

**SCRUTINY CO-ORDINATING
COMMITTEE AGENDA**



Friday 6th October 2006

at 3.30 p.m.

Training Room 3, Municipal Buildings

MEMBERS: SCRUTINY CO-ORDINATING COMMITTEE:

Councillors SAllison