 2006 the Cabinet endorsed the overall proposals for the establishment and operation of the ATP and on 29 March, 2006 the Cabinet noted the proposed governance arrangements for the ATP, as agreed with One NorthEast. At the latter meeting, the Cabinet requested further details on the cost and funding arrangements for the ATP.

3. **COST AND FUNDING ARRANGEMENTS**

- 3.1 Provisional cost and funding details were outlined to the Cabinet on 24 January; the updated budget summary for 2006-7 is as follows

	£000
Core staff, inc. on-costs ¹	366
Strategy/partnership development ²	25
Marketing ³	168
Product development ⁴	5
Business development operational budget ⁵	<u>4</u>
	<u>568</u>

Notes

¹ .8 core posts, plus administration, clerical, financial and HR support, NI and superannuation costs, premises and office costs. Staffing structure to be confirmed once the Chair and the Head of the Partnership have been appointed and have reviewed structure.

² Revision of Tees Valley Tourism Strategy, establishment of working groups, developing local initiatives, assistance towards implementation of consultancy studies.

³ Delivery of Tees Valley Marketing Plan to promote Tees Valley on local, regional and national level. Activities will include print, advertising, distribution, website, pr, direct mail, email campaigns.

⁴ Contribution towards development and improvements of the tourism product ie, encouragement of attractions to participate in VAQAS (Visitor Attraction Quality Assurance Scheme) and accommodation to join up to Quality Assurance scheme.

⁵ To assist in the delivery of business support, training and business advice and to encourage participation in monitoring and research programmes.

3.2 These budget costs will be met by funding contributions as follows:

	£000
Tees Valley Partnership Single Programme	310
LA contributions to Joint Strategy Unit ¹	173
LA marketing funds ²	40
Private sector contribution to marketing	30
ONE marketing contribution	<u>15</u>
Total	<u>568</u>

Notes

1. The LA contributions represent a continuation of the previous funding support for the Tees Valley Tourism Bureau, which was part of the approved funding for the Joint Strategy Unit. Hartlepool's contribution for 2006-7 is £23,881 (on a per capita basis).

2. A pooling of LA marketing funds to maximise impact. Hartlepool's contribution for 2006-7 is likely to be £5-8,000.

3.3 In summary, the Borough Council is contributing a total of approximately £30,000 from approved budgets towards the costs of the Tees Valley ATP in 2006-7. Given that the ATP is part of a region-wide network instigated by One NorthEast and through which the great bulk of tourism development funding and investment will be steered, it is important that the Council is seen to be committing to these new arrangements.

4. **RECOMMENDATION**

4.1 That the report be noted.

CABINET REPORT

15th May 2006



Report of: The Director of Regeneration & Planning Services,
and the Director of Neighbourhood Services

Subject: NORTH CENTRAL HARTLEPOOL HOUSING
REGENERATION MASTER PLAN UPDATE –
PROGRESS AND CONSULTATION
ARRANGEMENTS

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To update Cabinet in respect of progress with the North Central Hartlepool Master Plan Update, and set out community consultation arrangements.

2. SUMMARY OF CONTENTS

- 2.1 The report details the background to the development of this work to date, and sets out the arrangements for additional community consultation.

3. RELEVANCE TO CABINET

- 3.1 This project has strategic relevance across a range of portfolios, and is particularly pertinent to both Regeneration & Planning and Liveability.

4. TYPE OF DECISION

- 4.1 Non-key.

5. DECISION MAKING ROUTE

- 5.1 This report is for information only.

6. DECISION(S) REQUIRED

- 6.1 This report is for information only.

Report of: The Director of Regeneration & Planning Services,
and the Director of Neighbourhood Services

Subject: North Central Hartlepool Housing Regeneration
Master Plan Update – Progress And Consultation
Arrangements

1. PURPOSE OF REPORT

- 1.1 To update Cabinet in respect of progress with the North Central Hartlepool (NCH) Master Plan Update, and set out community consultation arrangements.

2. BACKGROUND

- 2.1 The NCH area is situated to the north of Hartlepool Town Centre, adjacent to the West Central Hartlepool New Deal for Communities Area, which has been the subject of extensive regeneration investment since 2001. The NCH area covers the whole of Dyke House ward and discreet areas of housing within Throston, Grange and Stranton wards. This project is wholly complimentary to, and supportive of, the housing regeneration work currently ongoing in the NDC area.
- 2.2 The NCH housing regeneration area includes around 3,700 dwellings comprising a mix of owner occupied, housing association, private rented and former council housing. Around two thirds of the stock is privately owned and research has suggested that increasingly high numbers of the properties are owned by private landlords, amidst a changing housing market.
- 2.3 The NCH housing regeneration study previously commissioned by the Council and undertaken by Nathaniel Lichfield and Partners during 2003 included a thorough assessment of the housing market within the study area, and spatially identified the main areas of market fragility at that time. There was a high level of community consultation and involvement in this earlier work, and consequently significant community support for the overall plan.
- 2.4 The North Central Hartlepool Steering Group was established in October 2003 to be responsible to the Mayor and Cabinet for the successful housing regeneration of the North Central Hartlepool area, and in particular for undertaking assessments of the local housing market, consulting with residents, businesses and other local organisations in order to develop proposals, and oversee the implementation of the approved master plan.

- 2.5 Subsequently the Council has formally resolved to progress a housing clearance and redevelopment Housing Market Renewal project in the first of these priority areas (specifically Moore/Acclom/Pelham/Harwood Streets/Chester Road/Chatham Road/Raby Road/Marston Gardens), and this is being taken forward in partnership with Housing Hartlepool, the housing company established following transfer of the Borough's housing stock in 2004, and George Wimpey North East. Acquisition of property interests within this area by agreement has progressed very well to date, Compulsory Purchase Orders (CPOs) were made in November 2005, and a public inquiry to establish a final determination will take place in mid-July 2006.

3 MASTER PLAN UPDATE

- 3.1 The 2003 study also identified other areas within the wider North Central Hartlepool area showing signs of housing market fragility, and which would need to be subject to future monitoring and review. Some of these areas continue to display visual and other signs of weakness. Additionally, Housing Hartlepool started a significant investment programme in the area during 2005, and there is a clear need to ensure that this investment contributes effectively to the sustainability of the area. It was therefore considered timely to review the situation taking into account changes in the wider housing market in Central Hartlepool in the last 18-24 months, and NLP were invited by the Council and Housing Hartlepool in late 2005 to undertake an update to the original study.
- 3.2 The areas considered fragile during the earlier studies, and requiring more detailed assessment include:
- Perth Street area
 - Cameron Road, Furness and Belk Streets
 - Mapleton Road, Parton Street and Wharton Terrace area
 - Middleton Road
 - Easington Road and Raby Road
 - Raby Gardens East
 - Other parts of the Raby Estate
 - Stephen Street and Suggitt Street area.
- 3.3 The update assessment has involved a desk-based review of key quantitative and qualitative datasets (for example numbers and location of empty homes, patterns of housing demand, house price changes and so forth) together with resident and stakeholder interviews and a visual environmental assessment. In overall terms, the update undertaken thus far suggests that:

- Cameron Road/Furness & Belk Street area - has improved, although it remains a relatively fragile area
- Stephen Street and Suggitt Street – remains the same (ie has relatively low/fragile demand)
- Perth Street area – conditions have further declined in this area
- Middleton Road – parts of the area have improved and with other parts remaining the same
- St Oswalds Street and Mapleton Road – housing demand has become more fragile
- Easington Road – has become more fragile
- Dyke House Area – has remained the same
- Raby Gardens (eastern side) – has become more fragile.

4. CONSULTATION ARRANGEMENTS

- 4.1 NLP has given the North Central Hartlepool Steering Group an outline presentation on the key findings of the update study as described above. To help develop the findings into a final report and recommendations, wider community and stakeholder consultations will be facilitated through a series of drop-in exhibitions at several venues across the study area in mid/late May 2006.
- 4.2 These sessions will be facilitated jointly by Council and Housing Hartlepool staff, and will seek feedback from local residents and others on a range of key issues identified through the update study, and potential options for improvement.

5. RISK AND FINANCIAL CONSIDERATIONS

- 5.1 Members have received various previous reports concerning housing regeneration and market renewal initiatives in central Hartlepool, and which are currently being taken forward by the Council and key partners Housing Hartlepool and Hartlepool Revival.
- 5.2 In terms of resources available to support housing market renewal generally, the Council has a confirmed funding allocation from the Regional Housing Board through the Single Housing Investment Pot (SHIP) for the period 2006-8, and also an in principle allocation from the ODPM's Housing Market Renewal Fund (subject to formal approval) for the same period. Whilst a large element of this resource is required to meet outstanding commitments there is potentially some funding available to support additional activity over this period, subject to satisfactory resolution of cash flow and other budgetary management issues associated with a 2 year funding allocation. There are a number of emerging and existing schemes that could potentially be in competition for such resources, and decisions regarding priorities will need to be made in the near future.

- 5.3 It should be noted that the update study will represent the independent views of Nathaniel Lichfield and Partners, and as such will not represent the position of the local authority and has no statutory basis. It does however provide an appropriate platform for considering potential options. Given the uncertain situation regarding resources, it will be made clear at the consultation sessions that any potential options described for consideration are wholly subject to the confirmation and availability of future resources, and that any formal proposals that may come forward subsequently could only be considered by the Cabinet further to this situation being fully clarified in the context of the overall programme, and other commitments.

6. RECOMMENDATIONS

- 6.1 Members are requested to note the contents of the report.

CABINET
15th May 2006



Report of: Neighbourhood Services Scrutiny Forum

Subject: FINAL REPORT – SCRUTINY INVESTIGATION
INTO HARTLEPOOL'S LOCAL BUS SERVICE
PROVISION

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Neighbourhood Services Scrutiny Forum following its investigation into the local bus service provision in Hartlepool.

2. SETTING THE SCENE

- 2.1 Over the past 50 years, the need to travel has become greater and more complex as society became organised around the car and facilities became concentrated in larger units serving a larger population. The Government's Social Exclusion Unit (SEU) in 2003 highlighted the key issue as **accessibility**; can people get to key services at reasonable cost, in reasonable time and with reasonable ease?
- 2.2 According to the SEU rising car use has provided greater opportunities for travel, but over a third of households do not have access to a car. For some people there is no public transport, or it doesn't go to the right places or at the right times, or it does not go often enough or reliably enough, or vehicles are not accessible to disabled people. People's travel needs have become increasingly complex, and public transport has not adapted.
- 2.3 In the past Members have indicated that there is a poor perception of the current bus service provision within Hartlepool. Consequently this investigation was selected as a work programme item for the current 2005/2006 municipal year, with a ten month prescribed timescale for its completion.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 The overall aim of the Scrutiny investigation was to examine the bus service provision currently operating within Hartlepool.

4. TERMS OF REFERENCE FOR THE SCRUTINY INVESTIGATION

4.1 The Terms of Reference for the Scrutiny investigation were as outlined below:-

- (a) To gain an understanding of government policy key areas relating to public transport (Local Transport Plan 2001-2006 and relating legislation –Transport Act 1985 and 2000);
- (b) To gain an understanding of the roles and responsibilities of the various stakeholders involved in bus service provision in Hartlepool (i.e. commercial operator(s) and the Council);
- (c) To examine the current infrastructure and quality of the bus network within Hartlepool (To include bus stop shelters, traffic management, bus priority measures, signage, interchange points and quality of vehicles);
- (d) To consider whether the current bus service routes within Hartlepool meet a variety of needs in relation to access to employment, education, health care, local shops and services and leisure facilities;
- (e) To consider the availability of information relating to the bus service provision in Hartlepool, in particular the coordination of timetable changes;
- (f) To examine the barriers of using the bus service provision within Hartlepool for people with disabilities in particular;
- (g) To consider the cost of bus travel and the availability of ticket types relating to the bus service provision in Hartlepool;
- (h) To examine the Local Authority's bus subsidies and concessionary fares contributions together with any other related expenditure with regard to the bus service provision within Hartlepool;
- (i) To compare what good practice exists in another Local Authority in relation to bus service provision; and
- (j) To seek the views of a sample of users and potential users of the current bus service provision within Hartlepool.

5. MEMBERSHIP OF THE NEIGHBOURHOOD SERVICES SCRUTINY FORUM

5.1 The membership of the Scrutiny Forum was as detailed overleaf:-

Councillors Cambridge, Cook, Cranney, Fenwick, Flintoff, Hall, Lauderdale, J Marshall, Richardson, Rogan and Tumilty.

Resident Representatives: Alan Lloyd, Linda Shields and Steve Gibbon.

6. METHODS OF INVESTIGATION

- 6.1 Members of the Neighbourhood Services Scrutiny Forum met formally from 19 September 2005 to 24 March 2006 to discuss and receive evidence relating to this investigation. A detailed record of the issues raised during these meetings is available from the Council's Democratic Services.
- 6.2 A brief summary of the methods of investigation are outlined below:-
- (a) Detailed Officer reports supplemented by verbal evidence;
 - (b) Evidence from the Authority's Elected Mayor and Cabinet Member Portfolio Holder for Culture, Housing and Transportation;
 - (c) Site visit to examine the good practice that exists within a neighbouring Local Authority in relation to their local bus service provision;
 - (d) Site visit facilitated by Stagecoach to experience a selection of bus routes within Hartlepool and to illustrate the current bus infrastructure;
 - (e) Evidence received from a representative from the Government Office North East, who also acts as the Secretary to the North East Regional Bus Forum;
 - (f) Evidence received from the town's Member of Parliament;
 - (g) Evidence received from the town's main commercial bus providers; and
 - (h) The views of local residents and bus users.

FINDINGS

7. GOVERNMENT POLICY RELATING TO BUS SERVICE PROVISION

- 7.1 It was evident to Members, upon receiving the evidence outlined below, that improving the quality and provision of public transport services has been a key governmental priority for many years. Members also learned how Central Government policy had shaped Hartlepool's local transport system.

Central Government Policy

- 7.2 **The Transport Act 1985** authorised the deregulation of bus services and resulted in a change from Quantity Licensing Contracts to Quality Licensing Contracts. The disposal of the National Bus Company and a Local Authority co-ordination role all resulted from this act. Under this legislation Local Authorities were required to publish concessionary fares schemes and operators were obliged to join, providing that they were reimbursed fairly for carrying passengers at concessionary rates.
- 7.3 **The Transport Act 2000** reinforced the approach to the provision of local bus services based upon partnership between local transport authorities and bus operators. It created various new powers to increase the influence that Local Authorities have over bus service provision with the introduction of Local Transport Plans. Members also learned that the Transport Act 2000 stated that all local authorities must prepare a Bus Strategy.
- 7.4 **New Deal for Transport: Better for Everyone (1998)** embodied new modern thinking on integrating transport with other aspects of Government policy.
- 7.5 **Transport 2010: The Ten Year Plan (2000)** highlighted the need for modern, affordable and reliable public transport to enhance quality of life and contribute to a strong economy and a better environment. The report also outlined Government targets to increase the number of passenger journeys on buses in England by 10% by 2010.
- 7.6 The underlying rationale for the target is to tackle social exclusion, to contribute to the Government's wider transport objectives of tackling local road traffic congestion and to reduce vehicle emissions that lead to climate change.
- 7.7 **The Future of Transport: A Network for 2030 (2004)** sets out long term aims/objectives that may be achieved with Government investment and leadership, following an examination of the factors that would potentially shape travel and transport networks over the next 30 years.
- 7.8 This report acknowledges that most Local Authorities are best served by continuing with current partnership arrangements. However, greater scope for Local Authorities to determine routes, fares, quality standards and frequency of services, in specified circumstances, was encouraged as part of an integrated transport plan.

Local Transport Policy in Hartlepool

- 7.9 Members were informed that Local Transport Plans were the central building blocks of the Government's integrated transport policy and that Local Authorities were required to produce these plans every five years. The quality of Local Transport Plans was assessed against criteria determined by the Department for Transport.

- 7.10 The first **Local Transport Plan (2001-2006)** was aimed at maintaining a viable bus network and improving the transport infrastructure for the area to enable the easier operation of bus services.
- 7.11 The Forum learned that during the first Local Transport Plan period, there had been a 3% decline per annum, on average, in bus passenger numbers in the Hartlepool area.
- 7.12 Members were informed that the Authority addressed this decline by commissioning the Tees Valley Quality Bus Network Review which identified the problems with the current bus service provision in Hartlepool. The second Local Transport Plan was developed with a consideration of the findings of this review.
- 7.13 The Authority's provisional second **Local Transport Plan (2006-2011)** was submitted to the Government in July 2005 and included draft strategies, transport schemes, implementation programmes and targets. Since that date, the provisional Local Transport Plan was developed further to account for the confirmed allocation of capital funding and to reflect the findings of consultation on the proposed transport improvements.
- 7.14 The Forum were informed that a wide range of transport schemes and initiatives were to be included and that the confirmed allocation of capital funding through the Local Transport Plan for the 2006-2011 period would be as outlined in the table below:-

	2006-2011
Integrated Transport	5,726,000
Structural Maintenance	4,750,000
Total	10,476,000

- 7.15 In addition to the Authority's Local Transport Plan for 2006-2011, Members were informed that a key component of the Plan was the Hartlepool Bus Strategy, the vision of which is as outlined below:-

'To develop and maintain an integrated local bus network, ensuring that all residents can access the key services and facilities that they need and benefit from a choice of convenient, safe and attractive bus services, infrastructure and facilities.'

- 7.16 Members learned that the Authority's Bus Strategy had been developed in partnership with local bus operators and other organisations through the existing voluntary Hartlepool Bus Quality Partnership and in consultation with members of the public.
- 7.17 The Forum was delighted to have been able to contribute to the development of the Authority's second Local Transport Plan and the Bus Strategy as part of this Scrutiny investigation.

- 7.18 Members were advised that the Authority's final Bus Strategy Framework, within the second Local Transport Plan, would be submitted to Government on 31 March 2006.

8. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS INVOLVED IN BUS SERVICE PROVISION IN HARTLEPOOL

- 8.1 Based on the evidence presented to the Forum, Members established that there were four stakeholders involved in bus service provision in Hartlepool:-

- (a) Stagecoach who had operated the majority of the bus network in Hartlepool since 1994;
- (b) Arriva/Go Ahead who operated services on a small number of routes throughout Hartlepool;
- (c) Leven Valley who operated services on a small number of routes throughout Hartlepool; and
- (d) The Local Authority who had a number of responsibilities to operators and members of the public in relation to the current bus service provision.

- 8.2 The Forum found that, as the main commercial provider of bus services in Hartlepool, Stagecoach had various roles and responsibilities. These are summarised below:-

- (a) To deliver services contracted by the Authority to the timetables and frequencies specified;
- (b) to determine changes in demand by conducting service reviews;
- (c) to deliver commercial services to the timetables and frequencies specified by the Company to the Traffic Commissioner and to conduct punctuality reviews every four weeks;
- (d) to ensure that all vehicles conformed to the standards enforced by the Vehicle and Operator Services Agency;
- (e) to ensure that all employees complied with Drivers Hours legislation and had undertaken Customer Care and Disability Awareness Training; and
- (f) to legally provide eight weeks notice of the cancellation of, and changes to, any of their services (however, Stagecoach generally provide 12 weeks notice to the Authority).

- 8.3 Members of the Scrutiny Forum were afforded the opportunity to witness such checks and maintenance first hand on their site visit with Stagecoach held on the morning of 13 February 2006.



Members of the Scrutiny Forum at the Stagecoach Depot in Hartlepool witnessing maintenance first hand

- 8.4 The Forum invited Leven Valley and Arriva to submit evidence to this investigation. Both operators kindly declined this offer stating that they had only a relatively small involvement in bus service provision in Hartlepool.
- 8.5 Arriva, however, outlined that they provided services which linked Hartlepool to its wider hinterland and that a travel enquiry office was maintained in the town. Arriva was also a major contributor to the regional travel line information service and a major participant in the new regional Real Time Information system.
- 8.6 Members were also informed, by the Authority's Transportation Section, that the Council played a crucial role in Hartlepool's bus service provision and had the following responsibilities:-
- (a) ensuring bus services were punctual and reliable and that members of the public could access services with ease and comfort;
 - (b) providing and maintaining infrastructure such as bus shelters, bus stop flags, traffic calming measures and enforcing parking restrictions, all of which impact upon the punctuality and reliability of bus services;
 - (c) subsidising bus services that are defined as socially necessary but may not be commercially viable and funding concessionary fares schemes; and
 - (d) co-ordinating the provision of information relating to local bus services, despite no legal obligation to do so, in addition to commercial operators promoting their own services with maps and timetable leaflets.

9. CURRENT INFRASTRUCTURE AND QUALITY OF BUS NETWORK IN HARTLEPOOL

- 9.1 In relation to the current infrastructure and quality of the bus network in Hartlepool, Members sought evidence from a variety of witnesses. The comments from each are outlined below:-

Evidence from the Authority's Elected Mayor

- 9.2 As a current bus user himself, Members found that the Authority's Elected Mayor was happy with the current bus service provision. However, there was an acknowledgement that the decline in bus user patronage would be remedied and that the current provision would need to be improved. The development of an integrated transport system and working in partnership was stated as vital to this development.

Evidence from the Town's Member of Parliament

- 9.3 Members were informed by the Town's Member of Parliament that de-regulation was not in Hartlepool's interest and that bus user patronage would only increase if the main commercial operators invested in stock to increase the appeal of busses as a modern and comfortable mode of public transport.
- 9.4 It was suggested to Members that the Authority should utilise the arrangements and tools that the Government currently has in place to develop a sophisticated and modern bus service.
- 9.5 Members were also commended for playing an active role in the construction of the draft Bus Strategy and the second Local Transport Plan and encouraged to ensure that the Authority acknowledges the social, environmental and commercial factors that impact upon bus service provision.

Evidence from Stagecoach - Site Visit

- 9.6 Members attended a Site Visit on 13 February 2006, facilitated by Stagecoach, to experience a number of bus routes, in order to determine the quality of the current bus service provision in Hartlepool.
- 9.7 The main Stagecoach services were the 1/1A, 3/4, 6, 7/7A, 12 and 36 and the main subsidised services were the 516/517 and 527 together with some early morning, Saturday and Sunday journeys and scholars services.
- 9.8 The Forum learned that 40% of Stagecoach buses in Hartlepool were low floor easy access vehicles, services 1/1A and 36, and every other No. 6, was run completely with easy access buses. The Forum was encouraged to note that the Disability Discrimination Act 2005 stated that by 2015 every bus had to be easy access.

- 9.9 Members were also pleased to hear that twenty Stagecoach buses were fitted with CCTV inside and outside the bus. The cost of implementing CCTV on buses was match funded by the Authority.



**Example of CCTV cameras
on Stagecoach buses**

- 9.10 Other features on the newer Stagecoach buses included easy grip bright hand poles, wheelchair space and Braille on stop signs/handles for the visually impaired, examples of which are illustrated below:-



- 9.11 The Forum expressed their concerns about the provision of space for wheelchair users on Stagecoach buses. However, Members were informed that the space provided on each bus is done so in accordance with the specification laid down by the Disabled Persons Transport Advisory Committee (DPTAC).
- 9.12 In addition, Members learned that the space given to wheelchair users also conformed to Construction and Use regulations that control the manufacture and use of all road vehicles in this country.
- 9.13 In order to increase bus user patronage Stagecoach had also advertised reduced fares for the first month of bus travel to new bus users and were due to introduce a voucher scheme at the time of this investigation.
- 9.14 In relation to the provision and maintenance of bus shelters, it was highlighted to Members, on their site visit with Stagecoach, that Adshel

were contracted by the Authority. Members were also informed by the Authority's Transportation Section that Adshel would only provide shelters where there were advertising opportunities.



Example of an Adshel bus stop shelter

- 9.15 The Authority's Public Transport Co-ordinator outlined to Members that the contract with Adshel was due to expire shortly allowing the opportunity to re-negotiate a new contract.

Evidence from the Authority's Cabinet Member Portfolio Holder for Culture, Housing and Transportation

- 9.16 In relation to the reliability and punctuality of services, the Authority's Cabinet Member Portfolio Holder for Culture, Housing and Transportation informed Members that, in conjunction with the Traffic Commissioner, the Bus Partnership Forum had agreed a concerted push for more punctual bus services through a co-ordinated package of measures.
- 9.17 The Forum heard that the centrepiece of this package was local Bus Punctuality Improvement Partnerships. Operators would share their punctuality data with local authorities and together they would identify trouble spots on routes and then plan and implement remedial action.
- 9.18 Members were pleased to find that the Operators had a strong incentive to take part in the Forum because the Traffic Commissioner, in deciding penalties for poor performance, would give credit for action in hand through these Partnerships. Local Authorities also had a strong incentive to participate due to the targets set for bus punctuality in the second Local Transport Plan.
- 9.19 The Forum also found that the Network Management Duty Guidance issued by the Secretary of State for Transport, under Section 18 of the Traffic Management Act 2004, stated that (Para 63):-

'Where necessary, LTAs should work with the relevant parties, including Traffic Commissioners and bus operators, in formulating and implementing improvement plans for bus punctuality.'

(Department for Transport: Bus Partnership Forum, 2005).

- 9.20 It was highlighted to Members that Hartlepool's involvement in the Bus Quality Partnership, in operation since 2000, had allowed a constructive dialogue between the Authority and commercial operators in ensuring that services were punctual and reliable.

10. BUS ROUTES, BARRIERS AND ACCESSIBILITY ISSUES IN HARTLEPOOL

- 10.1 The Authority's Cabinet Member Portfolio Holder for Culture, Housing and Transportation further informed Members that the majority of Hartlepool residents did not feel that the current bus service routes met a variety of needs in relation to access to key services and facilities.
- 10.2 A Strategic Accessibility Assessment, carried out by the Authority, indicated that 99% of Hartlepool's residents without access to a car could access Hartlepool Town Centre within 30 minutes by public transport.
- 10.3 However, Members were informed that the assessment did not account for barriers to accessing bus services, nor did it draw attention to the fact that certain areas and groups in society faced difficulties in reaching key services and facilities.
- 10.4 Members were pleased to find that the barriers to using buses for disabled people had been identified at all stages of a journey by the Authority. However, despite widespread improvements through the first Local Transport Plan, including the installation of dropped pedestrian crossings and low floor bus kerbs, Members were concerned to hear that the approach had only been applied to core routes given the volume of bus stops throughout the town.
- 10.5 The Forum also held a Focus Group Session with members of the public on 15 February 2006, which is referred to in greater detail in Section 15 of this report, to gather their views on the current bus service provision. The following issues were raised regarding barriers to using buses for disabled individuals:-
- (a) Height of bus stop flags displaying information on services on that route causing difficulties to disabled users to read it;
 - (b) Number of low level buses concentrated on commercially viable routes;
 - (c) Lack of provision at bus stops to aid easier access to timetable information and buses for blind individuals;
 - (d) Delivery vehicles and cars illegally parked in bus stop bays (those bays with dropped flag stones), causing difficulties on accessing the bus either before or after the designated bus stop bay; and
 - (e) Size and font of timetable information.

- 10.6 Members were pleased to find, however, that the second Local Transport Plan contained an Accessibility Strategy (devised in conjunction with the Hartlepool Bus Strategy) which aimed to deliver improvements on a 'whole route' basis, to remove barriers to physical accessibility and achieve cohesive and readily identifiable benefits.
- 10.7 It was evident that the Hartlepool All Ability Forum had also played an essential role in the development of the second Local Transport Plan by identifying existing transport problems faced by people with mobility impairments and suggesting solutions.
- 10.8 In addition to these developments, the Forum was pleased to find that Stagecoach, as the main commercial provider, had 21 low liner buses, with disabled access ramps and level floors to allow easier access for wheelchair users.

11. AVAILABILITY OF INFORMATION RELATING TO BUS SERVICE PROVISION

- 11.1 As outlined earlier within this report, whilst there was no legal requirement to do so, the Authority provided timetable information in the form of transport booklets and bus shelter timetable panels.
- 11.2 Members were informed that following the de-regulation of bus services in 1985, the Council had assumed responsibility for the provision of timetable information for all bus services at all bus stops.
- 11.3 The Authority does however, have a duty under the Transport Act 2000, to ensure this information is successfully co-ordinated.
- 11.4 Members learned that it is anticipated that Real Time Bus Information displays would be placed at selected bus stops across the Tees Valley in April 2006 and in Hartlepool by Summer 2006. An increase in the number of roadside timetable information displays on core bus routes was also planned as part of a bus quality corridor programme within the Authority's Bus Strategy.
- 11.5 The Tees Valley Quality Bus Network Review outlined the value of Real Time Bus Information but stated that it is not always necessary. The implications of this review for Hartlepool had yet to be assessed at the time of this investigation.
- 11.6 Members were encouraged to note that ultimately bus service users wanted services to be reliable and that the management of road space and traffic, engaging police and enforcing bus lanes and parking restrictions should enable more punctual services.

- 11.7 Members of the public in attendance at the Focus Group Event, held on 15 February 2006, also commented upon timetable information being difficult to read due to the font and size of the text and that the bus stop flags were too high to allow individuals to see the services that run on that route. It was acknowledged that this was a particular problem for disabled individuals.



Example of a poor timetable display which has also been subject to vandalism

- 11.8 In relation to the provision of timetable information by commercial operators, Members learned that Stagecoach produced a Bus Guide detailing all of their services and those of other companies in Hartlepool.
- 11.9 In addition Stagecoach periodically ran marketing campaigns, distributed pocket size leaflets, placed route branding on the sides of buses and held press launches with the Authority's Elected Mayor in attendance.

12. BUS SUBSIDIES AND CONCESSIONARY FARES

- 12.1 The Forum were informed that at the meeting of Cabinet on 27 February 2006, it was agreed that Hartlepool Borough Council would fund an enhanced Tees Valley wide concessionary fares scheme from 1 April 2006, in accordance with the statutory minimum requirements of the Transport Act 2000.
- 12.2 Members learned that all Hartlepool residents aged 60 and over and disabled people would therefore travel free on registered local bus services within Hartlepool, Stockton, Middlesbrough and Redcar and Cleveland and that 'blind' individuals were entitled to travel at full concession.
- 12.3 The Forum learned that under the 1985 Transport Act, the Council had to ensure that operators were no better or worse off than they would be if no concessionary fares scheme existed and that the current method for reimbursement to bus operators was based on monthly payments for 80% of concessionary journeys made, multiplied by half the average fare. The

average fare being based upon total income divided by the number of full paying passengers.

- 12.4 Members were informed that the Government had set aside £350 million to Local Authorities in 2006/2007 to finance the scheme, distributed through the Revenue Support Grant formulae with no ring fencing. The Authority's Transportation Section informed Members that the Authority spent an estimated £454,000 during the 2005/06 financial year on concessionary travel.
- 12.5 The Forum were encouraged to note that Government Office North East is in the early stages of a possible study into a concessionary fares scheme for the North East region and that further developments relating to this study would be made known to the Authority's Cabinet in due course.
- 12.6 Members also received evidence from Government Office North East in relation to subsidising bus services and found:-
- (a) that bus companies operated services which were commercially viable;
 - (b) that Council would tender for the provision of additional non viable but socially necessary services on the basis of an agreed contract with the operator;
 - (c) that bus companies were organised on a regional basis;
 - (d) that parent companies expected each region to produce a certain level of profit; and
 - (e) that assisting operators to increase patronage on main routes would help them to return the required profit and enable them to explore operating services on less profitable routes without subsidy.
- 12.7 Members were encouraged to note that the Authority could only negotiate with bus operators once bus subsidy contracts had been awarded through the tendering process. Until that time all operators were classed as equal and preference could not be shown for any particular operator. Contracts would therefore be awarded to the lowest tender, subject to meeting the contract specification.
- 12.8 In addition Members were informed that 95% of the services that the main commercial provider operated in Hartlepool were not subsidised by the Authority.
- 12.9 The Forum learned that in 2005, at the same time as commercial changes were introduced, some subsidised services that Stagecoach operated for Hartlepool Borough Council were withdrawn or reduced in frequency, due to the fact that the Urban Challenge Scheme funding had expired.

- 12.10 A matter of serious concern to Stagecoach was the formula used by Hartlepool Borough Council for calculating the annual increase in tender prices for subsidised services. Stagecoach felt that the formula used did not reflect the cost increases faced by bus operators on items such as wages, insurance and diesel fuel.
- 12.11 The General Manager of Stagecoach further commented that an inevitable consequence of such an unfair pricing formula was that when the re-tendering process would next take place, the prices quoted were likely to be higher than anticipated by the Borough Council if its budget was based on its outlay in the last year of current contracts.
- 12.12 During the earlier evidence gathering session with the Town's Member of Parliament, Members were encouraged to note the importance of developing a focused quality partnership with Hartlepool's main commercial operators which would be mutually beneficial and did not rely upon subsidy.

13. COST OF TRAVEL AND TICKET TYPES

- 13.1 Members learned that ticketing is a key component of integration between services and between public transport modes and that the Transport Act 2000 provides powers to Local Authorities to create ticketing schemes.
- 13.2 With this in mind Members sought to establish what ticket types were available and the current cost of bus travel.
- 13.3 Members were informed that the various ticket types and fares currently on offer by Stagecoach Hartlepool were as outlined below:-
- (a) Mega Rider (£7.00 for 7 days travel);
 - (b) Mega Rider Plus (£11.00 for 7 days travel throughout Stockton, Hartlepool and Middlesbrough);
 - (c) Day Tripper (£2.60 for a day's travel);
 - (d) Concessionary (half price travel for the elderly and disabled in Hartlepool and across the Tees Valley);
 - (e) Coolrider (£5.20 a week for children); and
 - (f) Children (aged between 5-16 years) were entitled to travel at half the adult fare.
- 13.4 Members were also informed that passengers were able to travel in Hartlepool with single tickets costing from 50p to just over £1.15 on Stagecoach buses and that the potential for Tees Valley wide ticketing schemes was being explored at the time of this investigation.

- 13.5 Further evidence provided by the Authority's Cabinet Member Portfolio Holder for Culture, Housing and Transportation stated that the cost of bus travel had increased over recent years in line with increased costs to the bus operators in relation to fuel and employee salaries. For example, the largest increase to a single fare on a Stagecoach service was 25p, £1.15 on a megarider ticket and £2 on a megarider plus ticket between 2001 and 2005.

14. BUS SERVICE PROVISION IN A NEIGHBOURING LOCAL AUTHORITY

- 14.1 Members of the Forum visited Darlington Borough Council on 16 January 2006, to establish what good practice existed within another neighbouring Local Authority and how Hartlepool's bus service provision could benefit from the adoption of any such practices.

- 14.2 During the delivery of the presentation from Darlington Borough Council's Transportation Section, reference was made to the four key themes that governed their approach to public transport provision which are outlined below:-

- (a) Consultation;
- (b) Research;
- (c) Communication and Partnership; and
- (d) Investment.

- 14.3 Based on the information shared with Members, it was found:-

- (a) That Darlington, as a town, had a multi-operator bus service provision;
- (b) That Darlington Borough Council operated a body entitled the 'Darlington Transport Forum' consisting of a membership of Elected Members, local bus operators and members of the public to discuss transportation issues on a quarterly basis;
- (c) That communication and partnership with stakeholders and members of the public was vital to developing and maintaining an excellent bus service provision;
- (d) That Darlington was selected as one of three sustainable travel demonstration town's to receive funding from the Department for Transport for a five year 'Town on the Move' Scheme which aimed to develop an integrated transport system;
- (e) That the Authority was exploring/promoting the following initiatives:-
 - (i) SMS timetable messaging;

- (ii) Email timetable alerts;
 - (iii) Multi journey tickets, all operator network tickets, taxi vouchers and more extensive off bus sales in order to improve boarding times;
 - (iv) Student travel passes;
 - (v) Real Time Bus Information;
 - (vi) CCTV at bus stops and on buses;
 - (vii) Travelline internet journey planner; and
 - (viii) NETIS telephone enquiry service.
- (f) That the Authority had also invested in socially necessary bus services, funded new interiors to buses, raised kerbs at bus stops for easier access and erected new bus stop flags.

15. COMMUNITY ENGAGEMENT- THE VIEWS OF MEMBERS OF THE PUBLIC

- 15.1 In addition to the consultation exercise with members of the public previously undertaken by the Authority's Transportation Section, Members of the Forum were keen to engage with the community regarding the Local Transport Plan and Bus Strategy as part of this investigation.
- 15.2 Therefore the Forum sought the views of a sample of users and potential users of the bus service provision in Hartlepool, in a Focus Group event held on 15 February 2006 in the Council Chamber (illustrated in the photograph below).
- 15.3 The event was publicised in the local press, on local radio and via the Council's website, together with the distribution of leaflets on Stagecoach buses.



Focus Group with members of the public held on 15 February 2006

- 15.4 Members of the public were given the opportunity to provide their views on the quality of the current bus network, infrastructure and accessibility. The issues raised at the event were as outlined below:-

- (a) Justification as to viable/non viable routes and customer demand impacting upon the services that the main commercial operator provided;
- (b) That bus services were perceived to be unreliable from time to time;
- (c) If the main commercial provider could divert more frequent services to non viable routes and if this would impact upon the efficiency of services?;
- (d) The frequency of the No. 6 service;
- (e) The need for further resources to be made available by the Authority to subsidise non viable bus routes;
- (f) The exact amount of funding available to the Authority for concessionary fares and the impact this figure would have upon the main commercial operators standard fares;
- (g) The need to address the poor provision/lack of bus shelters and bus stop flags on certain routes, in particular the lack of shelters in Seaton Carew;



Examples of the poor provision of bus stop shelters and bus stop flags within Hartlepool

- (h) The concerns about the poor co-ordination of timetable changes, timetable information being difficult to read or placed too high on bus stop flags and the lack of available resources for improvements;

- (i) The lack of reduced fare schemes for young people aged 16-18 years old to access employment and education outside of the Hartlepool area;
- (j) The possibility of utilising the Council's transport facilities;
- (k) The concern expressed at the absence of the following services:-
 - (i) No.5 Service (Headland to West View after 5pm and to Doctors Surgery);
 - (ii) Park Road;
 - (iii) Bishop Cuthbert Housing Estate (as roads had yet to be adopted);
 - (iv) Victoria Harbour (possible funding from developer for services);
 - (v) Shuttle service from the Headland and West View into the Town Centre;
 - (vi) School service from Grange Road to High Tunstall;
 - (vii) Service from Morrisons to the Headland;
 - (viii) No direct service from Hartlepool to North Tees Hospital;
 - (ix) Services to both sides of the Marina; and
 - (x) St Luke's Church.
- (l) The need for low liner buses on all routes to ensure easier access to buses for disabled passengers;
- (m) The need for the provision of an interchange and/or a Town Centre bus station;
- (n) The need to actively promote transport services such as Dial a Ride and the provision from the voluntary sector;
- (o) The need to develop and promote incentive schemes to increase bus user patronage;
- (p) The need to improve the quality and comfort of buses; and
- (q) To continue to actively promote services with the delivery of marketing and advertising campaigns by Stagecoach, Arriva and Leven Valley.

16. CONCLUSIONS

16.1 The Neighbourhood Services Scrutiny Forum concluded:-

- (a) That improving the quality and provision of bus services is a key governmental priority which had resulted in the requirement of all Local Authorities to produce a Local Transport Plan and Bus Strategy every five years;
- (b) That the Government had outlined a target increase of 10% in the number of passenger journeys on buses in England by 2010, however within Hartlepool there had been a 3% decline per annum in bus user patronage during 2001 and 2005;
- (c) That the Authority commissioned the Tees Valley Quality Bus Network Review to address this decline but had yet to assess how the findings of the review impacted upon Hartlepool's bus service provision;
- (d) That all stakeholders had clear roles and responsibilities in relation to the provision and maintenance of bus services in Hartlepool;
- (e) That partnership working between the Authority and commercial operators was vital to the development of an integrated transport system within Hartlepool;
- (f) That a number of the town's bus stop shelters were of a poor standard (as a result of vandalism) and that shelters of a higher quality were only provided via Adshel, a sub contractor of the Authority, on routes that were commercially viable in terms of advertising opportunities;
- (g) That the Hartlepool Bus Quality Partnership and Traffic Liaison Group were clear mechanisms by which the Authority and commercial operators were able to engage in constructive dialogue about changes and developments to Hartlepool's bus service provision. However, a mechanism by which to consult with Elected Members was not in place;
- (h) That the Authority's Strategic Accessibility Assessment found that 99% of Hartlepool residents could access the town centre within thirty minutes by public transport but did not account for barriers to accessing bus services;
- (i) That the current bus service provision did not meet a variety of needs in relation to access to employment, education, healthcare, local shops and services and leisure facilities;
- (j) That a reduced fare scheme was in place to allow 16-18 year olds to access education and employment within Hartlepool;
- (k) That there were various barriers to accessing bus services for disabled individuals such as the concentration of low liner buses on commercially

viable routes, limited provision on buses for wheelchair users, illegal parking causing an obstruction to raised kerb access and timetable displays that are not easily accessible;

- (l) That the Authority had assumed responsibility for the provision of timetable information despite no legal obligation to do so. However, the Authority was responsible for the coordination of timetable information;
- (m) That a lack of resources within the Authority had resulted in the poor co-ordination of timetable information;
- (n) That the town's main commercial operator also provided timetable information in the form of leaflets and booklets;
- (o) That an enhanced Tees Valley wide concessionary fares scheme would commence in April 2006, funded by the Authority;
- (p) That the Authority subsidised 5% of the services that the main commercial provider operated;
- (q) That the cost of bus travel had increased in line with increased costs to commercial operators;
- (r) That in addition to the concessionary fares scheme funded by the Authority, various reduced fare ticketing schemes and free travel vouchers were offered by the main commercial operator to generate an increase in bus user patronage;
- (s) That the Authority could only negotiate with bus operators regarding the subsidy of services once bus contracts had been awarded through the tendering process;
- (t) That a lack of bus priority lanes, traffic calming measures, and new developments in the town without a bus service provision, impacted upon the levels of traffic congestion and the efficiency of services. In addition to this it was found that traffic congestion had serious environmental consequences;
- (u) That Darlington Borough Council's local bus service provision was very different to that in Hartlepool as it had multiple commercial operators and was in receipt of a significant amount of funding from the Department for Transport as part of the 'Town on the Move' scheme;
- (v) That consultation with members of the public highlighted that the lack of a bus station significantly impacted upon the decision to travel by bus;
- (w) That it was evident that the Council's transport facilities, Dial a Ride and community transport provision were under utilised within Hartlepool;

- (x) That the cancellation of a number of services resulted from subsidy being withdrawn due to a lack of available funding within the Council's budget;
- (y) That the Authority's current five year contract with the main commercial operator to subsidise socially necessary services was due to expire in August 2007;
- (z) That Stagecoach, as the main commercial operator, welcomed a working partnership with the Authority in order to deliver services that meet the needs of local bus users;
- (aa) That new developments such as the Victoria Harbour Development and the Bishop Cuthbert housing estate could result in an extension of Hartlepool's bus network and that commercial operators should be involved earlier in the planning negotiations; and
- (bb) That Members of the Forum, having received the evidence outlined above, did not believe that the de regulation of bus services, under the Transport Act 1985, was in Hartlepool's interest and had failed to improve the bus service provision within the town.

17. RECOMMENDATIONS

17.1 The Neighbourhood Services Scrutiny Forum has taken evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations. The Forum's key recommendations to the Cabinet are as outlined below:-

- (a) That work be undertaken by the Authority to improve the infrastructure of the bus network in Hartlepool, with particular reference to:-
 - (i) improving the provision of bus stop shelters to ensure better waiting facilities (with a consideration of lighting and CCTV in shelters should resources be available);
 - (ii) new and innovative means of providing up to date timetable information and ensuring that such information is co-ordinated in a timely manner (with a consideration of the provision of information for blind individuals);
 - (iii) future improvements to the highways within Hartlepool to improve bus punctuality, for example bus priority lanes, where appropriate; and
 - (iv) the compilation of a rolling programme for the implementation of measures to aid easier access to buses for disabled users.

- (b) That the Authority enforces parking restrictions at bus stops to allow easier access for bus operators and disabled users;
- (c) That the possibility of utilising the Council's current transport provision, Dial a Ride and the voluntary sector provision, be explored as an alternative to subsidising individual routes, where appropriate;
- (d) That the Authority, in partnership with bus operators, promote the Tees Valley Wide free concessionary fares scheme, and progress aspirations to extend the scheme to County Durham in the future;
- (e) That the town's commercial operators, in partnership with the Authority, be encouraged to invest in marketing and publicity campaigns to improve the image of bus travel in order to increase bus user patronage;
- (f) That a formalised mechanism be established to engage the Authority, commercial operators and developers in early discussions of future planned developments within Hartlepool, to establish how the bus network may be extended to areas of new development prior to approval of planning applications, such as the Victoria Harbour Development;
- (g) That a mechanism be established to enable the Authority and commercial operators to consult with Elected Members in advance of the withdrawal of and/or major changes to bus services within Hartlepool;
- (h) That the Authority, through negotiation, awards future subsidised bus contracts that are mutually beneficial to the Authority and bus operators (with particular reference to the major tendering round in 2007);
- (i) That a reduced fares scheme to enable access to education and employment across the Tees Valley area for 16-18 year olds be explored;
- (j) That the discontinuation of individual services, together with a lack of provision in particular areas of the town, (paragraph 15. 4 refers) be addressed by the Authority in negotiation with commercial operators in order to reinstate or introduce services, where funding allows;
- (k) That the Authority explores a mechanism by which to lobby Central Government in relation to regulating the local bus service provision (that was de-regulated under the Transport Act 1985);
- (l) That the findings of the Tees Valley Quality Bus Network Review and their implications for Hartlepool be assessed; and
- (m) That the Authority submits a progress report on the recommendations contained within this report, within six months, to the Neighbourhood Services Scrutiny Forum.

18. ACKNOWLEDGEMENTS

- 18.1 The Committee is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

Hartlepool Borough Council:

Stuart Drummond - Elected Mayor

Councillor Robbie Payne – Cabinet Member Portfolio Holder for Culture, Housing and Transportation

Ian Parker - Director of Neighbourhood Services

Nick Clennett – Former Head of Technical Services

Mike Blair - Acting Transport and Traffic Manager

Ian Jopling - Transportation Team Leader

John Lewer - Public Transport Co-ordinator

External Representatives:

Iain Wright, MP for Hartlepool

Penny Marshall – Secretary to North East Regional Bus Forum/Officer of Government Office North East

Doug Elphee – Commercial Manager, Stagecoach North East

Peter Clark, Former Operations Manager, Stagecoach in Hartlepool

Paul Livesey, Operations Manager, Stagecoach in Hartlepool

Tim l'Anson, Secretary of the Transport and General Workers Union / Bus Driver, Stagecoach in Hartlepool

Clive Hopkinson, Transport Manager and colleagues from Darlington Borough Council

Members of the Public (including Resident Representatives)

**COUNCILLOR KEVIN CRANNEY
CHAIR OF THE NEIGHBOURHOOD SERVICES SCRUTINY FORUM**

March 2006

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BACKGROUND PAPERS

The following background papers were consulted or referred to in the preparation of this report:-

- (i) Making Connections: Final Report on Transport and Social Exclusion – Social Exclusion Unit 2003.
- (ii) Report of the Scrutiny Manager entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision – Scoping Report' presented to the Neighbourhood Services Scrutiny Forum of 19 August 2005.
- (iii) Presentation of the Director of Neighbourhood Services entitled 'The Role of the Local Authority in providing Bus Services' delivered to the Neighbourhood Services Scrutiny Forum of 5 September 2005.
- (iv) Presentation by the Operations Manager for Stagecoach in Hartlepool entitled 'The Provision of Bus Services in Hartlepool - A View from Stagecoach' delivered to the Neighbourhood Services Scrutiny Forum of 5 September 2005.
- (v) Report of the Scrutiny Manager and Scrutiny Support Officer entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision – Evidence from the Authority's Portfolio Holder for Culture, Housing and Transportation' presented to the Neighbourhood Services Scrutiny Forum of 14 October 2005.
- (vi) Report of the Scrutiny Manager and Research Assistant entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision – Evidence from Government Office North East' presented to the Neighbourhood Services Scrutiny Forum of 11 November 2005.
- (vii) Presentation from the representative from Government Office North East/Secretary of the Regional Bus Forum to the Neighbourhood Services Scrutiny Forum of 11 November 2005.
- (viii) Presentation from the Authority's Acting Transport and Traffic Manager and Public Transport Co-ordinator entitled 'A General Guide to Public Transport Co-ordination' delivered to the Neighbourhood Services Scrutiny Forum of 11 November 2005.
- (ix) Report of the Scrutiny Manager and Research Assistant entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision – Evidence from the

town's Member of Parliament' presented to the Neighbourhood Services Scrutiny Forum of 9 December 2005.

- (x) Report of the Scrutiny Manager and Research Assistant entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision – Evidence from the Authority's Elected Mayor' presented to the Neighbourhood Services Scrutiny Forum of 9 December 2005.
- (xi) Report of the Scrutiny Manager and Research Assistant entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision –Feedback from the Site Visit to Darlington Borough Council held on 16 January 2006' presented to the Neighbourhood Services Scrutiny Forum of 17 January 2006.
- (xii) Report of the Transportation Team Leader entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision- Hartlepool's Second Local Transport Plan' presented to the Neighbourhood Services Scrutiny Forum of 17 February 2006.
- (xiii) Report of the Transportation Team Leader entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision- Draft Bus Strategy Framework' presented to the Neighbourhood Services Scrutiny Forum of 17 February 2006.
- (xiv) Report of the Scrutiny Manager and Research Assistant entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision –Feedback from the Site Visit with Stagecoach held on 13 February 2006' presented to the Neighbourhood Services Scrutiny Forum of 17 February 2006.
- (xv) Report of the Research Assistant entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision –Evidence from Stagecoach' presented to the Neighbourhood Services Scrutiny Forum of 28 February 2006.
- (xvi) Report of the Research Assistant entitled 'Scrutiny Investigation into Hartlepool's Bus Service Provision –Focus Group Session with members of the public Feedback' presented to the Neighbourhood Services Scrutiny Forum of 28 February 2006.

CABINET REPORT

15th May 2006



Report of: Regeneration and Planning Services Scrutiny Forum

Subject: FINAL REPORT – SCRUTINY INVESTIGATION
INTO PARTNERSHIPS

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Regeneration and Planning Services Scrutiny Forum following its investigation into Partnership working in the Local Authority.

2. SUMMARY OF CONTENTS

- 2.1 The findings of the report are divided into the following sections:

- a) The extent of partnership working in the Authority;
- b) Partnership working – sub-regional level;
- c) Hartlepool Partnership (The Local Strategic Partnership);
- d) Community involvement in partnerships;
- e) Local Area Agreements; and
- f) Hartlepool and best practice.

Sections follow these findings on the conclusions and recommendations derived from the Forum's investigations.

3. RELEVANCE TO CABINET

- 3.1 Recommendations a) to d), h) to j), and m) to w) require the approval of Cabinet, whilst recommendations e) to g), k) and l) require the support of Cabinet.

4. TYPE OF DECISION

- 4.1 Non-Key

5. DECISION MAKING ROUTE

- 5.1 The report was approved by the Regeneration and Planning Services Scrutiny Forum on 20th April 2006 and Scrutiny Co-ordinating Committee on 28th April 2006. The report requires the approval of Cabinet at its meeting on 15th May 2006.

6. DECISION(S) REQUIRED

- 6.1 That Members of the Cabinet approve, or support, the recommendations of the Regeneration and Planning Services Scrutiny Forum where appropriate.

Report of: Regeneration and Planning Services Scrutiny Forum

Subject: FINAL REPORT – SCRUTINY INVESTIGATION
INTO PARTNERSHIPS

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Regeneration and Planning Services Scrutiny Forum following its investigation into Partnership working in the Local Authority.

2. SETTING THE SCENE

- 2.1 Partnerships and partnership working have increasingly grown in importance and significance in terms of what local authorities do and the way they do it. The image of an 'all-providing and politically authoritative' local authority no longer matches the reality of local service delivery. Consequently, there has been a considerable change in the nature of the activities of local authorities.
- 2.2 One of the key purposes of this investigation is to provide an overview of the partnership working and arrangements that the Local Authority is involved in. Mapping the extent of involvement of the Local Authority in partnership working is a considerable challenge for the Forum to undertake. Through doing so the Scrutiny Investigation has played a key role in improving Members awareness of Partnerships and the changing nature of local governance.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 To assess the governance arrangements surrounding sub-regional and local partnerships on which Hartlepool Borough Council is represented.

4. TERMS OF REFERENCE

- 4.1 The following Terms of Reference for the review were agreed by the Regeneration and Planning Services Scrutiny Forum on 4 November 2005:-

- (a) To determine the extent of partnership working throughout the Authority.

- (b) To identify the Sub-Regional Partnership Bodies on which Hartlepool Borough Council participates and the governance arrangements established throughout those bodies.
 - (c) To review the Hartlepool Partnership and consider the governance arrangements established throughout the Partnership.
 - (d) To review the roles and responsibilities of Elected Members nominated to serve on the partnerships, including feedback mechanisms into Council (*cross-cutting theme*).
 - (e) To clarify the role of the Community and Voluntary sector, and determine how better links can be established with Community and Voluntary Sector organisations.
 - (f) To examine best practice in other Authorities.
- 4.2 In addition to the Terms of Reference outlined above the Forum approved a Project Plan for its Scrutiny Investigation on 4 November 2005, which identified the following areas for investigation:
- (a) General briefing on Partnerships;
 - (b) Governance Arrangements around Sub-Regional Partnerships;
 - (c) Sub-Regional Partnerships Member and Officer Perspectives;
 - (d) Hartlepool Partnership (the Local Strategic Partnership);
 - (e) Community Involvement in Partnerships; and
 - (f) Local Area Agreements (LAAs).
- 4.3 In addition during the course of the investigation Members requested additional information about the Local Strategic Partnership Theme Partnerships, which has been incorporated into the findings section of the report.

5. MEMBERSHIP OF THE FORUM

5.1 Membership of the Regeneration and Planning Services Scrutiny Forum 2005/6 Municipal Year:

Councillors: Cook, Coward, Fleet, Hargeaves (Chair), Iseley, Johnson, Kaiser, Leonard, London, Raynor, and Wright (Vice-Chair).

Resident Representatives:

James Atkinson, Mary Power, Iris Ryder

6. METHODS OF INVESTIGATION

6.1 Over the course of the investigation Members employed a variety of methods, which included:

- (a) Detailed Officer reports supplemented by verbal evidence;
- (b) Detailed presentations from external partners, including from:
 - (i). Hartlepool Community Network;
 - (ii). Tees Valley Regeneration;
 - (iii). Tees Valley Partnership; and
 - (iv). Tees Valley Living;
- (c) Presentation and verbal evidence from the town's MP;
- (d) Verbal evidence from the Mayor;
- (e) Verbal evidence from Councillors serving on Partnerships; and
- (f) Verbal evidence from Community Network Representatives.

SCRUTINY FINDINGS

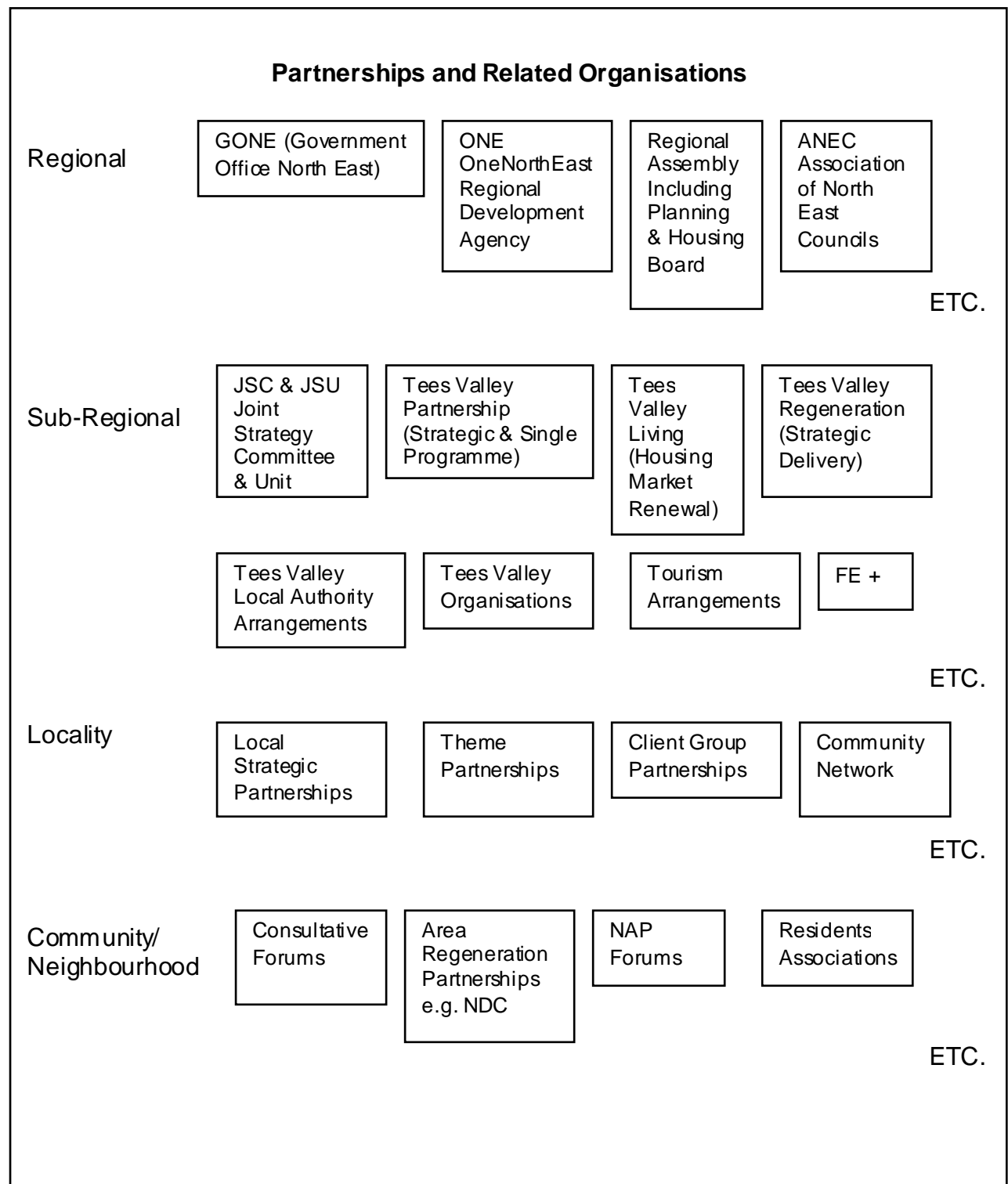
7. EXTENT OF PARTNERSHIP WORKING IN THE AUTHORITY

7.1 Evidence presented to the Forum enabled Members to establish that partnership working within the Authority operates on a number of levels that are outlined below.

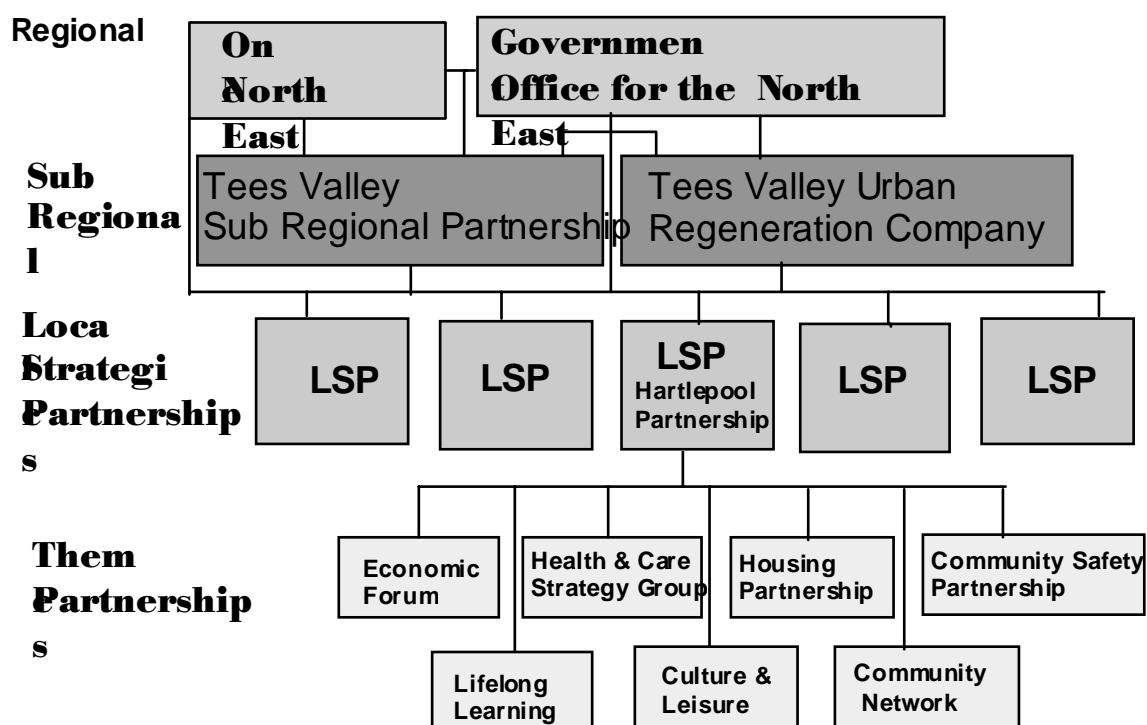
- (a) Regional
- (b) Sub-Regional
- (c) Local Strategic Partnerships
- (d) Theme Partnerships

7.2 Members considered it important that they understood partnership working (in the regeneration and planning context) in its entirety to ensure Member awareness increased, but also to ascertain if the Council's representation on these bodies could be strengthened. Furthermore, to assist Member understanding of Partnership Working in the region, Members requested that a detailed guide to partnership working be produced by the Authority, which is represented in the two diagrams below.

7.3 Structure of Partnerships:



Structure of Partnerships



• PARTNERSHIP WORKING - REGIONAL LEVEL

- 7.4 The Forum learnt that the Government believes that successful solutions to regional problems need to be rooted in the regions themselves. To achieve this, a range of institutions and approaches have been developed to give more expression to the regional dimension. In particular, three regional organisations have been established, which are intended to deliver better decision-making and implementation of policies in the English regions. These are outlined in section 7.5 – 7.18 below.

• ONE – REGIONAL DEVELOPMENT AGENCIES (RDA)

- 7.5 RDAs have been created to secure better and more sustainable economic performance for the Region. Members were informed that One North-East (ONE) is one of nine Regional Development Agencies set up by the Government in April 1999 and that all of the RDA's share a common mission statement:

'To transform England's regions through sustainable economic development.'

- 7.7 The Forum learned that the Regional Economic Strategy (RES) sets out how sustainable economic development will be progressed over the next ten years. ONE produces the RES following extensive consultation and agreement over joint delivery with its partners in the region.
- 7.8 In addition the Forum also learnt that RDA's are each funded by a 'single pot' grant in aid, made up of contributions from government departments. ONE aims to use all the resources at its disposal, in both rural and urban communities throughout the North East:
- (a) To further the economic development and the regeneration of the region;
 - (b) To promote business efficiency, investment and competitiveness in the region;
 - (c) To generate employment; and
 - (d) To encourage and enhance the development and application of relevant work skills of the people living here.
- 7.9 The success of the Agency is judged by Government through a tangible improvement in the region's economic performance, employment levels, social inclusion and the environment and by the various regional Partners in terms of the difference made to the process and to the confidence and well-being of the region.

GOVERNANCE ARRANGEMENTS OF ONE

- 7.10 The forum established that as a non-departmental public body, ONE has 15 Board Members from the Region who are appointed by the Secretary of State. The Board includes representatives from Local Authorities, Trade Unions, the voluntary sector and the private sector. Representation on ONE tends to be based around service areas, rather than from localities.

- **REGIONAL ASSEMBLIES**

- 7.11 Regional Assemblies are; voluntary, multi party organisations who contribute to regional economic strategies, scrutinise their delivery and act as the Regional Planning Body

NORTH-EAST ASSEMBLY

- 7.12 During the evidence gathering session with the Authority's Director of Regeneration and Planning Services, the Forum noted that un-elected regional assemblies were set up in each of the eight regions outside London in April 1999. The assemblies are voluntary bodies funded primarily by government grants to undertake certain designated activities, these are the scrutiny of the RDA (One North-East) and producing the Regional Spatial Strategy (including transport and waste).
- 7.13 The assemblies can receive funding from other organisations such as local authorities although in the North East this forms a small part of the overall income.

GOVERNANCE ARRANGEMENTS OF THE NORTH-EAST ASSEMBLY

- 7.14 The North East Assembly draws 70% of its members from local authorities and 30% from economic and social partners (ESP) in the region. The ESP represents a wide cross-section of regional interests, including higher and further education, the TUC, parish and town councils and voluntary organisations. The Assembly has its own constitution and voting arrangements. Hartlepool's Members on the Assembly include the Elected Mayor and Councillor Payne.

- **GOVERNMENT OFFICE NORTH-EAST (GONE)**

- 7.15 GONE is involved in joining up national policy and regional / local priorities.
- 7.16 The Forum learnt that Government Offices were established in April 1994 to bring together the regional offices of central government. There are nine Government Offices, one in each English Region now representing ten Government Departments:-
- (a) Office of the Deputy Prime Minister,
 - (b) Department of Trade and Industry,
 - (c) Department for Transport
 - (d) Department of Environment, Food and Rural Affairs,
 - (e) Department for Education and Skills,
 - (f) Department for Work and Pensions,
 - (g) Department for Culture, Media and Sport
 - (h) Home Office,
 - (i) Department of Health, and
 - (j) Cabinet Office.
- 7.17 In addition, Members noted that GONE is at the heart of the delivery of Government policies and programmes in the North-East and is uniquely placed to take a cross departmental approach. In 2002 the role of GONE was enhanced to include:
- (a) Acting as Government's 'eyes and ears' and representatives in the regions
 - (b) Joining up different programmes and policies
 - (c) Playing a greater role in policy development
 - (d) Improving the co-ordination and effectiveness and Area-based initiatives.

GOVERNANCE ARRANGEMENTS OF GONE

- 7.18 Government Office works in partnership with a wide range of sub-regional and local partnerships. Regional Partners include;
- (a) local authorities,
 - (b) businesses,
 - (c) local education authorities,
 - (d) voluntary organisations,
 - (e) the health service, and
 - (f) local people.
- 7.19 In addition to the bodies noted above, the Forum established that the following regional organisations also play a key role in Regeneration and Planning issues in Hartlepool:-

- (a) Association of North-East Councils;
- (b) Regional Housing Board

- **ANEC (ASSOCIATION OF NORTH-EAST COUNCILS)**

7.20 Members noted that ANEC is a representative body for the region's 25 local authorities and the communities they serve. The organisation exists to champion local authorities and the communities they serve by representing Local Authorities to Government and other important decision-makers, regionally, nationally and internationally.

7.21 Issues tackled by ANEC include the level of funding attracted into the region, health, crime and community safety, tourism, housing or economic development. The organisations goals have been defined as helping to bring about change and improvement in the quality of life for people living in communities right across the region.

7.22 In summary the organisation exists to:-

- (a) Ensure that the voice of local government is heard on a wide range of issues;
- (b) Develop, shape and implement policy;
- (c) Lobby and make effective representation;
- (d) Build and strengthen relationships with opinion formers and decision-makers at every level;
- (e) Develop a range of membership services which will add value;
- (f) Facilitate the delivery of the local government improvement agenda in the North East;
- (g) Make a positive and effective contribution to regional leadership and governance;
- (h) Encourage, support, share and communicate best practice in local government;
- (i) Demonstrate how local government represents the interest of communities; and,
- (j) Develop the image, perception and reputation of local government

GOVERNANCE ARRANGEMENTS OF ANEC

7.23 Members of the Association are Elected Councillors, representing every local authority in the North East, which gives the Association an important

democratic accountability. The elected representative for Hartlepool is the Elected Mayor, Stuart Drummond. The Authority's Chief Executive, Paul Walker also represents the Authority.

- **REGIONAL HOUSING BOARD**

- 7.24 The North East Housing Board works to make sure that housing policies blend better with other plans and strategies in the North East region. The main work of the Board is to produce the Regional Housing Strategy (RHS). This strategy advises government ministers on where best to spend money on housing. The Board is also responsible for advising ministers on how to spend the Single Housing Investment Pot (SHIP). This funding is for local authorities and housing associations. For the two years up to 2006, it is worth £170 million in this region.

SUMMARY OF MEMBERS FINDINGS IN RELATION TO REGIONAL PARTNERSHIPS

- 7.25 In relation to the evidence received around regional partnerships Members expressed concern around the possible loss of local accountability if regional partnerships were further developed.
- 7.26 In addition, Members expressed the view that local residents needed to be made aware of the existence and operation of partnerships, and the achievements of many.
- 7.27 A view also emerged that greater clarity was needed both within the Council and externally about representatives serving the Regional Housing Board. It was suggested by Members that this matter is explored further in the future.

8. PARTNERSHIP WORKING – SUB-REGIONAL LEVEL

- 8.1 The Forum received an introductory presentation in relation to Partnership operating at the sub-regional level from the Director of Regeneration and Planning at the Forums meeting on 4 November.
- 8.2 The Forum established that sub-regional partnerships are considered a more efficient and convenient means of dealing with strategic and specialist issues across the Tees Valley area.
- 8.3 Whilst noting that there are a number of other sub-regional partnerships in operation the Forum focussed on four sub-regional arrangements that affect regeneration and planning issues. They are:
 - (a) Tees Valley Joint Strategy Unit and Tees Valley Joint Strategy Committee;
 - (b) Tees Valley Partnership;
 - (c) Tees Valley Regeneration; and
 - (d) Tees Valley Living.
- 8.4 The Forum noted that the key point to recognise about the four organisations above is that they are essentially strategic organisations making policy decisions or implementing projects which have an impact on the Tees Valley as a whole. In addition, Members recognised that the organisations were not about developing local policy or local projects.

• **TEES VALLEY JOINT STRATEGY UNIT (JSU) AND TEES VALLEY JOINT STRATEGY COMMITTEE (JSC)**

- 8.5 The Tees Valley Joint Strategy Unit was set up in 1996 as a joint arrangement of the boroughs of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton on Tees Borough Councils to deliver:
- (a) an information and forecasting service for the Boroughs;
 - (b) strategic planning – including the Tees Valley Structure Plan;
 - (c) economic development strategy – Tees Valley Vision and Tees Valley City Region Development Programme;
 - (d) transport planning at a sub-regional level i.e. technical support for major road schemes, lobbying for rail, Local Transport Plans; and
 - (e) managing and implementing European Programmes.
- 8.6 A recent review of the JSU has added the following functions to the JSU:
- (a) strategic waste management;
 - (b) influencing and coordinating input into the regional spatial strategy and the regional economic strategy;
 - (c) tourism;
 - (d) public transport coordination; and
 - (e) lobbying from a local authority perspective regional agencies to ensure Tees Valley needs are understood and met.
- 8.7 The JSU has 60 staff and a core budget from the local authorities of £1.6 million. In addition it generates £1.3 million through project work from external sources.
- 8.8 At an officer level the work of the JSU is influenced by a whole series of client groups made up of officers from the five authorities. They are:
- (a) Chief Executives' Group;
 - (b) Chief Development Officers' Group;
 - (c) Information and Forecasting Officers' Client Group;
 - (d) Chief Engineers' Group;
 - (e) Heads of Economic Development Group; and
 - (f) Chief Planning Managers' Group
- 8.9 At a member level the work of the JSU is directed by the Tees Valley Joint Strategy Committee, comprising 25 Councillors, five from each authority. The Annual Business Plan, policy reports and progress reports are received by the Committee. Hartlepool's representatives on the Committee are:-
- (a) Councillor Robbie Payne;
 - (b) Councillor Denny Waller;
 - (c) Councillor Derek Alison;
 - (d) Councillor John Coward; and
 - (e) Councillor Arthur Preece

- **TEES VALLEY PARTNERSHIP (TVP)**

- 8.10 The Tees Valley Partnership operates under the governance arrangements of One North-East. Its role is to:
- (a) recommend to ONE how £24 million allocated from single programme expenditure each year should be spent in the Tees Valley and then monitor its implementation;
 - (b) act as a lobby for the Tees Valley in economic development issues; and
 - (c) develop policy initiatives where appropriate to provide coordinated delivery.
- 8.11 The Partnership has a Board chaired by a private sector member with one vice chair, the chair of the Tees Valley Committee of the Local Government Association. Members of the Partnership Board are:
- (a) the five local authorities – represented at leader/mayor level;
 - (b) Tees Valley Regeneration;
 - (c) Tees Valley Learning and Skills Council;
 - (d) Business Link Tees Valley;
 - (e) Universities of Teesside and Durham;
 - (f) Voluntary Sector;
 - (g) Area Health Authority;
 - (h) Cleveland Police;
 - (i) Tees Valley Committee of the North East Chamber of Commerce (2 representatives);
 - (j) Job Centre Plus;
 - (k) Government Office North East; and
 - (l) One NorthEast
- 8.12 The Board meets four times a year. An Executive of all the above partners meets every three weeks to approve and appraise on individual projects and to manage the programme. The Executive draws up the three year programme which is approved by the Board for submission to One North-East. Hartlepool Borough Council is represented on the Board by the Mayor accompanied by the Chief Executive and on the Executive by the Director of Regeneration and Planning or one of his staff. Ad hoc meetings of Chief Executives of the partners are called to deal with the issues. Projects under £250,000 have to be submitted for secondary appraisal by One North-East.
- 8.13 The programme is drawn up by the Executive under guidance from One North-East. The final programme is approved in principle by the Board of One North-East.
- 8.14 The Partnership is staffed by a manager and two staff supplemented by staff seconded from the JSU. Stockton on Tees Borough Council acts as the employer of staff and the accountable body for finance. The Partnership staff are housed in the JSU.

- **TEES VALLEY LIVING (TVL)**

- 8.15 Closely related to the Tees Valley Partnership is Tees Valley Living – a partnership set up to develop the Housing Market Renewal Strategy for the Tees Valley. The governance arrangements for Tees Valley Living are currently under review. A large proportion of sub-regional housing money goes through TVL, which represents millions of pounds of investment. Tees Valley Living is a partnership of local authorities and other agencies with a remit to address the problems of low demand housing and housing market failure in Tees Valley. The organisation was established in May 2003, its purpose is to make a case for substantial funding for ambitious, long-term plans for transforming neighbourhoods through the restructuring of the housing market across the Tees Valley.
- 8.16 The Tees Valley Living Programme - The programme includes the following components:
- (a) A robust evidence base – the research includes a Baseline Assessment, a Neighbourhood Vitality and Viability Assessment and a Housing Market Assessment;
 - (b) Analysis – objective assessment of all collected data presents a better understanding of local circumstances and allows evaluation of options;
 - (c) Designation of Intervention Areas – determination of priorities for action that maximise the impact of resources;
 - (d) Masterplans – plans to build sustainable communities; and
 - (e) Implementation – a programme of housing market renewal activity will be rolled out over 15 years.

- **GOVERNANCE ARRANGEMENTS OF TVL**

- 8.17 Tees Valley Living is a partnership organisation that is made up of the five Tees Valley local authorities, four Registered Social Landlords, the Tees Valley Joint Strategy Unit, Tees Valley Regeneration, Darlington Building Society and the House Builders Federation. It is supported by the Tees Valley Partnership (through One NorthEast), English Partnerships, the Housing Corporation and Government Office for the North East.

- **TEES VALLEY REGENERATION (TVR)**

- 8.18 Tees Valley Regeneration (TVR) was established in May 2002 and is the largest Urban Regeneration Company in the country. It is jointly funded by the five Tees Valley Local Authorities, English Partnerships and One North-East. Its role is to take forward the five flagship regeneration projects in the Tees Valley, of which Victoria Harbour is the key project for Hartlepool. It also is responsible for attracting inward investment to the Tees Valley. The local authorities are represented on the Board of Tees Valley Regeneration by the five Chief Executives.
- 8.19 At the meeting of the Forum on 26 January 2006 the Project Director of TVR gave a presentation on the role of the organisation and illustrated the work it carries out with an overview of the Victoria Harbour Project in Hartlepool. The project was selected following an approach from the Local Authorities to TVR. It is a 20 year project that aims to create at least 2,000 jobs in Hartlepool.
- 8.20 Following questioning by Members of the Forum the TVR Project Director indicated that the staged development of the project is based on a retail assessment, which has found that there will be sufficient capacity to accommodate the additional retail capacity within the town, the majority of which is to be designated for the sale of bulky goods. Furthermore, any contract with a developer on the site would include a local labour clause and it would be possible at some point to insist on the employment of Hartlepool's young people. The Forum welcomed these comments.
- 8.21 As part of the Forum's Partnership Inquiry clarification was sought in relation to the governance arrangements of TVR. It has a private sector led board of 15 (8 private and 7 public sector) members. One third of which are from One NorthEast, one third from English Partnerships, and a further third from the five local authorities. The board must include a majority of private members in line with guidance on the creation of Urban Regeneration Companies and in accordance with its reporting arrangements to the Department of Trade and Industry (DTI). Hartlepool Borough Council's Chief Executive indicated that his role as a Board Member is to support the regeneration of Tees Valley as a whole, whilst attention was drawn to the work being carried out in Hartlepool i.e through Victoria Harbour Development. It was also indicated that it was felt that the system worked well.

- **SUB-REGIONAL PARTNERSHIPS- EVIDENCE FROM CHIEF EXECUTIVE OF TVP**

- 8.22 At the Forum's evidence gathering meeting on 8 December 2005, Members received evidence from the Director of the Tees Valley Joint Strategy Unit (TVJSU) and the Chief Executive of Tees Valley Living (TVL) in relation to the partnerships investigation.
- 8.23 The Chief Executive of TVP informed Members of the Forum that the key points to recognise about all the four organisations above is that they are essentially strategic organisations making policy decisions or implementing projects which have an impact on the Tees Valley as a whole. They are not about developing local policy or local projects. For example, the Tees Valley Partnership is concerned with funding projects which will make a difference not just to the development of Hartlepool but also the development of the Tees Valley and the Region.
- 8.24 The Chief Executive of TVP outlined a list of projects which the partnership has funded in Hartlepool:
- (a) Queens Meadow including the UK Steel Enterprise Business Centre;
 - (b) the development at Hartlepool College of Further Education of the Hartlepool;
 - (c) Centre of Excellence for Health, and the Centre for Offshore High Value Engineering;
 - (d) the development of tourism through the Coastal Arc concept and the development of Victoria Harbour; and
 - (e) ICT infrastructure.
- 8.25 The Chief Executive also highlighted that in the near future TVP hoped to provide gap funding for the River Green Business Centre at Queens Meadow, funding for the Coastal Arc and Tees Valley Regeneration work at Victoria Harbour and the Broughton Enterprise Centre.
- 8.26 In addition, the Forum learned that expenditure of the Tees Valley Partnership over the last four years in Hartlepool amounts to 50 projects covering £11 million. This does not include Tees Valley wide projects such as Business Support from which Hartlepool benefits. They are projects which are specific to Hartlepool.
- 8.27 Members expressed concerns to the Chief Executive of TVP around how local needs would be fed into the programme. The Chief Executive highlighted the UK Steel Enterprise Centre and Broughton Enterprise Centre as positive examples of local needs being met as Hartlepool LSP together with the ODPM's Neighbourhood Renewal Unit identified the need for enterprise workshops and small business workshops in Hartlepool. The Borough

Council and the Tees Valley Partnership developed the UK Steel Enterprise scheme and it was inserted in the programme as a priority.

- 8.28 The Chief Executive of TVP also informed Members that it is not the job of the Tees Valley Partnership to deal with local needs that could properly be met by Hartlepool Borough Council or Hartlepool LSP or other local funding streams. Instead it is to concentrate on the big issues which will make a major difference to the economy of Hartlepool.
- 8.29 Additionally, in relation to the accountability of sub-regional partnerships the Chief Executive of TVP informed the Forum that the sub regional partnerships are held accountable through their governance structures, through Local Authority representatives on the Executives and the Boards. Furthermore, officers could (and in fact do) use the various officer groups to make clear any concerns and meetings are often held to resolve these issues through debate and discussion.
- 8.30 Members were pleased to learn, from evidence received from the Director of the TVJSU that Elected Members could help ensure that Hartlepool receives its fair-share of funding by properly representing Hartlepool and applying the appropriate pressure. It was emphasised that it was imperative to produce a clear programme of projects in order to negotiate for Government resources.
- 8.31 Members of the Forum noted that support for representatives on the TVP and JCSU/C is provided through officers within each of the Boroughs as well as through the Director of the TVJSU whilst the TVP relied on support from individual sectors.
- 8.32 In terms of reinforcing the representation of the LSP at a sub-regional level Members noted that future arrangements may include Boards created underneath the main Partnership Board in order that local issues, ie economic development and transport can be dealt with at a local level. This may require a Co-ordination Board to be created and discussions were in the early stages with One North East.

- **EVIDENCE FROM DIRECTOR OF TVL & TEES VALLEY**

- 8.33 In terms of the use of funding, Members noted that a 15-year strategy was in place and included the New Deal for Communities area and North Central Hartlepool. A baseline study had been carried out which identified that there was a lot of activity being undertaken under housing market renewal.

- **ROLES AND RESPONSIBILITIES OF ELECTED MEMBERS ON SUB-REGIONAL PARTNERSHIPS**

- 8.34 All Elected Members representing the Council the four sub-regional partnership bodies noted above were invited to the Forums evidence gathering meeting on 8 December 2005 to clarify their roles and responsibilities with regard to being Hartlepool Borough Council's representatives on sub-regional partnerships.
- 8.35 Two Members, namely Councillor Denny Waller and Councillor Arthur Preece attended to submit evidence which is noted below:-
- 8.36 With regard to their nomination on Sub-regional partnerships, both Councillors stated that that they were nominated to represent the Council by their respective political groups which was then ratified by Council. Both Members indicated that they attended all meetings. Although they indicated that information was fed back through their political groups on an ad-hoc basis, and that there was no formal process by which to feedback to Council.
- 8.37 In addition, both Members advised the Forum that before every Joint Strategy Committee (JSC), a briefing meeting would take place between the appropriate Members and the Director of Regeneration and Planning Services. This would ensure that Members were fully aware of any implications with the issues to be raised at the Committee.
- 8.38 The Forum noted that both Members accepted that there is no effective mechanism for feeding back information to all Members of the Council, and that they as representatives of the Authority on sub-regional partnerships would support the introduction of such a mechanism.
- 8.39 Members of the Forum also expressed concern that at sub-regional partnership level only one or two people were the same representatives for the Authority on a range of bodies and questioned if this ensured effective representation.

9. HARTLEPOOL PARTNERSHIP (THE LOCAL STRATEGIC PARTNERSHIP [LSP])

Roles of the Partnership

- 9.1 At the meeting of the Scrutiny Forum on 3 February the Head of Community Strategy outlined that the purpose of the Hartlepool Partnership as a whole is to realise the Community Strategy Vision. More specifically Hartlepool Partnership has the following aims and roles:
- (a) Promote and improve the economic, social and environmental well-being of Hartlepool and sustainable development through overseeing the Community Strategy process setting strategic aims and helping to discharging the well-being duty;
 - (b) Provide multi sector strategic leadership and operate as the “local strategic partnership” for Hartlepool developing consensus and commitment and where possible joint decision making;
 - (c) Strengthen joint partnership working to continuously improve services;
 - (d) Focus service delivery on the needs and aspirations of local people by develop new ways of involving local people in how services are provided;
 - (e) Encourage people to be constructively involved in their communities;
 - (f) Oversee neighbourhood renewal and seek to renew deprived areas and develop and deliver a local Neighbourhood Renewal Strategy as part of the Community Strategy;
 - (g) Ensure local sustainable development and contribute to the regional sustainable development agenda;
 - (h) Bring together and rationalise plans, partnerships and initiatives;
 - (i) Collaborate with regional and sub regional partners and lobby in Hartlepool's interest;
 - (j) Align performance management systems, criteria and processes;
 - (k) To be inclusive and representative with effective community engagement and consultation – promotion; and
 - (l) Develop strategies to improve the skills and knowledge of partners including relating to regeneration and neighbourhood renewal.
- 9.2 In Hartlepool it is recognised that the future role of LSPs is central to the Government's vision for the future of local decision-making, in particular to

developing a strong leadership role for local authorities. It is anticipated (by the ODP) that the LSP will continue to effectively identify and deliver against the priorities for joint action in an increasingly accountable way.

- 9.3 Furthermore, the Government's future vision for all LSPs is for them to move towards becoming 'commissioning LSPs' – making decisions, commissioning action and actively co-ordinating the delivery of the Sustainable Community Strategy and targets such as the Neighbourhood Renewal floor targets. The shift from focusing on process to the delivery of outcomes through the embedding of the LSP performance management framework is reinforced by the development of Local Area Agreements (LAAs) with its focus on outcomes. LAAs are discussed in more detail below.

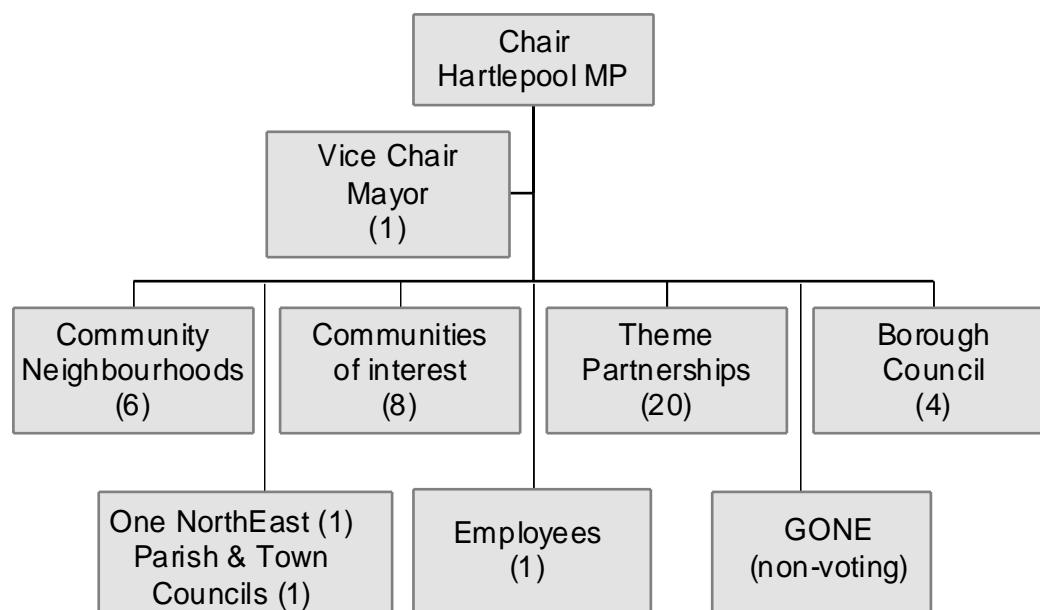
Roles and Remit of Stakeholders Involved in the Partnership

- 9.4 All members of the Partnership should be committed to applying the principles established in the Hartlepool Community Strategy:

Principles	
• Accountability	• Maximise Opportunity
• Community Involvement	• Maximise Resources
• Co-ordination	• Partnership
• Equality & Social Inclusion	• Quality Services & Continuous Improvement
• Integrity	• Sustainability

- 9.5 The general role of all members of the Partnership will be to take a town-wide perspective and to develop consensus in the best interests of the town as a whole. Members will bring their own perspectives and also represent their own organisation, interest group or area, and will be recognised for their valuable contribution bringing ideas, knowledge and expertise to the process.
- 9.6 The Hartlepool Partnership Board is made up of 44 people. It is chaired by the town's MP Iain Wright. Government Office for the North East attend in a non-voting capacity. The current structure is shown below:

The Hartlepool Partnership Board*



* n.b. In addition representatives from Cleveland Fire Authority and Cleveland Police Authority serve on the Partnership.

Governance Arrangements for Hartlepool Partnership in terms of Local Authority Involvement

9.7 Current Elected Member involvement in the Partnership Board can be summarised as follows:

- (a) Mayor;
- (b) Chair of North Neighbourhood Consultative Forum;
- (c) Chair of Central Neighbourhood Consultative Forum;
- (d) Chair of South Neighbourhood Consultative Forum;
- (e) 2 elected members identified by the Mayor from any Executive or from the Council; and
- (f) the Leader of the largest political group not holding the Mayoralty.

9.8 Current Officer involvement in the Partnership Board can be summarised as follows:

- (a) Chief Executive;
- (b) The Director of Children's Services; and
- (c) The Head of Community Safety and Prevention

Roles and Responsibilities of Elected Members and Officers on Hartlepool Partnership

9.9 The town's Mayor is the Vice Chair of the LSP and the Chairs of the Neighbourhood Forums also sit on the partnership representing the views of the communities in all the wards in each of the Neighbourhoods. In addition,

the leader of the largest political group (currently Labour) not holding the Mayoralty is included on the Partnership to represent the views of that political group and provide an overview of key Community Strategy themes. Similarly two Councillors identified by the Elected Mayor (currently Cllrs Hill and Richardson) sit on the Partnership to provide further elected representation and democratic accountability on the Partnership. Furthermore, a number of Councillors sit on the LSP representing agencies other than the Council, such as the Fire and Police Authorities.

Agenda and Feedback Mechanisms between the Council and LSP

- 9.10 It is recognised that there needs to be increasingly effective, transparent and accountable governance and scrutiny arrangements for the LSP to enable partners to hold each other to account and local people to hold the partnership to account.
- 9.11 Sections 9.7 and 9.8 above outline the Elected Member and Officer involvement on Hartlepool Partnership. Elected Member involvement on Hartlepool Partnership is widely acknowledged to be above average. In addition, decision making on the Partnership is accountable to the public through all papers and records of decisions being available on the web site. Furthermore, all meetings are public meetings.
- 9.12 Nevertheless, Members of the Forum expressed concern that the majority of residents were unaware of the work of the Hartlepool Partnership. The Head of Community Strategy indicated that the editor of the local paper had been invited to attend the Partnership as a non-voting member and had not taken up the place. Furthermore, regular press releases are prepared in an attempt to publicise the work of the Partnership.
- 9.13 Members suggested that brief presentations should be given to each of the Neighbourhood Consultative Forums outlining the work and success of the Hartlepool Partnership.
- 9.14 In addition to the above comments Members requested that the Council's thanks be passed on to the MP and Hartlepool Partnership for its help in acquiring permission to go ahead with the Victoria Harbour development.

• THE LSP THEME PARTNERSHIPS

- 9.15 Hartlepool Partnership is the Local Strategic Partnership for Hartlepool and consists of a network of partnerships linked together – these are the Theme Partnerships. Most of these cluster around the seven aims or themes of the Community Strategy, which are:
 - (a) Jobs and the Economy;
 - (b) Lifelong Learning and Skills;
 - (c) Health and Care;
 - (d) Community Safety;
 - (e) Environment and Housing;

- (f) Culture and Leisure; and
- (g) Strengthening Communities.

- 9.16 The main partnerships under each theme are known as Theme Partnerships. A number of theme partnerships are divided within the Community Strategy themes, for example the Environment and Housing theme has two theme partnerships. The Theme Partnerships are:

The Economic Forum	Appendix A
Lifelong Learning and Skills	Appendix B
Sure Start	Appendix C
Health and Care	Appendix D
Community Safety	Appendix E
Environment	Appendix F
Housing	Appendix G
Culture and Leisure	Appendix H
Strengthening Communities	Appendix I

- 9.17 The role of the Theme Partnerships is to be strategic, representative, and effective. They are concerned with overseeing implementation and managing performance and were established to meet a variety of needs as well as sharing good practice. Each Theme Partnership has its own widely different terms of reference. The membership of the Theme Partnerships varies hugely but each seek to be inclusive by encouraging the involvement of a wide variety of people. The appendices outlined above reflect the variety that is present in each of the Theme Partnerships.
- 9.18 During discussions Members felt that each of the Theme Partnerships needed to have democratic representation on it so that they would be democratically accountable. The possibility of annual appointments of Elected Members to the Theme Partnerships was suggested although it was acknowledged that as Theme Partnerships were not solely Council Partnerships, this could only be requested by the Council. There was also concern expressed about the lack of links from relevant partnerships to the Scrutiny Fora.

10.1 COMMUNITY INVOLVEMENT IN PARTNERSHIPS

- 10.1 On 3 March 2006 the Manager of Hartlepool Voluntary Development Agency (HVDA), on behalf of the Community Network, presented a report on the Role of the Voluntary and Community Sector (VCS) in Partnerships. The report is attached at **Appendix J**.
- 10.2 The Government had encouraged the formation of community networks and they are seen locally as the means by which the community was brought together to influence the work of the Hartlepool Partnership and those partnerships that fed into it.
- 10.3 The Manager of HVDA considered that there had been a lot of progress in terms of Community and Voluntary Sector involvement in partnerships over recent years and that residents have become much more aware of partnership working. There is a lot more activity in this respect than there used to be. However, maintaining this level of activity and progress requires continued (financial) support. In addition, the VCS felt that it had had less success in getting the services it provided onto the mainstream agenda of the public sector. The representative from the Community Network also indicated that the VCS should be considered more seriously as a potential provider of services under Best Value and Budgetary reviews.
- 10.4 Voluntary and Community Sector representatives were elected to the Hartlepool Partnership and Themed Partnerships through the Community Network. It was noted that there was no VCS representative on the Children and Young People Partnership Executive. The Tees Valley Partnership had one VCS representative, but only organisations with a remit outside of more than one geographical area can vote. As a result Members felt the VCS membership on these partnerships was inadequate. In addition, Members were concerned that only five community groups in Hartlepool were eligible to vote for the community representative on the Tees Valley Partnership (TVP).
- 10.5 Members were concerned that the voluntary and community sector representation on the LSP Executive might not be at an appropriate level and that the VCS representation should be proportionate. A suggestion was made by the Chair that the newly formed Tees Valley Voluntary Forum could be involved in future elections for community representatives.
- 10.6 A Community Network representative indicated that there would be a shortage of funding due to the loss of European funding later this year. He added that as a result of this, there was a need for voluntary groups to work closer together in the future.

11. LOCAL AREA AGREEMENTS (LAAs)

- 11.1 At the meeting of this Forum on 26 January 2006 Members received evidence from Hartlepool Borough Council's Chief Executive, Assistant Chief Executive, Director of Regeneration and Planning Services, and Head of Community Strategy. In addition the Manager of HVDA provided evidence in relation to the VCS role in relation to LAAs.

What is the context, and what are the drivers, behind the LAA Agenda?

- 11.2 LAAs are three year agreements between Central Government, the Council and its delivery partners. 9 pilot Local Authorities were chosen by Central Government in 2004 to develop LAAs. HBC was selected in June 2005 to be part of the second round of LAAs, which will go 'live' in April 2006. By April 2007 all Local Authorities will have to have LAAs.
- 11.3 The Government has stated a number of aims for LAAs, which includes improving the co-ordination between central government, local authorities and their partners, whilst working through the LSPs. The focus here is on a range of agreed outcomes, which all delivery partners agree to work towards. In addition, emphasis has been placed on the importance of LAAs in simplifying the number of additional funding streams from central government going into an area. Whilst the intention is that they will help to devolve decision making, moving away from a 'Whitehall knows best' philosophy and reduce bureaucracy, and allowing for efficiency gains and a greater proportion of public servants to be directly involved in front line delivery in every region of the country.

What are the potential impacts of LAAs on HBC?

- 11.4 LAAs are made up of outcomes indicators and targets aimed at delivering a better quality of life for people. The Council is the lead organisation for LAAs but partners are required to be fully engaged in the process. Hartlepool is aiming to maximise the devolution of funding, decision-making and priority setting to a locality level through the development of the LAAs. Whilst, there are moves to towards regionalisation in the Government's agenda LAAs can be seen as a counterbalance to this, effectively giving control back to the locality.

What are the potential impacts of LAAs on governance arrangements?

- 11.4 The LAA toolkit indicates that Local Authorities (LAs) and GOs have a unique role in the LAAs, with the LA acting as the overall accountable body and the GONE as the lead for overseeing the implementation of LAAs on behalf of the Government. Consequently, the GO acts as a 'go-between' for localities and central government in the LAA process. The GOs also have a role in ensuring necessary performance information is shared in a co-ordinated way to avoid confusion and duplication in reporting mechanisms.

- 11.5 Members felt that even though the LSP would have not have sole decision making powers (in relation to the LAAs) it would be involved in the setting of a strategic direction for the future and Members were concerned regarding the absence of Councillor and resident involvement in the LAA process. Although, it should be noted that the Community Sector must sign a statement to the effect that they have been involved in the process.
- 11.6 Furthermore, the LAA outcomes relevant to HBC will be included in the Corporate Plan, subject to the approval of full Council in June. In addition, Scrutiny is involved in the development of the Corporate Plan as a Budget and Policy Framework Item. On 24 February 2006 Scrutiny Co-ordinating Committee considered an initial draft of the Corporate Plan (BVPP) 2006/7 – proposed objectives and actions, and will again have the opportunity to comment on the final draft of the Corporate Plan on 19 May 2006.

What are the potential impacts of LAAs on service delivery?

- 11.7 Hartlepool's vision for LAAs includes the notion that resources should be allocated directly to the locality of Hartlepool with funding levels determined for three years. Priorities for the use of this funding should be determined at the locality level within national and regional frameworks.
- 11.8 The LAA process was initially billed as creating new freedoms and flexibilities for local service delivery. However, in practice there have been less freedoms and flexibilities than originally anticipated in the negotiations of LAAs between HBC, GONE and the ODPM.
- 11.9 During discussions about the LSP and LAAs, Members felt that local residents need to be provided with clear/accurate information in relation to the process. More generally Members argued that the Local Authority needed to be made aware of the restrictions that apply to the use of resources for example 'ring fencing'.

12. HARTLEPOOL AND BEST PRACTICE

- 12.1 The Hartlepool Partnership is one of only four Partnerships in the North East to be accredited by the ODPM with the top, Green, rating for LSPs. Furthermore Hartlepool Partnership is one of only 30, out of the 88 NRU LSPs, to be given this rating. In its recent assessment (July 2005) Government Office for the North East highlighted a number of strengths:

Key players in the LSP are aware of and do understand how the Performance Management Framework is used as part of day-to-day action to drive improved delivery. Quarterly performance meeting held with Chair of LSP and the chairs of each theme partnership ensure local strategies are monitored & evaluated.

- 12.2 Furthermore:

The Partnership is well run in terms of financial management, support services, admin, people and asset management. Well balanced area/thematic programme together with specific block funds. Each theme partnership identifies the use of Neighbourhood Renewal Fund within the Performance Management Framework.

- 12.3 In addition:

The NRF budgets are rigorously reviewed. Within 2% of NRF spend 2004-2005.

- 12.4 It was also noted that:

The LSP has clearly built on their Improvement Plan from last year all issues have been addressed and if required further action is outlined. The partnership, as a whole, has demonstrated that it has provided clear plausibility between outcomes and actions being implemented. Partner organisations have been identified and are accountable for delivery of agreed actions.

- 12.5 Indeed, in recognition of the best practice that has emerged in Hartlepool of Hartlepool Partnership officers have been invited to participate in national policy development in relation to LSPs.

- 12.6 In addition, in the Audit Commission's Annual Audit and Inspection Letter 2004 the following comments were made in relation to LSP validation:

The council were awarded the highest category in the validation exercise. We found a number of key strengths in terms of performance management. These included the use of the framework within theme partnerships, the openness to challenge and a committed approach. Some minor issues to be addressed include the management of

reporting performance information and lack of agreement on the way in which performance information will be reported to the Board.

- 12.7 The Forum, however, recognises a need for good practice to be disseminated through other partnerships.

13. CONCLUSIONS

- 13.1 Over the course of the investigation Members have been made aware of the increasing responsibility on Local Authorities to act in partnership with a wide variety of organisations. The Forum has focused on different levels of partnership working, which has included:
- (a) Regional Partnerships;
 - (b) Sub-Regional Partnerships;
 - (c) Local Strategic Partnerships; and
 - (d) Theme Partnerships
- 13.2 This report provides an extensive overview of the partnership working at these different levels. As a consequence it makes a valuable contribution to enhancing Members awareness of partnership activity that HBC is involved in.
- 13.3 In addition to the mapping of partnership working and awareness raising that this has generated the Forum has made a number of recommendations that are outlined in section 14 below.
- 13.4 Members reached a number of conclusions in relation to the final report, which included:
- a) Over the course of the Scrutiny investigation Members have been made aware of the existing good practice in Hartlepool, which has been recognised in section 12 of this report. In particular, the extent and quality of partnership working in Hartlepool was acknowledged as being of a very high quality. This has been reflected in recent assessments of Hartlepool Partnership's performance.
 - b) That feedback mechanisms (to the Local Authority) for the Council's representatives on the Regional Assembly should be strengthened and substitute arrangements for those representatives should be clarified;
 - c) That to ensure representation of Hartlepool is maximised on the Regional Development Agency, ONE, Members requested that the Council seeks clarification from the RDA around the selection process for representatives on this body in order to enhance the probability of Hartlepool being further represented on this body;
 - d) That feedback and accountability mechanisms need to be improved for all Council representatives on partnerships;
 - e) That further information should be produced around the LAA process, to increase understanding around the LAA process for a wider audience, and that this could take the form of summary sheets and diagrams;

- f) That in relation to LAAs a general view emerged amongst Members of the Forum that this process needed to involve further democratic accountability at a formative stage in the development of the LAAs. In particular Members requested that Scrutiny should be involved in the process at an earlier stage and that this should cut across all Fora.
- g) That whilst reviewing regional partnership arrangements the Forum identified three key bodies; ONE, GONE, and the North-East Assembly. In addition Members of the Forum also explored the governance arrangements of ANEC and the North East Housing Board. It was suggested that the governance arrangements of the latter could be explored in more detail in the future.
- h) That future potential developments, such as 'City-Regions' must be reviewed in the context of current partnership arrangements and the potential impact they may have on current partnership working.
- i) That in light of the comprehensive and complex nature of this report Members concluded that a summary of this report should be produced as a guide to partnership working. Members considered that this guide should be presented in a more accessible format for circulation to a wider audience.

14. RECOMMENDATIONS

14.1 Over the course of the Partnership's Investigation the Forum has made the following recommendations. Recommendations a) to d), h) to j), and m) to w) require the approval of Cabinet, whilst recommendations e) to g), k) and l) require the support of Cabinet:

- (a) That the Council seeks to strengthen the feedback mechanisms (to the Local Authority) for its representatives on the Regional Assembly and that substitute arrangements for those representatives should be clarified;
- (b) That the Council seeks clarification from the RDA around the selection process for representatives on this body;
- (c) That the Council produces further information about the LAA process for a wider audience, and that this should incorporate summary sheets and diagrams;
- (d) That Scrutiny continues to be involved in the LAA process, and that in the next round of negotiations all Scrutiny Fora are involved at the formative stage;
- (e) That increased levels of community and voluntary sector representation be examined on the Lifelong Learning Partnership and the Children and Young People Partnership, including the Executive.
- (f) That the levels of voluntary sector representation be increased on the Tees Valley Partnership and also direct Local Strategic Partnership representation on the TVP. In addition, the Town's MP and Mayor should be invited to support the strengthening of the representation on the TVP.
- (g) That an appropriate measure be put in place for the election of voluntary representatives on the Tees Valley Partnership through the Voluntary Sector Forum.
- (h) That the need for infrastructural organisation offering support to the wider VCS be recognised by the Council and be appropriately funded.
- (i) That discussions are held with the Mayor, the MP and Council to support the issue of voluntary representation on the thematic partnerships.
- (j) That Scrutiny's involvement in the on-going review of the Community Strategy be strengthened across all Scrutiny Fora.
- (k) That Elected Member involvement in Thematic and other partnerships be recommended.

- (l) That roles and responsibilities for ALL members of Theme Partnerships be encouraged as part of good practice.
- (m) That an annual review of both the levels of community representation and the compact be reviewed as part of the Best Value Performance Review.
- (n) That the Council emphasises the importance of continued partnership working, and supports co-terminus arrangements between the Council, Police and PCT.
- (o) The level of officer time committed to partnerships be examined in order to ensure it is tailored to the appropriate requirements.
- (p) That the attendance records of all Members on partnerships be produced as a public document.
- (q) That in relation to communication and information dissemination an internal and external communication protocol should be developed. In this respect the Forum welcomed the development of a 'Tool Kit' for resident's use as part of the review of the Community Strategy.
- (r) That a section be included in the State of the Borough Debate to feedback the work and success of the Hartlepool Partnership and the Theme Partnerships.
- (s) That where possible Councillors attending events across the town take the opportunity to feedback the work and success of the partnerships they are involved in.
- (t) That informal (quarterly) meetings are arranged to enable elected representatives sitting on Partnerships to feedback on their involvement in these partnerships to other Elected Members and resident representatives.
- (u) That the development of a 'map' outlining how the Council's departments, political structures, LSP and Theme Partnerships are aligned be explored.
- (v) Members recommend that a summary of this report be produced as a guide to partnership working. In addition, the guide should be produced in an accessible format for circulation to a wider audience, with the PR office.
- (w) That the Cabinet produce an Action-Plan in response to these recommendations detailing both timescales for action if approved and responsible officers. In addition the Forum recommends that Cabinet report back to the Forum within 3-6 months of receipt.

15. ACKNOWLEDGEMENTS

15.1 The Forum is grateful to all those who have presented evidence during the course of the Scrutiny Inquiry. We would like to place on record our appreciation for all those witnesses who attended the Forum. In particular the Forum would like to thank:-

- a) All volunteers sitting on partnerships, in recognition of the contribution they make to these;
- b) Manager of HVDA
- c) Project Director TVR;
- d) Chief Executive Tees Valley Partnership;
- e) Director Tees Valley JSU;
- f) Hartlepool's MP Iain Wright;
- g) Hartlepool Mayor Drummond;
- h) Cllrs Preece and Waller, D for providing evidence about their involvement in sub-regional partnerships;
- i) Cllr Cook for providing evidence about his involvement in Hartlepool Partnership;
- j) Ron Foreman and Cllr James for providing evidence about Community Network representatives' involvement in Partnerships;
- k) The Director of Regeneration and Planning Services;
- l) The Head of Community Strategy;
- m) The Chief Executive of Hartlepool Borough Council; and
- n) The Assistant Chief Executive.

**COUNCILLOR PAMELA HARGREAVES
CHAIR OF REGENERATION AND PLANNING SERVICES SCRUTINY FORUM**

BACKGROUND PAPERS

- i. Minutes of the Regeneration and Planning Services Scrutiny Forum 26 August 2005.
- ii. Minutes of the Regeneration and Planning Services Scrutiny Forum 22 September 2005.
- iii. Minutes of the Regeneration and Planning Services Scrutiny Forum 4 November 2005.
- iv. Minutes of the Regeneration and Planning Services Scrutiny Forum 8 December 2005.
- v. Minutes of the Regeneration and Planning Services Scrutiny Forum 26 January 2006.
- vi. Minutes of the Regeneration and Planning Services Scrutiny Forum 3 February 2006.
- vii. Minutes of the Regeneration and Planning Services Scrutiny Forum 3 March 2006.
- viii. Presentation on “Partnerships” – Director of Regeneration and Planning Services 22 September 2005.
- ix. “Governance Arrangements – Sub-Regional Partnerships” – Director of Regeneration and Planning 4 November 2006.
- x. “Sub-Regional Partnerships Scrutiny-Scoping” – Scrutiny Support Officer 4 November 2005.
- xi. “Sub Regional Partnerships” – Chief Executive – Tees Valley Partnership/ Director Tees Valley JSU 8 December 2005.
- xii. Presentation on “The Role of Tees Valley Regeneration (TVR)” – Project Director TVR 26 January 2006.
- xiii. “The Role of Government Office in Local Area Agreements” – Scrutiny Support Officer 26 January 2006.
- xiv. Presentation on “The Role of the Local Authority in Local Area Agreements” – Director of Regeneration 26 January 2006.
- xv. “The Role of the Voluntary/Community Sector (VCS) in Hartlepool’s Local Area Agreements” – Community Network 26 January 2006.
- xvi. “Hartlepool Partnership” – Head of Community Strategy 3 February 2006.
- xvii. “Community Involvement in Partnerships Covering Report” – Scrutiny Support Officer 3 March 2006.
- xviii. “The Role of the Voluntary/Community Sector in Partnerships” – Manager of HVDA 3 March 2006.
- xix. “LSP Theme Partnerships” – Scrutiny Support Officer 3 March 2006
- xx. “The Future of Local Government: Developing a 10 year vision” - ODPM 2004.
- xxi. “Local Area Agreement Guidance” – ODPM 2005.
- xxii. “Local Area Agreement Toolkit” – ODPM 2005.
- xxiii. “Local Strategic Partnerships: Shaping their future – A Consultation Paper” – ODPM 2005.
- xxiv. “Vibrant Local Leadership” – ODPM 2005.
- xxv. “Beyond the Sovereign Council: The New Governance of Local Communities” – Chris Skelcher, Paper for the PSA Conference, Leicester 2003.

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ECONOMIC FORUM

AIM: *Develop a more enterprising and, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.*

TERMS OF REFERENCE:

Objectives of the Economic Forum:

- To work in partnership to maximise the economic prosperity of Hartlepool.
- To develop and implement an action plan and protocol with specific actions and targets that reflects the requirements of both business and local residents and which reflect the key objectives of the Community Strategy.
- To review and monitor targets outlined in the Forum Action Plan.
- To approve and endorse activities that will contribute to the key targets adopted by the Economic Forum and where appropriate identify new sources of funding.
- To be inclusive, reflecting the diverse needs of the people of Hartlepool and thereby reducing inequalities.
- To consult effectively with business, community representatives, residents and other stakeholders.
- To work with other partnerships, networks and forums for the benefit of Hartlepool.
- To work in an open and transparent way ensuring that the work of the Economic Forum is communicated effectively and available to the public.
- To ensure that membership reflects the diversity of the community it aims to serve.

The Role of Economic Forum Members:

- To act in the best interests of the Economic Forum, the organisations they represent and the people and business community of Hartlepool.
- To take part in themed working groups as determined by the Chair.

9.2 Appendix A

- To represent the views of the Economic Forum in external networks and meetings as appropriate.
- To attend all appropriate meetings wherever possible. Members unable to attend for three consecutive meetings will be removed unless extenuating circumstances exist. Representatives can send an appropriate deputy.
- Private Sector members to act as the 'demanding customer' ensuring that services and priorities are relevant to ensure the current and future prosperity of Hartlepool and its economy.

Economic Forum Chair / Vice Chair:

- The Chair / Vice Chair of the Economic Forum are elected by the full membership of the Economic Forum at the Annual General Meeting in January of each year. The term of office is two-years.
- The Chair / Vice Chair will also represent the Forum on the Hartlepool Partnership Board during the period of office.
- The Chair / Vice Chair will be representatives of the Private Sector.

Role of the Chair

- To lead the work of the Economic Forum, ensuring that the views of the Economic Forum are communicated to a wide audience.
- To represent the Economic Forum on the Hartlepool Partnership LSP.
- To meet with the Chair of the LSP to review the performance management framework as required.
- To ensure the efficient and effective operation of the Economic Forum.
- To promote effective partnership working between members of the Economic Forum and if necessary resolve conflict and help foster an environment of mutual interest.
- To approve the formation of Working Groups to deliver specific items of work on behalf of the Economic Forum.
- With the support of the Secretariat to agree the agenda, associated papers and minutes of previous meetings.

Role of Vice Chair

- To deputise for the Chair as required.
- To support the Chair to ensure the work of the Economic Forum is effectively deployed.

Economic Forum Champion:

- The Economic Forum Steering Group will elect three Champions for a period of one year. The Champion will be a representative of the Private Sector. Each Champion will be responsible for one of the three Strategic Objectives outlined in the Economic Forum Action Plan.

The Role of the Champion:

- To lead on the delivery of strategic objectives on behalf of the Economic Forum.
- To support the Chair to influence, comment and respond to other strategies and policies relating to the Economic Forums objectives.
- To agree with the Chair the items that will be reviewed during the term of office.
- To act as a 'demanding customer' and review the delivery of services by public, private and voluntary sector agencies within the scope of the specific objective.
- To assist the Chair with the on-going review of the performance management framework and associated targets.
- To Chair appropriate Economic Forum working groups, agree membership and report to the Chair findings, outcomes and recommendations.

Economic Forum Steering Group Members:

Membership of the Economic Forum is outlined below.

- The Chair will determine Private Sector representation and prospective members will be elected by the Economic Forum Steering Group.
- Voluntary Sector representation will be determined by the Community Empowerment Network. Elections will be administered by Hartlepool Voluntary Development Agency and elected members endorsed by the Chair.

9.2 Appendix A

- Public Sector representation will be determined by the specific organisation.

The Role of Economic Forum Members:

- To act in the best interests of the Economic Forum, the organisations they represent and the people and business community of Hartlepool.
- To take part in themed working groups as determined by the Chair.
- To represent the views of the Economic Forum in external networks and meetings as appropriate.
- To attend all appropriate meetings wherever possible. Members unable to attend for three consecutive meetings will be removed unless extenuating circumstances exist. Representatives can send an appropriate deputy.
- Private Sector members to act as the 'demanding customer' ensuring that services and priorities are relevant to ensure the current and future prosperity of Hartlepool and its economy.

Lead Partners:

- There will be three Lead Partners drawn from the Public Sector. The role of the Lead Partner will be to deliver one of the three Strategic Objectives outlined in the Economic Forum Action Plan.

Role of the Lead Partner:

- To report to the Economic Forum Champion on a regular basis on actions and activities that will assist in the delivery of Strategic targets.
- To identify resources to assist in the delivery of each objective.
- To advise the Economic Forum Champion of new policies, strategies and initiatives that will help influence and impact on the work of the Economic Forum.
- To provide advice and guidance on actions and priorities proposed within each strategic objective area by other agencies and organisations.

Supporting the Economic Forum:

- Secretariat support for the Economic Forum will be provided by the Economic Development Manager and members of the Economic Development Team. This support includes:

- Arranging Steering Group meetings on a bi-monthly basis.
- Publishing agendas, papers and minutes of previous meetings on the instruction of the Chair.
- Arranging guest speakers and reports from external bodies for the attention of the Economic Forum.
- Co-ordinating the Annual General Meeting on behalf of the Chair.
- Providing training, induction and other development events for the benefit of Forum members.
- Managing communication, consultation and performance management events on behalf of the Forum.
- Submitting funding applications where appropriate and managing and accounting for resources allocated to the Economic Forum (i.e. NRF).
- Promoting partnership working for the benefit of local people and businesses in Hartlepool.
- All other general administrative support for the partnership.

FEEDBACK/ACCOUNTABILITY MECHANISMS

The Chair of the Economic Forum represents the Partnership on the Hartlepool Partnership LSP and approves the development of Working Groups to deliver specific items of work on behalf of the Economic Forum.

The Economic Forum Steering Group will elect three 'Champions' for a year, each will be responsible for the Three Strategic Objectives outlined in the Economic Forum Action Plan. The Champions will act as 'demanding customers' reviewing the delivery of services by public, private and voluntary sector agencies. They will also chair appropriate working groups of the Economic Forum.

There will be three 'Lead Partners' drawn from the public sector. Their role will be to deliver one of the three Strategic Objectives outlined in the Economic Forum Action Plan. They must regularly report to the Champions on actions and activities that will assist in the delivery of Strategic targets.

The Economic Forum Protocol states that members must, "represent the views of the Economic Forum in external networks and meetings as appropriate."

MEMBERSHIP :

- **Councillors**

Stuart Drummond - Mayor

- **Officers**

None

- **Representatives from the Community and Voluntary Sector**

Four Reps from the Community Empowerment Network
One Rep from HMS Trincomalee

- **Representatives from the Private Sector**

One Rep from PD Ports
Editor Hartlepool Mail
One Rep from Horwath Clark Whitehill
One Rep from Gillens
One Rep from Flex-ability
One Rep from Personnel Managers Group
One Rep from Middleton Grange Shopping Centre
One Rep from Vantis Walker (Chair)
One Rep from Huntsman Tioxide
One Rep from Trade Unions

- **Representatives from 'other' public bodies**

One Rep from Job Centre Plus
One Rep from Business Link Tees Valley
One Rep from Learning & Skills Council
One Rep from Hartlepool College of Further Education

Officers in attendance

Assistance Director, Planning & Economic Development
Economic Development Manager
Urban Policy Manager
Two Principal Economic Development Officers
Economic Development Officer

LIFELONG LEARNING AND SKILLS

AIM: *Help all individuals, groups and organisations to realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training, and raise standards of attainment.*

TERMS OF REFERENCE:

From around 2001 onwards the Lifelong Learning Partnership has been driven by the following action plans:

2001/02 Plan

Within the principles of the partnership the following priorities for action were determined as:

- Continuing progress towards the achievement of agreed local learning targets in line with National Learning Targets
- Ensuring effective mechanisms are in place to consult young people and adults.
- Helping to drive up quality of learning provision in Hartlepool.
- Contributing to neighbourhood renewal strategies and providing a learning and skills input to the Hartlepool Community Strategy and the work of the Hartlepool Partnership.
- Promoting and marketing learning to different audiences.
- Developing further inclusive links with grass root partners and clients and continuing to share local information and plans

2002/03 Plan

Within the principles of the partnership the following priorities for action were determined as:

- Continuous progress towards the achievement of agreed local learning targets in line with National Learning Targets.
- Assisting the LSC as appropriate with it leading role in ensuring that the learner voice influences the planning of provision.
- Helping to drive up the quality of learning provision in Hartlepool.
- Contributing to neighbourhood renewal strategies and providing a learning and skills input to the Hartlepool Community Strategy and the work of the Hartlepool Partnership.
- Working with partners to promote learning to different audiences.
- Sharing local information and plans.
- Helping to manage the local response to the Hartlepool 16-19 Area-Wide inspection.
- Making the 14-19 curriculum a key priority for 2002/2003

FEEDBACK/ACCOUNTABILITY MECHANISMS

Feedback is via the Partnership's performance monitoring mechanism. Funded projects are monitored and evaluated by the Lifelong Learning Partnership, with reports going to partnership officers at HBC and the full Hartlepool Partnership. Feedback is also given at community consultation events organised by partnership officers.

MEMBERSHIP:

- **Councillors**

No Reps

- **Officers**

One Rep from Children's Services, HBC

One Rep from Adult Education, HBC

- **Representatives from the Community and Voluntary Sector**

One Rep from the Community Network (Substitute)

- **Representatives from the Private Sector**

No Reps

- **Representatives from 'other' public bodies**

One Rep from Secondary Schools' Rep

One Rep from Learning and Skills Council Tees Valley

One Rep from NACRO (a crime reduction charity)

Head Teacher Hartlepool College of FE (Chair)

One Rep from Hartlepool College of FE (Administrator)

One Rep from Hartlepool College of FE, Partnership Co-ordinator

One Rep from English Martyrs School & SFC

One Rep from Cleveland College of Art and Design

One Rep from University of Teesside

One Rep from Connexions

One Rep from Hartlepool Sixth Form College

- **Additional Officers in Attendance**

None

SURE START

AIM:

- To enhance the care, play and educational experience of young children and the care and play experience of all children up to the age of 14;
- To develop sustainable provision which is accessible, of high quality and affordable and represents good value;
- To work together in a spirit of co-operation and partnership across the sectors.

Background:

The Early Years Development and Childcare Partnership (as the partnership was formerly known) was set up in 1998 with an aim to develop early years provision across the town. The Sure Start Unit (DfES) issued targets for each authority and the partnership was responsible for ensuring these targets were met. In 2005 the Sure Start Unit realised that there were many authorities that had exceeded their targets and decided to remove all childcare targets from authorities. The aim for the partnership is now to ensure sustainability of places across the town and target specific areas for the development of certain types of early years provision. The attendance at the partnership over the last year has been falling due to a lack of direction within the current remit of the partnership.

The authority has within the last two years been asked to develop Children's Centres and Extended School services across the town which include childcare. In light of these new developments officers are reviewing the remit, aims and membership of the partnership to ensure that these new developments can be achieved.

TERMS OF REFERENCE:

The functions of the Partnership are to:

- determine the local needs of children and parents;
- determine strategic developments towards meeting these needs;
- prepare the Early Years Development and Childcare Strategic Plans on a three-yearly basis and Implementation Plans on an annual basis;
- determine how the annual Department for Education and Skills (DfES) Direct Childcare Grant will be allocated and to make recommendations on bids to the New Opportunities Fund (NOF) to take forward strategic developments included in the Plan;

9.2 Appendix C

- oversee implementation of the Plan through Working Groups reporting to the Partnership;
- monitor and evaluate progress to plans and spending on a quarterly basis.

In order to fulfil these functions, the Partnership will:

- comprise members as set out in Annex A and review its membership at least on an annual basis;
- nominate substitutes to maximise representation at each meeting;
- elect an Independent Chair and Vice Chair annually by seeking nominations from members of the Partnership, in writing, prior to the first Partnership meeting of the financial year and, if necessary, voting on the basis of one member, one vote;
- make decisions by consensus wherever possible, resolving any disagreements by voting on the basis of one member, one vote;
- delegate executive powers to the Chair and Vice Chair, in consultation with the Senior Education Officer (Early Years & Childcare), for urgent decisions subject to a maximum financial limit of £5,000, with such decisions to be reported to the next Partnership meeting;
- adopt a formal complaints procedure for EYDCP members and the public;
- establish Working Groups (with appropriate, wide ranging membership) to take forward these developments and identify specific proposals for the Partnership to consider;
- initially hold Partnership meetings in camera on a quarterly basis, with one other meeting to determine plan and two training / discussion sessions;
- review public access to Partnership meetings and their frequency and timing on an annual basis;
- fund travel and provide childcare for non local authority members on the basis of individual need, taking into account local authority travel allowances and the actual cost of childcare;
- receive proposals and monitoring reports on a quarterly basis from Working Groups;

9.2 **Appendix C**

- receive and agree quarterly progress reports in relation to the Childcare Funding Allocation to be submitted to DfES by the Borough Council;
- consider proposals for funding, including the DfES Direct Childcare Allocation and the New Opportunities Fund and make bids for Learning Skills Council (LSC) funding, where appropriate;
- assist the promotion of networks / consultative arrangements to promote effective communication to ensure the Partnership represents / considers as wide a range of views as possible;
- establish links with neighbouring Partnerships;
- monitor its effectiveness through an annual review of progress against action plans, taking account of any feedback from consultation, OFSTED inspections and progress against targets.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Feed info/ updates/ monitoring info into the Children and Young People's Strategic Partnership.

MEMBERSHIP :

- **Councillors**

None.

- **Officers**

One representative HBC Community Services

Represents community services for Hartlepool Borough Council plus out-of-school childcare

One representative HBC Economic Development

Represents planning / economic development for Hartlepool Borough Council and brings knowledge and expertise in this area

One representative HBC Children's Services (Vice Chair)

Represents Children's Services for Hartlepool Borough Council and vulnerable children and families in Hartlepool

Hartlepool Children's Fund Manager

One representative Senior School Adviser

Represents the Children's Services Department of Hartlepool Borough Council

One representative Borough Librarian

Represents community services for Hartlepool Borough Council and with libraries

Director of Children's Services

Represents the Children's Services Department of Hartlepool Borough Council

Senior Education Officer and Lead Officer for EYDCP

- **Representatives from the Community and Voluntary Sector**

Two representatives Hartlepool People's Centre

Represents out of school childcare – voluntary / community

One representative ADDvance

Represents special needs groups dealing specifically with ADHD

One representative Hartlepool Families First

Represents special needs groups

- **Representatives from the Private Sector**

One representative Scallywags Playgroup
Represents out of school childcare – playgroup / crèche

Two representatives Kiddikins Creche
Represents out of school childcare – voluntary & community

One representative Garlands Call Centre
Represents employers in Hartlepool

Retired Headteacher St Joseph's School, Hartlepool (Chair)

Manager - Playmates Day Nursery
Represents private day nurseries and substitutes Janet Bland

- **Representatives from 'other' public bodies**

One representative North Tees & Hartlepool NHS Acute Trust
Represents the acute trust of the public health sector.

One representative of OFSTED
Represents OFSTED and keeps Partnership up to date with relevant requirements

Manager Rainbow day Nursery
Represents private day nurseries

Manager -Sure Start Central and Primary Care Trust
Represents one of the regeneration projects – will attend on a rotation basis with other Sure Start Managers and also represents health sector

One representative from Hartlepool PCT

Hartlepool College of Further Education
Represents further education and helps organise training for childcare

North Hartlepool Partnership
Represents local regeneration project

New Deal for Communities Manager

Manager – Sure Start North
Represents one of the regeneration projects – will attend on a rotation basis with other Sure Start Managers

9.2 Appendix C

School Governor
Represents the Hartlepool Governors Association and all school governors

Head Teacher Lynnfield School

National Childminders Association
Represents registered childminders in Hartlepool

Sure Start Central
Play Learning & Childcare Co-ordinator

DfES Adviser
Advises local EYDCP's on DfES planning and targets

Hartlepool Sixth Form College
Represents further education and helps organise training for childcare

St Bega's Primary School
Represents out of school childcare – maintained sector (i.e. in schools)

Sure Start South
Represents one of the regeneration projects. Will attend on a rotation basis with other Sure Start Managers

Head Teacher Stranton School

Jobcentreplus Childcare Partnership Manager

Primary Care Trust

VACANT

Learning & Skills Council
Represents LSC which co-ordinates the funding of training in the Tees Valley area

Hartlepool College of Further Education
Represents further education and helps organise training for childcare

Employment Services
To obtain information, and advise on potential jobs/careers in Hartlepool

9.2 Appendix C

- **Non-Partnership Officers Attending** i.e. an average from the last 2/3 meetings of officers attending the theme partnership meeting who aren't formal members of the partnership.
Approx 2/3 non partnership officers attend

HEALTH AND CARE

AIM: *Ensure access to the highest quality health, social care, and support services, and improve the health, life expectancy and well-being of the community.*

TERMS OF REFERENCE:

None.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Feedback via Performance Management Framework reports.

Chair attends Chair meetings.

Chair member of LSP.

Table relevant reports as appropriate at LSP meetings

Example of reports:

Tees Review

Commissioning a Patient Led NHS

MEMBERSHIP:

- **Councillors**

None.

- **Officers**

Hartlepool PCT:

Chief Executive
Dir Public Health & Wellbeing
Dir Partnerships/Vision for Care
Dir of Finance & Performance Management
Ass. Dir of Care Programmes
Dir of Planning
Dir of Primary Care & Modernisation
Dir of Nursing & Operations
Head of Mental Health

Hartlepool Borough Council:

Dir of Adult & Community Services
Dir of Children's Services
Head of Business Unit (Disability)
Head of Community & Strategy Division
Ass Dir of Safeguarding & Specialist Services
Housing Strategy Manager
Acting Senior Assist Dir Adults
Ass Dir (Support Services) Strategy & Resource Manager

- **Representatives from the Community and Voluntary Sector**

Chairman HPCT PPI Forum
Hartlepool Families First
HVDA Manager
Project Manager Endeavour Home Improvement Agency

- **Representatives from the Private Sector**

None

- **Representatives from 'other' public bodies**

Acting Gen Mgr Mental Health Services
Ass Dir Community Health & Elderly Care
Housing Hartlepool

9.2 Appendix D

- **Officers Occasionally in Attendance**

None.

COMMUNITY SAFETY

AIM: *Together we will reduce crime and drugs misuse to build a safer, healthier Hartlepool.*

TERMS OF REFERENCE:

The Partnership will: -

- Consider plans or proposals submitted to them by the Executive.
- Provide, information and views from the community and stakeholders on crime, anti-social behaviour drugs misuse and offending behaviour.
- Advise the Executive on current concerns and consultation planning.
- Approve the establishment of Task Groups.
- Delegate responsibility if it chooses to a particular Group of the Partnership for the development of plans or particular pieces of work.

FEEDBACK / ACCOUNTABILITY MECHANISMS:

- The Safer Hartlepool Partnership is a statutory partnership, required to be formed by the Crime & Disorder Act 1998.
- Performance is reported at least quarterly on various functions as follows:-

Function	Organisation Receiving Reports
Youth Offending	Youth Justice Board
Drugs	Government Office North East and National Treatment Agency
Crime & Disorder/ Anti-Social Behaviour	Government office North East and Home Office

- The Safer Hartlepool Partnership operates with a smaller strategic Executive Group, where all decisions are taken. Minutes are considered at next Safer Hartlepool Partnership meeting (held three times per year).
- Performance is reported by Executive Group to Hartlepool Partnership quarterly and annually.
- There is a Joint commissioning Group, which makes decisions to commission services on behalf of Executive Group.
- The Annual Youth Justice Plan and three yearly Crime, Disorder & Drugs strategy are part of the Council's budget and Policy Framework.
- The Annual Drugs Treatment Plan is reported to the appropriate Portfolio holder for approval.

MEMBERSHIP:

- **Councillors:**

Mayor S. Drummond (Chair of Partnership)
Cllr. M. Waller
Cllr. J Marshall
Cllr. P Jackson
Cllr R. Waller (Cleveland Fire Authority representative)

- **Officers:**

Head of Community Safety & Prevention attends in her role as Partnership Co-ordinator
Chief Executive Officer – attends regularly
Children's Services – 2 no. (1 usually attends)
Adult & Community Services – 2 no. (0 usually attend)
Neighbourhood Services – 6 no. (1 usually attends)
Regeneration & Planning Services – 4 no.* (1 usually attends)

*4 additional officers from Community Safety & Prevention division whose roles cover drugs, crime and disorder and youth offending, will attend if required to present a report.

Number of officers refers to number on mailing list, who will be either Department nominees or co-opted on to Task Groups, so invited to Safer Hartlepool Partnership.

- **Representatives of Community & Voluntary Sector:**

Community Empowerment Network – 6 no. elected representatives
Advanced Motorists
Parents in Need of Support (PINS)
Hartlepool Access Group
Safe in Tees Valley
Age Concern
Skillshare
North Tees Women's Aid
Victim Support & Witness Service Teesside
HVDA
Hart Gables
50+ Forum
DISC
Belle Vue Community Sports & Youth Centre
West View Project
Salaam Centre
Advance
B76
Hartlepool Families First
UNITE

- **Representatives from Private Sector**

North East Chamber of Commerce & Industry
Hartlepool Mail
Bells Stores
Hartlepool United Football Club
Middleton Grange Shopping Centre

- **Representatives from other public bodies**

National Probation Service Teesside
Cleveland Police
Cleveland Police Authority
British Transport Police
Magistrates Court
New Deal for Communities
Primary Care Trust
Hartlepool College of Further Education
Crown Prosecution Service
Government Office North East
Cleveland Fire Brigade
Cleveland Fire Authority (see Councillors)
UNISON
Drugs Education team
TNEY Trust
North Tees & Hartlepool Trust
Cleveland Medical Committee
HM Prison Service
Durham & Tees Strategic Health Authority
National Treatment Agency
ConneXions
Housing Hartlepool
Home Housing
Three Rivers Housing
The Guinness Trust
Anchor Trust
Endeavour Housing Association
Tees Valley Housing Group
Stonham Housing Association

NB Some organisations may send more than one representative to meetings.

9.2 Appendix F

ENVIRONMENT

AIM:

To secure a more attractive and sustainable environment that is safe, clean and tidy.

TERMS OF REFERENCE:

Facilitate the achievement of the Hartlepool Partnership's aims by the establishment of a multi-agency environment theme partnership.

Contribute to the production, implementation, review and monitoring of environment related strategies, including waste management and transport.

Advise on issues concerning the Natural and Built environment.

Provide a link between environmental and wider policies for the social and economic regeneration of the area, including the regeneration of deprived neighbourhoods.

Work with neighbouring and regional organisations to tackle wider issues of common concern.

Meetings will be preceded by an agenda circulated to members of the theme partnership specifying the business proposed to be transacted.

Meetings will take place on a three-monthly basis, the proceedings minuted and circulated to members of the theme partnership and made available to the Chair of the Hartlepool Partnership.

FEEDBACK/ACCOUNTABILITY MECHANISMS

The feedback mechanism is by the theme group to the LSP and via Community Empowerment Network representatives to the wider community.

9.2 Appendix F

MEMBERSHIP :

- **Councillors**

Stuart Drummond – Elected Mayor

- **Officers**

Environmental Standards Manager
Head of Environmental Management
Principal Policy Officer – Community Strategy

- **Representatives from the Community and Voluntary Sector**

One Rep from North East Civic Trust
One Rep from Hartlepool Civic Society
Four Community Empowerment Network representatives
One Rep from Headland Local History Group
One Rep from Hartlepool Natural History Society
One Rep from Hartlepool NDC

- **Representatives from non-satutory environmental organisations**

One Rep from Friends of the Earth
One Rep from Teesmouth Field Centre
One Rep from Tees Forest
One Rep from Tees Valley Wildlife Trust
One Rep from English Nature
One Rep from English Heritage
One Rep from Sustrans (A leading sustainable transport charity)
One Rep from TADEA (Tees and Durham Energy Advice)

- **Representatives from the Private Sector**

One Rep from Hydro Chemicals
One Rep from SCA Packaging Ltd
One Rep from Huntsman Tioxide Europe
One Rep from Hartlepool Water Company
One Rep from C J Garland
One Rep from Hereema
One Rep from Able UK
One Rep from Expanded Metal Company
One Rep from Hartlepool Power Station
One Rep from INCA

9.2 Appendix F

- **Representatives from ‘other’ public bodies**

One Rep from Countryside Agency
One Rep from Tees & Hartlepool Port Authority
One Rep from Environment Agency
One Rep from N. Tees and Hartlepool NHS Trust

- **Officers occasionally in attendance**

Approximately three officers in attendance each meeting who are not members

HOUSING

AIM: *The aim of the Housing Partnership is to jointly assess and meet the housing needs of Hartlepool.*

TERMS OF REFERENCE:

The remit of the Housing Partnership is as follows:-

- (i) to produce a comprehensive housing strategy which will meet the housing needs of Hartlepool;
- (ii) to co-ordinate and facilitate multi-agency and private sector involvement in needs assessment and strategy delivery;
- (iii) to provide a link between housing and wider policies for the social, economic and environmental well-being of the area, including the regeneration of deprived neighbourhoods;
- (iv) to facilitate housing involvement in local partnerships;
- (v) to work with neighbouring and regional organisations to tackle wider issues of common concern.

There is no prescribed threshold for membership. The mailing list below indicates regular attendees thus *.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Each member feeds back to its representative group or body.

Community Network representatives are accountable through the network's feedback framework.

The Chair of the Tenants Consultation Panel feeds back directly to the Panel, which in turn feeds back to individual tenant groups.

Policy and strategy decisions are forwarded to Cabinet and for information to the Local Strategic Partnership.

The themed partnership is accountable through the performance management framework and reports to the Local Strategic Partnership.

MEMBERSHIP:

- **Councillors**

- **Officers**

Director of Regeneration and Planning, HBC
Head of Public Protection and Housing, HBC *
Head of Housing Strategy, HBC *
Principal Housing and Regeneration Officer, HBC *
Housing and Regeneration Co-ordinator, HBC *

- **Representatives from the Community and Voluntary Sector**

Community Network Representatives

- Disability Representative *
- Youth Representative
- BME Representative

Chair of the Housing Hartlepool Tenants Consultation Panel *
Representative from North Central Hartlepool Regeneration residents *
Housing Theme Resident Co-Chair, New Deal for Communities

- **Representatives from the Private Sector**

Representatives from three Hartlepool Estate Agents

- **Representatives from 'other' public bodies**

Chief Executive, Housing Hartlepool (Chair) *
Director of Regeneration, Housing Hartlepool *
Group Director of Operations, Tees Valley Housing *
Housing Manager, Home Housing *
Business Development Manager, Three Rivers Housing
Senior Development Manager, Three Rivers Housing
Housing Services Director, Endeavour Housing *
Regeneration and Investment Manager, Guinness Trust
Housing Manager, Accent North-East
Housing Regeneration Director, Hartlepool Revival *
Programme Director, New Deal for Communities
Regional Officer from the National Housing Federation

- **Council Officers who are not members of the theme partnership**

Occasional representation from Housing Advice Manager or Supporting People Officer, HBC, or others depending on subject

CULTURE AND LEISURE

AIM: *Ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities.*

TERMS OF REFERENCE:

The Culture and Leisure Theme Partnership uses the following general terms of reference. The Partnership Board will make decisions on matters affecting the economic social and environmental well-being of Hartlepool and sustainable development including the following: -

- Major policy and policy documents of interest to a range of partners at key stages in their development including the Community Strategy.
- Strategic briefs or frameworks for policy, programme or bid development, consultation and training etc.
- Matters outside an established defined strategic policy context or brief.
- Major issues of particular strategic importance to Hartlepool because of their scale or nature.
- Reports from or on behalf of the Executive, the Theme Partnerships and the Community Network raising strategic issues and reporting on progress.
- Strategic novel or contentious issues and cross-cutting issues.
- Scrutiny of issues relating to the policies of partners and the implementation and operation of services and their contribution to achieving the Community Strategy.
- Representation to and relationships with regional and sub- regional partnerships and bodies and national organisations.
- Monitoring and reviewing of the structure and operation of the Hartlepool Partnership and its accreditation.
- Rationalisation and accreditation of theme partnerships within Hartlepool.
- Any other matters of importance to the economic social and environmental well-being of Hartlepool not covered by the remit of the Executive.

FEEDBACK/ACCOUNTABILITY MECHANISMS

The Theme Partnership provides minutes and actions to the LSP via the Community Strategy team, any major items of strategic significance are placed before the Hartlepool Partnership meeting.

In terms of the statutory sectors individual members are representative of the cultural services areas. The voluntary and community sector members tend to be recruited by a selection process undertaken by the Community Network. Specific representatives from bodies such as the North Hartlepool Partnership tend to be selected within these bodies.

MEMBERSHIP :

- **Councillors**

None

- **Officers**

One Rep from Assistant Director Cultural Services
One Rep from Children's Services (Education Officer)
One Rep from Press and PR
One Rep from Culture and Heritage and Grants Officer

- **Representatives from the Community and Voluntary Sector**

Community Sector (5 Places):

One Rep from West Hartlepool NDC
One Rep from Churches Together
One Rep from North Hartlepool Partnership Community Representative
One Rep from Salaam Centre
One Rep from Sportability.

Voluntary Sector (5 Places):

One Rep from Footlights
Community Empowerment Network (three representatives)
One Rep from Belle Vue Centre.

- **Representatives from the Private Sector**

One Rep from The Studio
One Rep from Old School Studios
One Rep from Soundswright
One Rep from HMS Trimcomalee
One Rep from Hartlepool United

- **Representatives from 'other' public bodies**

One Rep from Hartlepool PCT

- **Additional Officers in Attendance**

Additional officers attend meetings when they are presenting reports to the Theme Partnership. For example, in October 2005 the Sport and Recreation Manager attended to present a report.

STRENGTHENING COMMUNITIES

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

TERMS OF REFERENCE:

1. DEFINITION OF THE COMMUNITY NETWORK

1.1 The Community Network is not one meeting, but is made up of a variety of meetings or fora which seek to influence the decision making process in Hartlepool.

2. THE AIMS OF THE COMMUNITY NETWORK

2.1 To support voluntary/community sector and resident input to the Hartlepool Partnership and other partnerships.

2.2 To support communities, the voluntary sector and residents to participate effectively in neighbourhood renewal in Hartlepool.

2.3 To provide an opportunity for networking and the exchange of information.

2.4 To review the operation of the relationship with the Hartlepool Partnership and any other Partnerships.

2.5 To assist or develop proposals for the election of representatives to the Hartlepool Partnership and other Partnerships.

2.6 To provide a means by which voluntary/community sector and resident representatives on partnerships and committees can report to the community on their work.

2.7 To provide an opportunity to identify 'unmet needs' in the community from a voluntary/community sector perspective.

2.8 To provide an opportunity to identify priorities of need from a community perspective.

2.9 To identify gaps in the networking and representation of voluntary organisations and community groups and to develop appropriate responses.

2.10 To encourage the development of other networks of the voluntary sector around specific themes or issues to come together within the framework of the overall network.

2.11 To initiate and share information and ideas around specific themes, issues or topics.

2.12 To encourage co-operation between groups and to avoid duplication of effort.

3. MANAGEMENT OF THE NETWORK

3.1 The Townwide Network meeting will meet at least six times a year.

3.2 The Townwide Network meeting will be a meeting organised on a town wide basis which will address issues which have an impact across Hartlepool.

3.3 The role of the Chair will be to facilitate the meetings of the Network and the person undertaking this role may vary with the agreement of the meeting.

3.4 The accountable body will undertake the secretariat for the meetings.

3.5 The accountable body will notify grant applicants on the progress of applications in relation to timescale. Decisions made in relation to any funds managed on behalf of the Network will be communicated in writing.

4. VOTING ENTITLEMENT AT TOWNWIDE NETWORK MEETINGS

4.1 Should a vote be required, only representatives of voluntary organisations, community groups and residents associations will be able to vote in the case of a vote groups will be entitled to one vote.

4.2 Those groups which are projects of an existing group shall not have a separate vote.

4.3 In the case of an individual who is a member of a number of different groups then that individual will have one vote for the group which they specify.

4.4 Informal Forum type groups are by definition a collection of voluntary groups and therefore shall not be entitled to a vote. The exception would be a constituted Forum which has elected officers and or committee members and holds an Annual General Meeting to elect officers.

5. VOTING PROCESS

5.1 In most case for flexibility resolutions can be moved from the floor of the meeting. Exceptions are as follows:

i) A vote of no confidence of any kind.

- ii) A vote, which would result in any change in the contractual arrangements, between the Government Office and the accountable body managing funds on behalf of the Network, or other groups or initiatives which are funded or managed on behalf of the Community Network by the accountable body.
- iii) Any changes to standing orders.

5.2 Resolutions of the above kind must be notified in writing to HVDA at least ten working days before the date of the Network Meeting at which the resolution is to be put.

6. DEFINITION OF A VOLUNTARY GROUP

6.1 An independent voluntary and community group or a residents association is one where the group has a separate constitution and management committee, which exists for the purpose of managing the said group. Such voluntary groups can be: registered charities; self help groups; mutual support groups; companies limited by guarantee.

6.2 When a matter requires a vote, if it is requested by any Network member then each voting member shall declare the name of their voluntary group when casting their vote. This will ensure that each group is only able to exercise one vote per group.

7. AMENDMENTS TO STANDING ORDERS

7.1 Any resolution to amend the standing orders must be notified in writing to HVDA at least ten working days before the date of the Network Meeting at which the resolution is to be put. Amendments can be passed by a simple majority of those present who are eligible to vote.

8. LIAISON WITH THE HARTLEPOOL PARTNERSHIP AND OTHER BODIES

8.1 The Network would wish to invite from other bodies the most appropriate people for the items under consideration.

9. RESPONSIBILITIES OF THE ACCOUNTABLE BODY

9.1 Send out notification of Community Network meeting, normally at least ten working days before the meeting.

9.2 Send out detailed papers and minutes of the previous meeting at least three working days before the meeting.

9.3 Provide written reports on those funds administered for the Network by the accountable body.

10. ELECTION PROCESS FOR THE STEERING GROUP AND GRANTS PANEL OF THE COMMUNITY NETWORK

10.1 The election process to elect the Steering Group is outlined in Appendix I.

10.2 The election process to elect the Grants Panel with responsibility for the Hartlepool Community Chest and Community Learning Chest is outlined in Appendix II.

11. GRIEVANCE PROCEDURE

11.1 Both the Steering Group and the Grants Panel of the Community Network shall select three people from their membership to form two Grievance Sub Committees. The grievance procedure exists to ensure that any problems or issues are dealt with as quickly and effectively as possible. If anyone has a grievance in relation to the work of the Community Network then the following procedure should be followed:

- Request a meeting with the Manager of HVDA. If the complainant is not satisfied with the outcome of the meeting:
- Request a meeting with the relevant Grievance Sub Committee i.e. of the Steering Group or the Grants Panel. If the issue is not resolved:
- Request a meeting with the relevant full Committee, Steering Group or Grants Panel if the issue is not resolved.
- Request a hearing at a Community Network meeting. If the issue is not resolved:
- Contact Government Office North East, in writing detailing the grievance.

APPENDIX I

ELECTION PROCESS FOR THE COMMUNITY NETWORK STEERING GROUP

- 1. **Structure of the Steering Group**
 - 1.1 The Steering Group will have fourteen elected members.
 - 1.2 There is an equal level of representation (3 places) from the north, central and south areas of the town as defined by the boundaries used by the Councils Neighbourhood For a:
North Area - North of Hart Lane/Middleton Road
Central Area -between Hart Lane/Middleton Road and Brierton Lane/Belle Vue

Way/Windemere Road.

South Area - South of Brierton Lane/Belle Vue Way/Windemere Road.
A map which shows the geographical areas is included as Appendix III

1.3 There will be five places available to communities of interest. The following are examples of such categories but should not be taken as an exhaustive list e.g. older people, young people, ethnic minorities, people with disabilities, carers etc.

1.4 There is one place on the committee for HVDA as the accountable body for the Fund.

1.5 The Steering Group shall nominate three of its members to deal with any grievances.

2. Eligibility for Area Representation

2.1 The group has a base in the relevant area for which the group is making a nomination.

2.2 The person nominated is a resident of the relevant area.

3. Eligibility for Communities of Interest Representation

3.1 The group may operate in a neighbourhood or on a townwide basis except that the main role of the group shall be with one specific client group (see 1.3 for examples).

4. Election Rules

4.1 The elections shall take place at a Community Network Meeting, which has been specifically promoted as a meeting at which the Steering Group will be elected.

4.2 All those present at the meeting who represent a voluntary group as determined by the Standing Orders agreed by the Network will be eligible to vote for all categories of representation on the Steering Group.

4.3 Those voluntary groups wishing to vote but unable to attend the meeting will be given the option of a postal vote.

4.4 In the event that there are more than three candidates for those to be elected by each area, there will be an election by secret ballot at the meeting. The candidates which come 1st to 3rd will be deemed elected.

4.5 In the event that there are more than five candidates for the communities of interest section those candidates which come 1st to 5th will be deemed elected.

4.6 The term of office for the Steering Group will be one year from its election.

4.7 Steering Group members will be expected to attend Community Network Meetings in order to be accountable for the decisions of the Steering Group.

ELECTION PROCESS FOR THE COMMUNITY NETWORK GRANT MAKING PANEL

1. Structure of the Grants Panel

1.1 The Grants Panel will have ten elected members.

1.2 There is an equal level of representation (2 places) from the north, central and south areas of the town as defined by the boundaries used by the Councils Neighbourhood For a:

North Area - North of Hart Lane/Middleton Road

Central Area - between Hart Lane/Middleton Road and Brierton Lane/Belle Vue Way/Windemere Road.

South Area - South of Brierton Lane/Belle Vue Way/Windemere Road.

A map which shows the geographical areas is included as Appendix III

1.3 There will be four places available to communities of interest. The following are examples of such categories but should not be taken as an exhaustive list e.g. older people, young people, ethnic minorities, people with disabilities, carers etc.

1.4 There is one place on the committee for HVDA as the accountable body for the Fund.

2. Eligibility for Area Representation

2.1 The group has a base in the relevant area for which the group is making a nomination.

2.2 The person is a resident of the relevant area.

3. Eligibility for Communities of Interest Representation

3.1 The group may operate in a neighbourhood or on a townwide basis except that the main role of the group shall be with one specific client group (see 1.3 for examples).

4. Election Rules

4.1 The elections shall take place at a Community Network Meeting, which has been specifically promoted as a meeting at which the Grants Panel will be elected.

4.2 All those present at the meeting who represent a voluntary group as determined by the Standing Orders agreed by the Network will be eligible to vote for all categories of representation on the Panel.

4.3 In the event that there are more than two candidates for those to be elected by area, there will be an election by secret ballot at the meeting. The candidates which come 1st and 2nd will be deemed elected.

4.4 In the event that there is an election for the communities of interest section those candidates which come 1st to 4th will be deemed elected.

4.5 The term of office for the Grants Panel will be one year from its election.

4.6 Panel members will be expected to attend Community Network Meetings to be accountable for the decisions of the Grants Panel.

4.7 The Grants Panel shall nominate three of its members to deal with any grievances.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Community Network representatives all have a written job description and sign a Code of Conduct. In some case specific responsibilities and lineages are identified e.g. the older persons representative links to the 50+ Forum. Community Network representatives are invited to a quarterly feedback session and if they are unable to attend they are required to complete a written pro forma.

The Community Network Steering Group is elected annually and the Community Network staff team produce quarterly reports for the Steering Group and an annual review of the Community Network.

MEMBERSHIP :

- **Councillors**

Can attend meetings but are not able to vote unless they are affiliated to a voluntary, community or residents group.

- **Officers**

Council officers sometimes attend the quarterly Community Network meetings. This has involved representation from the Community Strategy Team and Housing Hartlepool.

- **Representatives from the Community and Voluntary Sector**

This primarily the membership of the Community Network.

- **Representatives from the Private Sector**

None

- **Representatives from 'other' public bodies**

Representatives may be invited to specific theme or topic based meetings.

- **Additional Officers in Attendance**

See 'Officers' above.

1. THE ROLE OF THE VOLUNTARY/COMMUNITY SECTOR (VCS)

1.1 Why Involve the VCS

The need to involve the VCS in partnership working is highlighted in nearly all aspects of public policy. This is for a number of reasons:

- The VCS can deliver services.
- The VCS is a source of information.
- The VCS contributes to community cohesion.

1.2 Range of the VCS and Characteristics

- From Oxfam, Save the Children, RSPCA to a local Mother and Toddler Group.
- Every type of human endeavour is covered.
- Groups come together in response to a common concern, cause or unmet need.
- The management is volunteer led.
- Groups may have paid staff to deliver services.

1.3 Strengths of the VCS

- Local control and community involvement.
- Flexibility.
- Go beyond boundaries.
- Volunteer contribution:
 - Self confidence
 - Skill development
 - Active citizens
- Community cohesion/builds communities.
- Ability to access external funding e.g. Charitable Trusts and Foundations.

1.4 The VCS Locally

Numbers

- 550 groups
- 40 faith groups
- 60 with paid staff (but declining)
- 5000 volunteers
- 400 in paid work (but declining)

Main Areas of Activity

- Culture/leisure/sport/arts
- Health/disability/care
- Children and young people
- Residents and community groups

1.5 HVDA's Work

- Advice/project development support both to new and existing groups.
- Volunteers – placement, support and good practice.
- Community Chests – administration of funds.
- Funding advice and Straight Through Money.
- Community involvement through the Community Network.

1.6 Where are the interactions between the VCS and the Public Sector:

- Funding agreements/contracts.
- Users of Local Authority premises/school premises.
- Consultees/sources of expertise.
- Formal mechanisms of consultation:
 - Hartlepool Community Network
 - Neighbourhood Action Plans
 - Neighbourhood Consultative Fora
 - Specialist Fora, All Ability Forum, 50+ Forum
- Representatives on Partnerships.

2.0 THE ROLE OF THE COMMUNITY NETWORK IN HARTLEPOOL

2.1 The Government expects the wider community to play a full part in Local Strategic Partnerships. For this to be achieved, the Government has encouraged the formation of Community Networks. Such networks are seen as the means by which the community is brought together to influence the work of the Hartlepool Partnership and those partnerships, which feed into it. The Community Network is required to elect a Steering Group from within its members. The Steering Group is responsible for overseeing the work of the Network.

2.2 The Network is responsible for:

- Producing an annual action plan.
- Measuring its work through a Performance Management Framework.
- Making regular reports to the Community Network.
- A Skills and Knowledge Programme.
- Involving “hard to reach communities”.
- Ensuring representation through elected representatives and making sure there is effective feedback to and from the Hartlepool Partnership through these representatives.
- Commissioning research on the VCS contribution.

2.3 The Community Network has three constituencies:

- Residents living in neighbourhoods.
- Communities of interest.
- The interests of the VCS.

The above are not always the same, they can be different or overlap. The Community Network seeks to ensure that all three have their voice heard.

2.4 How to make involvement work in practice

- Improve levels of resident, community and voluntary sector representation throughout the Hartlepool Partnership and other Partnerships in Hartlepool.
- Improve methods of consultation on issues affecting local neighbourhoods and communities of interest.
- The support and development of skills, knowledge and confidence to the individuals so that they can participate effectively.

2.5 There are many ways for the people of Hartlepool can influence decision making in the Hartlepool Partnership. However, the Hartlepool Community Network focuses on four key areas of involvement:

1. Co-ordinating a network and forum of voluntary organisations and community groups.
2. Support to forums of communities based on area “where people live”. (Neighbourhood Action Plan Forums).
3. Supporting forums of communities based on specific interests e.g. disability.
4. Commissioning work, which highlights the value of the VCS.

2.6 How are the VCS involved in partnership working?

The assessment of whether a Community Network is being successful includes the following criteria:

- That there is a sufficient and influential level and range of voluntary/community sector representation on the Local Strategic Partnerships.
- That there is an agreed protocol covering working arrangements between the Community Network and the Local Strategic Partnership.
- Ensures Local Strategic partnership decision-making processes have included the voluntary/community sector representatives in a way that has enabled them to contribute and have real influence.
- That Community Empowerment Network representatives are fully involved in the Local Strategic Partnership Performance Management Framework.

2.7 Community Network Representation on Themed Partnerships

Representatives are elected from these Forums to take up issues raised to the relevant parts of Hartlepool Partnership and influence decisions made about local services.

- Housing Partnership (3 places).
- Community Safety Theme/Safer Hartlepool Partnership (6 places).
- Environment Partnership (3 places).
- The Health & Care Strategy Group (2 places). HVDA is also represented on the Partnership separately.
- Culture and Leisure (6 places).
- Jobs and Economy Theme: (4 places).
- Lifelong learning (1 place).
- Children and Young People's Partnership (1 place). HVDA is also represented on the Partnership separately.

Representatives agree to a job description and a code of conduct. Elections take place at an open meeting of the Community Network. For Themed Partnerships, representatives on the Neighbourhood Consultative Forum and the Hartlepool Partnership, the term of office is 2 years.

The current proposals for assisting representatives and exchanging information with Community Network Members includes meetings every three months which allow representatives to discuss their work subsequently identify issues to be taken back to the relevant Partnership.

Representative can meet before a Partnership meeting with, if necessary with the support of the Network to discuss agenda items. This happens regularly with the Hartlepool Partnership and the Neighbourhood Consultative Forum Representatives.

Members of Community Network meet at least four times a year to promote the interests of communities and the voluntary/community sector.

2.8 Examples of work with communities of interest

- All Ability Forum (Disability Forum) – funding for the development worker was secured by the Network.
- Development work with young people, including production of a video outlining the needs of young people, which was presented to Hartlepool Partnership and to a Council's Scrutiny Forum.
- Publication of newspaper by and for young people (HYPE).
- Work with the 50+ Forum.
- Production of a strategy to involve young people in decision-making.
- A Young People's Citizenship Programme.

- Patient and Public Involvement Forums – assisting with recruitment of representatives.
- Hart Gables working with lesbian, gay bisexual and transgendered people. Funding for a development worker was secured.
- A feasibility study into the development of a skateboard park.

2.9 Examples of work with communities based on area

- Support for residents working through the Council's three Neighbourhood Consultative Forums.
- Capacity building with Residents' Associations.
- Support and development of Neighbourhood Forums such as Burbank Residents Forum.
- Development of resident and community involvement with Neighbourhood Actions Plans.

3.0 CONCLUDING COMMENTS

- 3.1 Is the Community network achieving its purpose? In Hartlepool there has been a good level of resident involvement in Neighbourhood Action Plans. The Community Network has played an important role of articulating the views of communities of interest e.g. people with disabilities, young people. However, the VCS feels that it has had less success in getting the services it provides on the mainstream agenda of the public sector.

4.0 RECOMMENDATIONS

- 4.1 Best Value reviews and Budgetary reviews could more seriously consider the VCS as a potential provider of services.
- 4.2 There is a support specialist Forums, which seeks the views of difficult to reach groups e.g. the All Ability Forum the 50+ Forum, the need for a Youth Council.
- 4.3 Recognise HVDA role in its support it gives to the VCS.
- 4.4 Adequate support at a neighbourhood level for capacity building and capacity building with communities of interest.

CABINET REPORT

15th May 2006



Report of: Adult and Community Services and Health Scrutiny Forum

Subject: ACCESS TO GP SERVICES – FINAL REPORT

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Adult and Community Services and Health Scrutiny Forum's inquiry into Access to GP Services.

2. SUMMARY OF CONTENTS

- 2.1 The Final Report outlines the overall aim of the scrutiny enquiry, terms of reference, methods of investigation, findings, conclusions, and subsequent recommendations.

3. RELEVANCE TO CABINET

- 3.1 Since 1 January 2003, regulations under the Health and Social Care Act 2001 gave councils new statutory powers to watch over and promote health improvements in their area. The Adult and Community Services and Health Scrutiny Forum may review any matter relating to the planning, provision and operation of local health services and make reports and recommendations to local NHS bodies. Whilst the majority of conclusions and subsequent recommendations in this report call for action by Hartlepool PCT, recommendations **(o)** and **(p)** are of relevance to the Cabinet.

4. TYPE OF DECISION

- 4.1 This is a non-key decision.

5. DECISION MAKING ROUTE

- 5.1 Hartlepool PCT and the Cabinet are to make decisions in respect of this report.

6. DECISION(S) REQUIRED

The Cabinet is recommended to consider the content of the Adult and Community Services and Health Scrutiny Forum's Final Report, in particular recommendations **(o)** and **(p)** page 28-29.

Report of: Adult and Community Services and Health Scrutiny Forum

Subject: ACCESS TO GP SERVICES - FINAL REPORT

1. PURPOSE OF REPORT

- 1.1 To present the findings of the Adult and Community Services and Health Scrutiny Forum's inquiry into Access to GP Services.

2. BACKGROUND INFORMATION

- 2.1 At the meeting of the (then) Health and Social Care Scrutiny Forum on 28 June 2005 the Forum agreed to explore Access to GP Services as a work programme item for the 2005/6 municipal year.
- 2.2 Scrutiny Co-ordinating Committee subsequently approved this item for the Forum's work programme on 5 August 2005 and the newly constituted Adult and Community Services and Health Scrutiny Forum embarked upon this investigation in December 2005.
- 2.3 In recognition of the work undertaken by Members of Hartlepool Primary Care Patient and Public Involvement Forum (PPI) in relation to Access to GP Services in Hartlepool, Members of the Forum wished to undertake this inquiry in conjunction with the PPI Forum.

3. INTRODUCTION - SETTING THE SCENE

- 3.1 Access to high-quality primary healthcare has a vital role in helping people to live longer and healthier lives. Integration of these services with other community and social care services helps to ensure better co-ordinated support and care for each individual, better management of chronic disease, and reduced need for costly and avoidable hospital care. General practice remains best placed to offer patients their usual point of contact for routine and continuing care, and to help patients to navigate other parts of the system.
- 3.2 In, *A Guide to the NHS for Members and Officers of Health Scrutiny Committees*, general practitioners (GPs) are defined as:

“doctors who work from a local surgery or health centre providing medical advice and treatment to patients who have registered on their list. The majority of GPs are independent contractors providing services to patients through a contract with the local PCT. GPs refer patients who need more help to specialists, such as hospital

consultants. Practice nurses based at the surgery usually support the doctor.”

- 3.3 Several years ago the Government introduced targets geared towards improving the access of patients. These call for GP's to see patients within 48 hours and nurse practitioners within 24 hours.
- 3.4 Access is a notoriously complex concept and can be interpreted as any of the following:
- (a) A service available for use when needed;
 - (b) Using a service;
 - (c) Having available or using a service that is responsive to clinical needs (both in terms of needs and severity);
 - (d) Having available or using a service that is responsive to individual choices and circumstances, and is convenient to use; and
 - (e) having available or using a service that provides care of high quality (both in terms of delivery and outcome).
- 3.5 Members recognised the problem of access to GP services in Hartlepool and consequently selected the issue as a work programme topic for the 2005/06 municipal year with a five month prescribed timetable for completion.

4. OVERALL AIM OF THE SCRUTINY INQUIRY

- 4.1 The overall aim of the scrutiny inquiry was to examine the current access to GP services within Hartlepool.

5. TERMS OF REFERENCE FOR THE SCRUTINY INQUIRY

- 5.1 The terms of reference for the Scrutiny Inquiry are outlined below:-
- (a) To gain an understanding of the numbers of GPs and their geographical distribution;
 - (b) To gain an understanding of GP practices in relation to centres of population and transport;
 - (c) To gain an understanding of physical access including waiting times;
 - (d) To gain an understanding of hours of operation and out of hours arrangements;
 - (e) Knowledge of services available together with an understanding of how to enter the health system;

- (f) To gain an understanding of the availability and use of services;
- (g) To gain an understanding of accessibility for different groups within the local population; and
- (h) To gain an understanding of the quality of service being accessed.

6. MEMBERSHIP OF THE ADULT AND COMMUNITY SERVICES AND HEALTH SCRUTINY FORUM

- 6.1 The membership of the Adult and Community Services and Health Scrutiny Forum 2005/6 Municipal Year was as detailed below:

Councillors: Clouth (Chair) Cook, Griffin, Kennedy, Lauderdale, Lilley (Vice-Chair), Sutheran, M Waller and Worthy

Resident Representatives: Mary Green and Evelyn Leck

7. METHODS OF INVESTIGATION

- 7.1 Members of the Scrutiny Forum met formally from 13 December 2005 to 25 April 2006 to discuss and receive evidence in relation to this inquiry. A detailed record of the issues raised during these meetings is available from the Council's Democratic Services.
- 7.2 A brief summary of the methods of investigation are outlined below:
- (a) Detailed Officer reports supplemented by verbal evidence;
 - (b) Detailed reports supplemented by verbal evidence by representatives from Hartlepool Primary Care Trust;
 - (c) Detailed report supplemented by verbal evidence by Hartlepool Primary Care PPI Forum;
 - (d) Presentation supplemented by verbal evidence from Hartlepool Access Group;
 - (e) Report supplemented by verbal evidence by Health Scrutiny Support Programme Advisor;
 - (f) Written evidence from Cleveland Local Medical Committee;

SCRUTINY FINDINGS

8. GOVERNMENT POLICY RELATING TO ACCESS TO GP SERVICES

- 8.1 Primary health care in the UK has commonly been described as the provision of comprehensive care from a community base, the first point of access to a 24-hour NHS, providing continuous co-ordination and

organisation of local medical and social services, including generalist personal and family care undifferentiated by age, gender or disease aiming for universal coverage.

- 8.2 It was evident to Members that the publication of the White Paper '*Our Health, Our Care, Our Say: a new direction for community services*' on 30 January 2006 would inevitably shape much of the discussion in relation to access to GP Services.
- 8.3 The White Paper supports greater personalisation of both health and social care services. It emphasises the importance of access to GP and other services, the provision of greater diversity in service provision and improvements in the supply of up to date and accessible information to help people play a greater role in self-care and in exercising choice of services.
- 8.4 Members learned that primary medical care delivery and the range of primary care services are changing. General Practitioners no longer have 24 hour responsibility for their registered patients. Primary care can be provided in a wide range of settings including pharmacies, one-stop shops, clinics and hospitals i.e., A&E, specialist clinics. Many of the investigation, diagnostic tests and treatment that were once the domain of the acute hospital setting, can now be accessed in primary care and provided by an array of highly trained general and specialist professionals.
- 8.5 Three new provider contracts (nGMS from April 2004, Community Pharmacy from April 2005 and Dentistry from April 2006) support these aims and offer significant potential to radically reform the range, location and quality of services.
- 8.6 In addition, Practice Based Commissioning will provide a powerful mechanism to achieve greater clinical and public involvement in the planning and commissioning of services that are responsive to individual and community needs.
- 8.7 The Forum noted that whilst the recent Darzi Review emphasised the need for further development of primary care services in Hartlepool the modernisation of services must avoid the potential for the fragmentation of care, increasing health inequality, or poor access for vulnerable groups and must be delivered within the financial constraints of the PCT.
- 8.8 The Forum established that Hartlepool's Vision for Care will provide the context within which services are developed and delivered.

9. NUMBERS OF GP's IN HARTLEPOOL

- 9.1 The Forum established that the United Kingdom has one of the lowest numbers of doctors per capita in the EU, but has well developed general practice services which are often cited in other parts of the world as offering many benefits. By international standards general practice in England is

efficient and of high quality.¹ These benefits mainly derive from the list based system of care based on a life long medical record and the skills of GPs as “specialist generalists” and many countries, including Spain have sought to copy the system.²

- 9.2 The Forum noted with concern that it is of relevance that Hartlepool people experience more ill health and disability and higher death rates from diseases such as cancer, heart, circulatory and respiratory disease, than other areas of the country. There is shorter life expectancy for both men and women and nine of the seventeen Hartlepool wards are in the 10% most deprived wards in the country.
- 9.3 This in effect means that the task of providing services to Hartlepool people is not an easy one. Need and subsequently demand for health care is high and this has its impact on the use of services in primary care making access to limited primary care services all the more difficult.
- 9.4 Exacerbating the problem is Hartlepool's low numbers of GPs for the population size. The problem has been one of recruitment – heavy workload in an area of significant deprivation and ill health does not readily attract new doctors.
- 9.5 Department of Health statistics establish that Hartlepool has 47.5 GPs per 100,000 weighted population which means Hartlepool PCT is ranked in the bottom ten percent of PCTs with the fewest doctors.³ This in effect means that many practices have a higher registered population than is considered appropriate to provide sufficient access to high quality care.
- 9.6 In looking at numbers of GPs Members noted that it is important to take account of significant changes in the way in which doctors practice and the system in which they work. Simple headcounts do not necessarily reflect the availability of GPs. Important factors include:
- (a) An increasing number of doctors now work part time;
 - (b) Doctors may have “portfolio careers” including general practice, and other medical, or non-medical work, such as that for PCTs, the Benefits Agency, research, medical education, and;
 - (c) The changes to contractual arrangements for primary medical services which occurred on 1 April 2004 removed the arrangements to count GPs commitment to patient services contracts, having moved from person based to practice based arrangements.

¹ Starfield B. *Primary Care: balancing health needs, services and technology*, Oxford University Press, 1998

² DOH White Paper *Our health, our care, our say: a new direction for community services*, January 2006, pp57 para, 3.5

³ DOH Publication and Statistics, press Releases and Statistics: Reid announces ‘Spearhead PCTs to tackle health inequalities, 19/11/2004, DOH General and Personal Medical Services Statistics.

- 9.7 Members established that Hartlepool has 16 GP practices across the town within which around 59 GPs work (including long term locums). They are supported by nurses employed by the practice themselves and a range of other community staff including nurses, health visitors, allied health professions (e.g. Podiatrists, speech and language therapists etc.)
- 9.8 The Forum acknowledged that Hartlepool PCT has over the last few years invested in the recruitment of salaried GPs to support the practices. This provides additional flexibility to make working in Hartlepool a more attractive proposition.
- 9.9 Whilst the PCT has had some success relatively locally it has also needed to look overseas to attract new GPs to the town. Many of the practices also employ nurses skilled in the management of chronic ill health and nurse practitioners who are able to diagnose and treat in their own right.
- 9.10 Members expressed concern at the potential extra work for GPs as a result of the new White Paper. The Forum learned that no indication has been made around additional funding.

10. GEOGRAPHICAL DISTRIBUTION OF GPs in HARTLEPOOL

- 10.1 Evidence was received from Hartlepool PCT at the Forums meeting on 31 January 2006 in relation to the geographical distribution of GPs.

Practice & No. of Partners	Address	Practice Population	Opening Times
Dr Awad <i>Single Handed Practice</i>	West View Millennium Surgery Brus Corner West View Road Hartlepool TS24 9LA	4,414	Monday: 08:30 - 12:0013:30 - 18:00 Tuesday: 08:30 - 12:0013:30 - 17:30 Wednesday: 08:30 - 12:0013:30 - 18:00 Thursday: 08:30 - 12:0013:30 - 18:00 Friday: 08:30 - 12:0013:30 - 18:00 Saturday: Closed Sunday: Closed
Dr Juhasz <i>Single Handed Practice</i>	West View Millennium Surgery Brus Corner West View Road Hartlepool TS24 9LA	1,945	Monday: 08:30 - 12:0013:30 - 17:30 Tuesday: 08:30 - 12:0013:30 - 17:30 Wednesday: 08:30 - 12:0013:30 - 17:30 Thursday: 08:30 - 12:00 Friday: 08:30 - 12:0013:30 - 17:30 Saturday: Closed Sunday: Closed
Dr Ayre & Partners <i>4 Partners 1 Part-time PCT salaried GP</i>	The Health Centre Victoria Road Hartlepool TS26 8DB	7,251	Monday: 08:30 - 12:1513:45 - 18:00 Tuesday: 08:30 - 12:1513:45 - 18:00 Wednesday: 08:30 - 12:1513:45 - 18:00 Thursday: 08:30 - 12:1513:45 - 18:00 Friday: 08:30 - 12:1513:45 - 18:00 Saturday: Closed Sunday: Closed
Dr Bolt & Partners	McKenzie House 17 Kendal Road Hartlepool	16,205	Monday: 08:45 - 12:3013:30 - 18:00 Tuesday: 08:45 - 12:3013:30 - 18:00

5 Partners 2 Practice salaried GPs 1 full-time PCT salaried GP (Training)	TS25 1QU Branch Surgery Throston Grange Medical Centre 82 Wiltshire Way Hartlepool TS26 0XT		Wednesday: 08:45 - 12:30 13:30 - 18:00 Thursday: 08:45 - 12:30 13:30 - 18:00 Friday: 08:45 - 12:30 13:30 - 18:00 Saturday: Closed Sunday: Closed Monday: 08:45 - 12:30 13:30 - 18:00 Tuesday: 08:45 - 12:30 13:30 - 18:00 Wednesday: 08:45 - 12:30 13:30 - 18:00 Thursday: 08:45 - 12:30 13:30 - 18:00 Friday: 08:45 - 12:30 13:30 - 18:00 Saturday: Closed Sunday: Closed
Dr Brash & Partner 2 Partners 2 PCT salaried GPs 1 Practice Salaried GP	Chadwick House 127 York Road Hartlepool TS26 9DN Clinics also offered at Caroline Street	10,464	Monday: 08:30 - 12:15 13:45 - 18:00 Tuesday: 08:30 - 12:15 13:45 - 18:00 Wednesday: 08:30 - 12:15 13:45 - 18:00 Thursday: 08:30 - 12:15 13:45 - 18:00 Friday: 08:30 - 12:15 13:45 - 18:00 Saturday: Closed Sunday: Closed
Dr Dawson 3 Partners 1 Long-term locum	General Medical Centre Surgery Lane Hartlepool TS24 9DN	5,199	Monday: 08:30 - 12:00 13:30 - 18:00 Tuesday: 08:30 - 12:00 13:30 - 17:30 Wednesday: 08:30 - 12:00 13:30 - 17:30 Thursday: 08:30 - 12:00 Friday: 08:30 - 12:00 13:30 - 17:00 Saturday: Closed Sunday: Closed
Drs Gupta & Gallagher 2 Partners	The Health Centre Victoria Road Hartlepool TS26 8DB	3,999	Monday: 08:30 - 18:00 Tuesday: 08:30 - 18:00 Wednesday: 08:30 - 18:00 Thursday: 08:30 - 18:00 Friday: 08:30 - 18:00 Saturday: Closed Sunday: Closed
Drs Hazle & Peverley 2 Partners	The Health Centre Victoria Road Hartlepool TS26 8DB	3,855	Monday: 08:30 - 12:00 14:00 - 17:00 Tuesday: 08:30 - 12:00 14:00 - 18:00 Wednesday: 08:30 - 12:00 14:00 - 18:00 Thursday: 08:30 - 12:00 14:00 - 17:00 Friday: 08:30 - 12:00 14:00 - 17:00 Saturday: Closed Sunday: Closed
Dr Eaton & Partners 3 Partners 1 Practice salaried GP 1 part-time salaried GP as required.	Grange House Surgery 22 Grange Road Hartlepool TS26 8JB Branch Surgery Brierton Medical Centre Earlsferry Road Hartlepool TS25 4AZ	5,322	Monday: 08:30 - 18:00 Tuesday: 08:30 - 17:30 Wednesday: 08:30 - 12:30 Thursday: 08:30 - 18:00 Friday: 08:30 - 18:00 Saturday: Closed Sunday: Closed
Drs Dunstone & Johnston	Hart Lodge Jones Road	5,556	Monday: 08:30 - 17:30 Tuesday: 08:30 - 17:30

2 Partners 1 part-time PCT salaried GP	Hartlepool TS24 9BD		Wednesday: 08:30 - 17:30 Thursday: 08:30 - 17:30 Friday: 08:30 - 17:30 Saturday: Closed Sunday: Closed
Drs Koh & Trory 2 Partners 1 Part-time PCT salaried GP	The Health Centre Victoria Road Hartlepool TS26 8DB	5,463	Monday: 08:30 - 12:30 13:30 - 18:00 Tuesday: 08:30 - 12:30 13:30 - 18:00 Wednesday: 08:30 - 12:30 13:30 - 18:00 Thursday: 08:30 - 12:30 13:30 - 18:00 Friday: 08:30 - 12:30 13:30 - 18:00 Saturday: Closed Sunday: Closed
Drs Omer & Thakur 3 Partners 1 part-time PCT salaried GP	The Headland Medical Centre 2 Grove Street The Headland Hartlepool TS24 0NZ	6,286	Monday: 08:30 - 18:00 Tuesday: 08:30 - 18:00 Wednesday: 08:30 - 18:00 Thursday: 08:30 - 18:00 Friday: 08:30 - 17:00 Saturday: Closed Sunday: Closed
Dr Patel <i>Single-handed Practice.</i>	The Surgery Station Lane Seaton Carew Hartlepool TS25 1AX	2,551	Monday: 8.45am – 6pm Tuesday: 8.45am – 6pm Wednesday: 8.45am – 6pm Thursday: 8.45am – 1pm Friday: 8.45am – 6pm Saturday: Closed Sunday: Closed
Dr Ray 1 Partner 2 Practice salaried GPs	Gladstone House Surgery 46 Victoria Road Hartlepool TS26 8DD	5,662	Monday: 08:30 - 12:00 13:15 - 17:30 Tuesday: 08:30 - 12:00 13:15 - 17:30 Wednesday: 08:30 - 12:00 15:00 - 19:00 Thursday: 08:30 - 12:00 Friday: 08:30 - 12:00 15:00 - 17:30 Saturday: Closed Sunday: Closed
Dr Singh (PCT Practice) 1 Full time PCT Salaried GP 1-2 Part-time salaried GPs (as required)	Owton Rossmere Resource Centre Wynyard Road Hartlepool TS25 3LB	1,256	Monday: 08:30 - 18:00 Tuesday: 08:30 - 18:00 Wednesday: 08:30 - 18:00 Thursday: 08:30 - 18:00 Friday: 08:30 - 18:00 Saturday: Closed Sunday: Closed
Dr Stoney & Partners 5 Partners 1 Practice Salaried GP	Bank House Surgery The Health Centre Victoria Road Hartlepool TS26 8DB	8,800	Monday: 08:30 - 18:00 Tuesday: 08:30 - 18:00 Wednesday: 08:30 - 18:00 Thursday: 08:30 - 18:00 Friday: 08:00 - 18:00 Saturday: Closed Sunday: Closed

10.2 The range of professionals in each of the sixteen practices noted above includes:-

- (a) GPs;
- (b) Nurse Practitioners/Practice Nurses;

- (c) Health Care Assistants;
- (d) Phlebotomists; and
- (e) Pharmacists.

Attached staff includes:

- (f) Midwives;
- (g) Health Visitors; and
- (h) District Nurses

11. GP PRACTICES AND TRANSPORT

- 11.1 Hartlepool Borough Council has been working with Hartlepool PCT on the development of the Local Transport Plan 2006-2011. The plan identifies that convenient access to high quality health and social care services is essential to improve the health of Hartlepool's population. It states that public transport access to GP surgeries is good with 99% of households within 30 minutes access times.
- 11.2 The Forum acknowledged that this percentage does not take into account the problems Hartlepool residents have in accessing health services in secondary care as well as primary, because of the location of the treatment, physical inaccessibility, lack of available public transport services and cost of travel. Some of these constraints impact directly on those people living within areas of disadvantage where levels of health are lower.

Evidence from Hartlepool PCT

- 11.3 Members received evidence in relation to GP practices and transport at the Forums meeting on 31 January 2006. Members were informed that work on the Local Plan is ongoing and a number of areas have been identified where intervention is required.
- 11.4 Members noted that a collaborative approach is being adopted across the partner agencies to identify and overcome travel barriers to accessing health care in Hartlepool.

Evidence from Headland Medical Centre –Site Visit

- 11.5 Members attended a site visit on the 21 March 2006 to the Headland Medical Centre to examine a modern medical facility which provides up to date DDA (Disability Discrimination Act) compliant buildings with theatre and recovery facilities.
- 11.6 Members were pleased to view the modern facility and considered the Centre as an excellent example of modern primary care in a community setting.
- 11.7 With regards to transportation, concern was expressed by the Forum around the withdrawal of the No. 5 Bus Service (Headland to West-view) after 5pm which was causing difficulty to a number of patients, a number of whom are

elderly patients with mobility problems. It was noted that access problems were exacerbated by the medical centres policy that patients need to attend the surgery to order repeat prescriptions.

- 11.8 Given that the Neighbourhood Services Scrutiny Forum was engaged in a detailed investigation into 'Bus Service Provision in Hartlepool' with the main provider, Stagecoach this issue was re-directed to that Forum for further investigation.
- 11.9 Members also noted that parking facilities especially disabled parking at the Headland Medical Centre were not appropriate, and did not meet the needs of the practice. However, the Forum acknowledged that given the location of the Centre there was very little that the Council could do to address this issue.

Evidence from Cleveland Local Medical Committee (LMC)

- 11.10 The Forum received written evidence from Cleveland LMC at its meeting on 5 April 2006. The Forum learned that Cleveland LMC is a statutory body representing all National Health Service GPs in an area covered by a particular Health Authority. It includes members elected by GP Principals responsible to that Authority, who represent and are accountable to the GP electorate. Other GPs may be co-opted to represent special groups.
- 11.11 As the local representative committee for independent medical practitioners, Cleveland LMC has the statutory right to be consulted by the Health Authority (Primary Care Trusts) about the administration of GPs' contracts, and the local interpretation of their Terms of Service under the General Medical Services Regulations, including payment arrangements set out in the Statement of Fees and Allowances.
- 11.12 The LMC has many responsibilities including; representing the views of GPs to various stakeholders, including PCT's, local Authorities, NHS Trusts, other professional colleagues, Scrutiny Committees, and MPs, and it liaises with the GPs' national negotiators, the General Practitioners Committee of the BMA (GPC), and with local and national media.
- 11.13 The Forum learned that in the context of transportation, the LMC indicated that comments received from practices, based mainly in the town centre expressed the view that access is not a problem. However, one practice in the north of the town raised concerns that bus services had been cut and that Dial-A-Ride is no longer available.

12. PHYSICAL ACCESS TO GP SERVICES

- 12.1 At the Forums evidence gathering meeting on the 31 January 2006 the Forum received evidence from Hartlepool PCT in relation to physical access to GP services.
- 12.2 The evidence submitted drew upon work undertaken by Hartlepool PPI Forum during the Summer of 2004, as the PPI Forum carried out a number of

monitoring visits to practices throughout the town. Accessibility was one of the areas covered within the reports, although it must be noted that this was in no way a DDA audit. A sample of the results is shown below: -

PHYSICAL ACCESS

Monitored	Bolt	Dunstone & Johnston	Awad	Patel	Koh & Trory	Juhasz
Sufficient car parking facilities	Yes	Yes	Yes	Yes	Yes	Yes
Easily accessible by public transport	No	Yes	Yes	Yes	Yes	Yes
Building easily accessible for disabled	Yes	Yes	Yes	Yes	Yes	Yes
Disabled parking	Yes	Yes	Yes	Yes	Yes	Yes
Easy access to building	Yes	No	Yes	Yes	Yes	Yes
Are doors easy to open both ways	Yes	Yes	Yes	No	No	No
Egress Plan (Means of escape)	Yes	No	Yes	Yes	No	

- 12.3 The Forum noted that whilst the above was not an exhaustive list, it did provide some understanding of patients perceptions of the property being used by GPs in Hartlepool.

Evidence from Hartlepool PCT

- 12.4 The Forum learned that GP practices and community health services need good quality accommodation from where they can develop and expand high quality services.
- 12.5 The PCT's Vision of care is that all services are easily accessible and Members were pleased to note that the Trust is currently involved in the development of a new primary care centre at the rear of Owton Rossmere Resource Centre on Wynyard Road. The development is part of a LIFT (Local Investment Finance Trust) programme, a private and public partnership. The new building will be state of the art, and designed to be patient friendly and accessible to all.
- 12.6 The LIFT scheme is being developed within Hartlepool to modernise community based health facilities across the town. These new developments will house GPs, nurses, therapists, social workers, home care workers, advice workers and some specialist working in teams. To ensure compliance with the DDA the PCT indicated that an Estates Officer and technical advisers are employed undertake visits to practices and new buildings to ensure action plans are developed in the pursuit of DDA compliance.

- 12.7 Members were also encouraged to note that Hartlepool Primary Care Trust is also developing a significant health facility in the Town Centre. This project will potentially include space for a number of GP practices that have now out grown their current accommodation. It will also be to provide multi functional suites, diagnostic and treatment facilities and a range of community health services.
- 12.8 Members were also pleased to note that funding has been allocated to provide a 'low-liner' bus via the Local Transport Plan which will improve access for patients with mobility problems.

Evidence from Hartlepool Access Group

- 12.9 At the Forums meeting on 5 April 2006 Members received evidence from Hartlepool Access Group in relation to physical access to GP services. Hartlepool Access Group is a registered charitable organisation striving to ensure that "everyone is afforded equal access to all services, facilities and opportunities.... Regardless of abilities" The Groups mission is to improve services and conditions for people with disabilities who live, work or visit Hartlepool by:
- (a) Empowering individuals;
 - (b) Effecting and influencing change to strategy planning; and
 - (c) Raising awareness on disability issues to all levels.
- 12.10 Members were informed that three key pieces of legislation that relate to access are as follows:-
- (a) Disability Discrimination Act 1995** – Compliance with the DDA became compulsory on 1st October 2004. Under this act, all service providers must make reasonable adjustment to accommodate disable people in all public buildings.
 - (b) Part M of the Building Regulations 2000** stipulates regulations that architects, designers planners and access officers work towards.
 - (c) BS8300:2001** was introduced to run alongside Part M of the Building Regulations.
- 12.11 The Forum was informed that Hartlepool Access Group undertakes Access Audits. I.e. a physical inspections on buildings and surrounding areas which highlights the barriers disabled people encounter on a day to day basis. Hartlepool Access Group highlighted that physical disabilities were not the only form of disability that needed to be accommodated.
- 12.12 In terms of access to GP Services, a facility would only be compliant with the legislation if the following issues were addressed:-

- (a) Approach** - which includes issues such as dropped kerbs, pavement conditions, disabled parking, street lighting and colour tonal;
- (b) Lobby/Reception Area** – includes issues such as communication systems, colour tonal, glazed screens, internal level changes, wheelchair circulation space, acoustics, staff (assistance and awareness), reception desk height, information/display materials, seating arrangements in waiting areas, internal doors, lift/stairs and disabled toilets;
- (c) Internal Accessibility** – includes ramped access, steps, handrails, door thresholds, entrance doors, door furniture, mats, and doorbell/entry phone/intercom systems/induction loop systems;
- (d) Signage** – includes issues such as font size, braille and sign language;
- (e) Lighting** – includes issues such as windows, lamps and fittings, blinds and reflections.
- (f) Consulting Rooms** – includes issues such as Wheelchair access and circulation space, access to and from examination beds/treatment couches and desk heights etc; and
- (g) Egress** – includes issues such as risk assessments, PEEPs – personal emergency evacuation plans, signage, emergency exits, place of refuge, assistance, special aids and alarm system and procedures.

12.13 Members welcomed that Hartlepool Access Group proposed to embark upon a spot checks campaign in 2006 that would include spot checks on physical access in relation to GP surgeries.

12.14 In addition, Members expressed concern around the poor provision of disabled parking facilities at GP Surgeries. Furthermore, dissatisfaction around the inappropriate use of disabled parking facilities at the Civic Centre and Middleton Grange Shopping Centre was expressed.

13. ADVANCED / IMPROVED ACCESS AND WAITING TIMES

13.1 From December 2004 Hartlepool PCT had to ensure that all general practices had to offer their registered population access to a primary care doctor within 48 hours and a primary care professional within 24 hours of requesting to be seen.

13.2 The Forum found that a primary care professional is defined for the purposes of monitoring as someone who offers general appointments. These two targets have remained key performance indicators affecting the star rating of PCTs. Additionally from March 2005 all practices had to also offer pre-bookable appointments to patients for not less than two days in advance.

Evidence from Hartlepool PPI Forum

- 13.3 Members were informed by Hartlepool PPI that Advanced Access is a system brought in by the Government to prevent long delays in obtaining an appointment to see a doctor. The scheme was intended to improve access to healthcare provision for patients.
- 13.4 The Forum heard that having been approached in the Summer of 2005 by a number of patients who had problems accessing their doctor the PPI Forum resolved to gather robust evidence around problems with the advance access system.
- 13.5 The purpose of the PPI review was not to identify individual surgeries but to consider more broadly perceived problems with the advanced access system as anecdotal evidence about long queues grew.
- 13.6 A summary of the evidence gathered by the PPI Forum is outlined below:-
- (a) Over 80% of surgeries in Hartlepool use the Improved Access system;
 - (b) **Over 60% of respondents have problems with Improved Access –** Patient comments included problems with queues, phones being engaged, lack of understanding from support staff (receptionists etc), no available appointments and problems with work/child-care commitments;
 - (c) 59% of respondents have problems contacting the surgery by telephone;
 - (d) 61% of patients can't get a non-urgent appointment at their convenience;
 - (e) 82% of respondents stated that their GP surgery does not provide open sessions where patients can attend without making appointments;
 - (f) 63% of patients have attended a GP practice in person as they could not get through via telephone; and
 - (g) When attending the surgery to get an appointment over 85% of respondents had to queue.
- 13.7 The PPI Forum's evidence demonstrated that since early in 2005 concerns about queuing and access to GP Services were beginning to surface. The results show that Advanced/Improved Access appears to work well in some surgeries but is a disaster in others. It seems to be a matter of interpretation and flexibility.
- 13.8 The PPI Forum indicated that its fervent wish is that action be taken to put an end to queues outside of surgeries as the winter of 2005 / 2006 has been long and hard and the sick, the elderly, and mothers with children, have been forced to stand outside in all weathers. The PPI Forum regarded this as an unacceptable state of affairs and the Forum called on all the stakeholders involved to work to rectify the situation before the next Winter.



Example of queues outside a GP Surgery in Hartlepool ⁴

- 13.9 Members were informed that the PPI 50+ Forum had an away-day with GPs and receptionists who worked together to consider the problems faced by older people attending a surgery. The PPI Forum noted the usefulness of joint training between GPs and their support staff.
- 13.10 In response to the PPI Forum report, Members noted the concerns of Hartlepool PCT, namely that the findings within the report represent 'a snapshot in time' and focus solely on advanced access and the out of hours arrangements. The PCT regretted that the report had not considered broader issues in relation to access, nor did it report any positive findings in relation to GP Services.

Evidence from Hartlepool PCT

- 13.11 In line with Government policy Hartlepool PCT carries out an access survey on a monthly basis. The details of the survey carried out in December are shown below. This survey includes details of availability of appointments on a given day with both the GP and the Primary Care Professionals (PCPs) which includes Practice Nurses and Nurse Practitioners. The information collected also shows how far in advance patients can book pre-book appointments with the surgery.

DECEMBER 2005 ACCESS SURVEY RESULTS

Position	Practice	List Size	GPs			PCPs	
			Appointment System	Days to Appointment	Advance Booking	Appointment System	Days to Appointment
1	A	4414	Y	0	4	Y	0
2	J	1945	Y	1	4	Y	1

⁴ Photograph taken on Monday 12th September 2005 at 8.25 at Kendal Road Hartlepool.

3	A	7251	Y	0	4	Y	0
4	B	16205	Y	1	4	Y	1
5	B	10464	Y	0	3	Y	0
6	D	5199	Y	0	4	Y	0
7	G	3999	Y	0	5	Y	0
8	H	3855	Y	1	4	Y	0
9	E	5322	Y	1	4	Y	1
10	D	5556	Y	0	4	Y	1
11	K	5463	Y	1	4	Y	2
12	O	6286	Y	0	4	Y	0
13	P	2551	Y	1	5	Y	0
14	R	5662	Y	0	4	Y	0
15	S	1256	Y	0	4	Y	0
16	S	8800	Y	0	4	Y	1

13.12 The table below clarifies how far in advance a patient can book for an appointment with their GP.

FEBRUARY 2006 ACCESS SURVEY RESULTS

GP	Time
Awad	2 weeks
Juhasz	3 weeks
Ayre	2 weeks
Bolt	4 weeks
Brash	1 week
Dawson	2 weeks
Gupta	4 weeks +
Hazle	2 weeks
Eaton & McGowan	3 weeks
Dunstone & Johnston	4 weeks +
Koh & Trory	3 weeks
Omer & Thakur	2 weeks
Patel	4 weeks +
Ray	4 weeks
Wynyard Road PCT Practice	2 weeks
Stoney	2 weeks

13.13 In addition, Members were informed that each practice is supported by a Service Improvement Facilitator to implement demand and capacity studies to gauge activity on a daily basis and ensure appropriate skill mix is provided. Some of the work undertaken to date includes the establishment of a working group within one practice where a number of administration staff work together to improve this aspect of the service. The Forum noted that over the last eighteen months this group has made significant progress in establishing systems and processes to improve conditions for both the staff and patients.

- 13.14 The Forum also learned that core 'Advanced Access' practices undertook a baseline measure of the time that patients were waiting for an appointment with a GP. Two practices recorded waits of 11 days and 8 days for a routine appointment. These practices now offer 'on the day' appointments and pre-bookable appointments at two weeks and one week in advance.
- 13.15 The PCT informed Members that it has constantly achieved the 100% access target since August 2004. However, the PCT acknowledged that whilst the practices have had consistently achieved the national 24/48 hour access targets, in times of high demand there remain difficulties in pre booking appointments and getting through to practices on the telephone at busy times during the day.
- 13.16 Members were pleased to note however that the white paper has set a new expectation to improve these issues and has linked their achievement within the general practice contract framework from April 2006.

14. OUT OF HOURS SERVICES

- 14.1 During the evidence gathering session with Hartlepool PCT the Forum established that in April 2004, Hartlepool PCT assumed the responsibility for commissioning Primary Care Out of Hours (OOHs) services for Hartlepool residents. This was delivered through a commissioning consortium across Tees Valley and involved the four Tees PCTs and Darlington and the contract was awarded to Primicare following a formal tendering process.
- 14.2 Previously OOHs had been commissioned by GP practices and provided by a commercial deputising service working throughout most of the Teesside area with a second on-call rota, comprised of GP Principals, in place only in Hartlepool.
- 14.3 However, the Out of Hours service is now provided by under contract between Hartlepool PCT and Primicare. The cover is provided from 6pm until 8am Monday to Friday as well as weekends and Bank Holidays. The service includes access to a clinic setting within Hartlepool General's outpatient department if they are well enough to attend or a home visit service there this is considered appropriate on clinical grounds.

Evidence from Hartlepool PCT

- 14.4 The Forum learned that whilst GPs were permitted to 'opt-out' of out of hours services when the new GP contract was introduced, the white paper provides flexibility for practices to offer services across a range of times to suit patient needs including if desired Saturday opening. This would not be a contractual obligation but with the exercise of patient choice and additional patient survey and satisfaction playing an increasing role in the performance management of GP services this may be an area which will change in the future.
- 14.5 Currently Saturday and Sunday clinics are held by the out of hours service for those people who are unable to wait for an appointment after the weekend.

Evidence from Cleveland LMC

- 14.6 Evidence received from Cleveland LMC established that any moves to increase or change the availability of GPs services either requires the transfer of resources from other GP services or new resources for general practice.
- 14.7 The LMC's submission stated that the availability at weekends or evenings, as suggested in the White Paper, can only be resourced by increasing staff levels or moving services from the current day time provision; as the majority of patients seen in general practice are either elderly or have chronic illness GPs believe this would lead to a deterioration in services to particularly vulnerable groups.
- 14.8 The Forum noted that in connection with other work, the LMC is presently surveying GPs on the current out of hours arrangements. The LMC stated that GPs believe that because of the intensity of the work during the day it would be impossible for them to re-start providing out of hours services themselves or being responsible for its commissioning. Generally, GPs do not have any concerns about the out of hours service provided, the stress that the lack of responsibility for this period and the removal of the need for "recovery time" does allow them to work to provide a better level of day time service to patients.

Evidence from Hartlepool Primary PPI Forum

- 14.9 Evidence was received from the PPI Forum in relation to the Out of Hours Services at the Forums meeting on 5 April 2005. The Forum noted that the PPI Forum recognised a need to monitor further the OOH Service.

15. KNOWLEDGE OF SERVICES / UNDERSTANDING OF HOW TO ENTER THE HEALTH SYSTEM

- 15.1 The Forum noted that until the publication of the White Paper it was the responsibility of the practices to publicise the services they provide through a practice leaflet. In the future the PCT will be required to publicise the range of services practices provided including information on patient satisfaction with the service, the type of appointment provided etc. The PCT are currently developing their intranet and website capability that will support this process.

16. AVAILABILITY AND USE OF SERVICES

- 16.1 With regards to the availability of services the Forum learned that the new white paper provides a commitment to the public that those practices with 'open' lists will guarantee acceptance onto their list.
- 16.2 To this end four practices have recently opened their lists for additional registration due to the employment of additional staff and improving accommodation. These are;

- (a) Bank House surgery in the town centre;
- (b) Headland Medical Centre;
- (c) Dr Juhasz practice West View, and;
- (d) PCT practice, Wynyard Road.

Evidence from Hartlepool PCT

- 16.3 **Nursing Provision** - the Forum was informed that the of primary care however is not just the domain of general practice. Hartlepool PCT has had significant success in developing nurse led services in both Greatham and Owton, two areas of the town with low GP provision. These services are provided to any patient in the area requiring primary care advice, treatment and preventative services. The nurses are highly trained can write prescriptions and refer to other services as required.
- 16.4 All primary care provision is supported by additional community nursing teams, a rapid response team that can provide 24 hour care when needed to keep patients out of hospital whose condition can be managed in primary care, Community Matrons – a new service aimed at supporting those with chronic disease to remain well and when ill to provide and co-ordinate care outside of hospital for as long as possible.
- 16.5 **Pharmacy Practice and the Minor Ailment Scheme** - The PCT has also developed a pharmacy based 'minor ailment scheme' that has received national recognition and is now being adopted across the County Durham and Tees Valley area as an example of good practice.
- 16.6 All 17 pharmacies across the town run the scheme, which provides patients with advice and treatment from a limited list of common conditions. An evaluation of the scheme in 2004 demonstrated substantial use of the scheme as an alternative to general practice.
- 16.7 All practices and pharmacies publicise the scheme, which was extended in 2005 to include additional conditions. The new pharmacy contract offers additional opportunities for pharmacists to support the delivery of primary care services in the future. Pharmacies are expected to provide a confidential area for patient consultations, provide health promotion advice and campaign support and many now provide supervised methadone and needle exchange services to patients with substance problems. In the future the developing technology will allow electronic transfer of prescriptions and the provision of diagnostic testing that will negate the need for access to the GP for certain treatments.
- 16.8 **Infrastructure** – With regards to the infrastructure the forum was informed that Hartlepool PCT has commenced with the building of a new primary care centre on Wynyard Road under the national Local Investment Finance Trust (LIFT) scheme that will offer extensive GP, nursing and podiatry services

during extended hours. The single handed practice previously providing GP services in the area has been taken over by the PCT with additional GPs and nursing input already in place.

- 16.9 In addition, the Forum also learned that the PCT is working towards the development of a state of the art Town Centre development on Stranton and Park Road that will significantly improve the premises and facilities for 4 current GP practices and will offer a range of additional diagnostic and treatment services in a convenient and accessible location for the people of Hartlepool.
- 16.10 **Workforce** – The Forum heard that Hartlepool PCT aims to develop the workforce providing care outside of the hospital and are working closely with Adult Social care colleagues to build integrated health and social care teams that will ensure the right care is provided with the minimum of delay by the most appropriate service. It is envisaged that this will improve communication between the two services and ensure patients and clients are provided with seamless care that truly meets their needs.
- 16.11 Whilst many of the PCT's nursing workforce has specialist skills in a range of different areas e.g. respiratory disease, heart disease the PCT is developing the teams to include additional roles including Emergency Care Practitioners who are experts in the management of urgent care and minor injury and General Practitioners with Special Interest in for example Heart Failure, Palliative Care, Musculo-skeletal care.
- 16.12 Hartlepool PCT has recently commenced:-
- (a) Diabetes One stop shop that offers access to retinal screening, phlebotomy (diagnostic blood tests), podiatry and health advice;
 - (b) A Musculo- Skeletal triage and treat service that provides access to highly skilled physiotherapists, podiatrists and a GPwSI who are able to provide treatment that would have in the past taken place in hospital, thus cutting waiting times for treatment and providing high quality care that would not have been available in general practice; and;
 - (c) Heart failure clinics in 3 areas in the town.
- 16.13 In addition, the PCT is looking in the next year to developing its Respiratory services to ensure early diagnosis and treatment in a community setting which will improve the care and experience of people with the disease.
- 16.14 **The Connected Care pilot project** has included a 'connected care' social audit undertaken by residents themselves with help from the University of Central Lancashire and Turning Point (a national not for profit organisation that provides support for clients with complex needs). The audit provides information on the needs of the community but also describes how these needs should be met.

- 16.15 The Forum welcomed the Connected Care initiative which is an innovative project that is receiving national acclaim as it allows service users to directly influence the specification for a connected care service. The new model of care is intended to address broader aspects of need, a feature of which is the provision of bespoke personalised care. It requires the provision of a diverse set of services and strong partnership arrangements between health and social care providers including housing employment, debt management, and policing.
- 16.16 The Forum learned that the audit has demonstrated the need for a service that has both a single focal point of access as well as multiple access points within existing services, improved information and information sharing, managed transitions between services, co-location of health, social care and voluntary services, round the clock support and significant changes to health and social care roles to better serve the needs of the population. Whilst the pilot has taken place in Owton, one of the most seriously deprived wards in the country Members welcomed the PCT and its partner organisations looking at how the learning can be rolled out to other areas of similar need.

17. QUALITY OF SERVICE ACCESSED

- 17.1 Members were informed that there are a number of systems and process in place which provide a greater understanding of the quality of services being offered to patients and which ensure any problems are highlighted for action. These are outlined below:-

(a) New GMS Contract Quality and Outcomes Framework (QOF)

- 17.2 The quality and outcomes framework is a cornerstone of the new GMS contract. Practices receive payment for achievement against the quality criteria of the new contract. The quality framework comprises a number of clinical and organisational 'domains', each being made up of indicators against which achievement is measured. Quality points are available for each of the individual indicators.
- 17.3 A maximum of 1,050 points is available under the quality framework, with different areas of performance receiving greater weighting. A high-level break down of available points is as follows:

Clinical indicators	550
Patient experience	100
Organisational indicators	184
Additional services	36
Other	180
Total:	1050

- 17.4 The achievement against these indicators is measured during an assessment visit to each practice. During this visit a team made up of Clinicians, PCT staff and a Lay assessor look at the key areas in which the practice are claiming the points to ensure that the quality element of this achievement is met.

17.5 During 2005/06 practices in Hartlepool achieved an average of 873.07 of the 1,050 points available. This is broken down by practice as shown below:-

PRACTICE	POINTS
GUPTA	738.28
SINGH	620.32
DUNSTON	880.72
KOH	938.81
BOLT	775.49
DAWSON	791.13
OMER	821.36
AYRE	1002.77
BRASH	848.31
JUHASZ	855.53
HAZLE	1025.42
EATON	1027.31
RAY	861.07
AWAD	864.49
PATEL	872.61
STONEY	1,045.51
PCT	873.07

(b) PALS Service

17.6 Patients can contact PALS if they have concerns or don't know where to go to, they give information for patients, relative's carers and friends. PALS offers a free and confidential service giving advice and support to help patients resolve any concerns that they may have about the care or treatment provided. It can also give information about the different services available from the NHS, our hospitals, GP and community health services.

(c) Complaints

17.7 Patients can contact Hartlepool Primary Care Trust if they want to make a formal complaint with regard to any aspect of their health care within the community. When a formal complaint is received it is acknowledged within 2 working days and an investigation is carried out and should be completed within 20 working days.

(d) Practice Patient Groups

17.8 There are two practices in Hartlepool which have their own patient group. One of the practice groups meets every quarter and discusses various issues, such as:-

(a) New services offered to patients - One example of this is a joint injection service. The patient group wanted the service to be available to them and the practice has now been offering this service for the past two years;

- (b) Appointment system – Debate often takes place with regard to pre-bookables verses on the day appointments. Practice have now changed their appointment system to provide a combination of both;
- (c) Annual patient satisfaction survey results;
- (d) New ideas with regard to improving current services.

18. CONCLUSIONS

18.1 The Adult and Community Services and Health Scrutiny Forum concluded:-

- (a) That Hartlepool has benefited from the co-terminus arrangement between the PCT and the Local Authority and that this should be maintained;
- (b) That proposals to re-configure PCTs should be resisted and the continued existence of Hartlepool PCT with a management team based in Hartlepool, working closely with the Council and Hartlepool Partnership should be pursued to increase local control over decisions about health services;
- (c) That the publication of the White Paper '*Our Health, Our Care, Our Say: a new direction for community services*' will shape much of the policy in relation to Access to GP Services;
- (d) That Hartlepool's Vision for Care will provide the context within which services are developed and delivered;
- (e) That the United Kingdom has one of the lowest numbers of doctors per capita in the EU, but has well developed general practice services which is efficient and of high quality;
- (f) That Hartlepool people experience more ill health and disability and higher death rates from diseases such as cancer, heart, circulatory and respiratory disease, than other areas of the country;
- (g) That there is shorter life expectancy for both men and women and nine of the seventeen Hartlepool wards are in the 10% most deprived wards in the country;
- (h) That need and subsequently demand for health care in Hartlepool is high and this has its impact on the use of services in primary care making access to limited primary care services all the more difficult;
- (i) That Hartlepool has 47.5 GPs per 100,000 weighted population which means Hartlepool PCT is ranked in the bottom ten percent of PCTs with the fewest doctors;

- (j) That GP practices in Hartlepool have a higher registered population than is considered appropriate to provide sufficient access to high quality care;
- (k) That recruitment of GPs into Hartlepool is a problem as heavy workload in an area of significant deprivation and ill health does not readily attract new doctors;
- (l) That the indication within the Local Transport Plan that public transport access to GP surgeries is good with 99% of households within 30 minutes access times does not take into account the problems Hartlepool residents have in accessing health services in secondary care as well as primary, because of the location of the treatment, physical inaccessibility, lack of available public transport services and cost of travel;
- (m) That parking facilities especially disabled parking at the Headland Medical Centre were not appropriate, and did not meet the needs of the practice;
- (n) That there is poor provision/inappropriate use of disabled parking facilities at GP Surgeries, the Civic Centre and Middleton Grange Shopping Centre;
- (o) That GP practices and community health services need good quality accommodation from where they can develop and expand high quality services;
- (p) That the development of a new primary care centre at the rear of Owton Rossmere Resource Centre on Wynyard Road and the development of a new health facility in the Town Centre will assist in easing access problems for patients;
- (q) That funding has been allocated to provide a 'low-liner' bus via the Local Transport Plan which will improve access for patients with mobility problems;
- (r) That the work completed by Hartlepool Primary Care PPI Forum around Advanced Access was an excellent example of consultation with patients and highlighted significant problems with the Advanced Access system;
- (s) That the same-day appointment system operated by the Headland Medical Centre appeared to work well as demonstrated by a patient survey undertaken by the Centre with 90% of patients wanting to retain the flexible appointment system;
- (t) That action needs be taken to put an end to queues outside of surgeries where patients can wait up to 30 minutes to seek an appointment;
- (u) That Hartlepool PCT has constantly achieved the 100% access target since August 2004. However, in times of high demand there remain difficulties in pre booking appointments and getting through to practices on the telephone at busy times during the day;

- (v) That joint training sessions should be encouraged between GPs and practice support staff to enhance understanding of the problems faced by Patients in accessing GPs;
- (w) That the white paper provides flexibility for practices to offer services (including out of hours) across a range of times to suit patient needs including, if desired Saturday opening;
- (x) That local GPs believe that because of the intensity of the work during the day it would be impossible for them to re-start providing out of hours services themselves or being responsible for its commissioning;
- (y) That Hartlepool PCT is required (under the new White Paper) to publicise the range of services practices provided including information on patient satisfaction with the service, the type of appointment provided etc;
- (z) That there is available a variety of Primary Care Services in addition to general practice including nursing provision, pharmacy practice via the minor ailments scheme and a number walk in health centres however, awareness of these facilities needs to be increased;
- (aa) That the connected care initiative currently being piloted in the Owton ward is an innovative project that is receiving national acclaim as it allows service users to directly influence the specification for a connected care service, the learning from which should be rolled out to other deprived areas in Hartlepool; and
- (bb) That the Health Scrutiny Committee and the PPI Forum should maintain close working relationships and work in partnership where appropriate to improve the health and well-being of patients in Hartlepool.

19. RECOMMENDATIONS

- 19.1 The Adult and Community Services and Health Scrutiny Forum has received evidence from a wide range of sources to assist in the formulation of a balanced range of recommendations.
- 19.2 The Forum's key recommendations to the various stakeholders are outlined below:-

Hartlepool PCT

- (a) That Hartlepool PCT establish a major campaign that explains the role of GPs and other primary care professionals to help patients get the best value from the system;
- (b) That Hartlepool PCT establish a major campaign to increase awareness of the availability of additional primary care services including nurse provision and the minor ailments scheme.

- (c) That an action-plan is devised to address the short-fall in the number of GPs in Hartlepool;
- (d) That results of the patient satisfaction survey in relation to the OOH service to this Health Scrutiny Forum and Hartlepool Primary Care PPI Forum;
- (e) That disability awareness for primary health care professionals be provided to ensure disabled patients groups gain improved access to services;
- (f) That the PCT supports GP practices in developing a mechanism to share models of best practice in developing the role of support staff (receptionists/administrators) as facilitators to direct patients to the most appropriate care;
- (g) That the PCT research patients views in relation to advanced / improved access for *each* GP Practice via the annual survey as part of the Quality Framework in the 2006/07 municipal year;
- (h) That a summary of results of the annual patient surveys carried out as part of the Quality Framework in GP Practices be made available to this Health Scrutiny Forum and Hartlepool Primary Care PPI Forum;
- (i) That Hartlepool PCT considers PPI Forum report and makes its response to the issues raised therein available to this Health Scrutiny Forum;
- (j) That learning from the Connected Care Scheme is rolled out to other areas of deprivation in the Town;
- (k) That the PCT review patient experience of open access at Medical Centres operating the system with a view to improving access to GP Services in Hartlepool;
- (l) That the PCT audits Patient Panels in GP practices and offers support to all practices in establishing similar patient forums; and
- (m) That the funding of GP practices is reviewed;

Cleveland Local Medical Committee

- (n) That the Local Medical Committee is requested to consider the findings of the PPI Forum Report;

Hartlepool Borough Council

- (o) That the Authority develops a protocol to govern joint-working between Scrutiny and the PPI Fora;

- (p) That any new site proposed for primary care purposes is subject to a detailed assessment to ensure adequate parking facilities are available and good public transport links in so far as is practical;

20. ACKNOWLEDGEMENTS

- 20.1 The Forum is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:-

Hartlepool Borough Council:

Councillor Ray Waller – Portfolio Holder for Adult and Public Health Services

External Representatives:

Representatives of Hartlepool Primary Care Trust

Dr. C Parker – PEC Member, Hartlepool PCT;

Dr J T Canning - Cleveland Local Medical Committee;

Representatives of Hartlepool Access Group;

Representatives of Hartlepool Primary Care PPI Forum.

Representatives of the Headland Medical Centre

Linda Pepper – Health Scrutiny Support Programme Advisor.

COUNCILLOR HARRY CLOUTH

**CHAIR OF THE ADULT AND COMMUNITY SERVICES AND HEALTH SCRUTINY
FORUM**

April 2006

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BACKGROUND PAPERS

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

- (a) *A Guide to the NHS for Members and Officers of Health Scrutiny Committees* – Department of Health 2003.
- (b) *2004-2005 Annual Review: A Healthier Hartlepool* – Hartlepool PCT.
- (c) *Creating a Patient-Led NHS: 'Work in Progress'* – Speech by Patricia Hewitt MP, Secretary of State for Health, 7th November 2005: to the New Health Network.
- (d) *Health and Health Care in Britain* – Bob Baggott 2004.
- (e) Starfield B. *Primary Care: balancing health needs, services and technology*, Oxford University Press, 1998.
- (f) DOH White Paper *Our health, our care, our say: a new direction for community services*, January 2006.
- (g) DOH Publication and Statistics, press Releases and Statistics: Reid announces 'Spearhead PCTs to tackle health inequalities, 19/11/2004, DOH General and Personal Medical Services Statistics.
- (h) Report of the Scrutiny Support Officer entitled 'Scrutiny investigation into Access to GP services' – Scoping Report to the Adult and Community Services and Health Scrutiny Forum held on 13th December 2005.
- (i) Report of Hartlepool PCT entitled 'Access to GP Services – Primary Care Perspective to the Adult and Community Services and Health Scrutiny Forum held on 31st January 2006.
- (j) Report of the Scrutiny Support Officer entitled 'Access to GP Services – 'our health, our care, our say' – White Paper to the Adult and Community Services and Health Scrutiny Forum held on 28 February 2006.
- (k) Report of the Scrutiny Support Officer entitled 'Health Scrutiny Support Programme- Building Links With Hartlepool PPI' to the Adult and Community Services and Health Scrutiny Forum held on 28 February 2006.
- (l) Report of Hartlepool PCT entitled 'Access to General Practice And Primary Care Services' to the Adult and Community Services and Health Scrutiny Forum held on 28 February 2006.
- (m) Report of Hartlepool Primary Care PPI Forum entitled 'Having trouble getting in touch with your doctor?' to the Adult and Community Services and Health Scrutiny Forum held on 6 April 2006.

- (n) Report of the Scrutiny Support Officer entitled 'Evidence from Hartlepool Access Group to the Adult and Community Services and Health Scrutiny Forum held on 6 April 2006.
- (o) Presentation by Hartlepool Access Group to the Adult and Community Services and Health Scrutiny Forum held on 6 April 2006.
- (p) Written evidence from Cleveland Local Medical Committee to the Adult and Community Services and Health Scrutiny Forum held on 6 April 2006.
- (q) Report of the Scrutiny Support Officer entitled 'Access to GP Services- Draft Final Report' to the Adult and Community Services and Health Scrutiny Forum held on 25 April 2006.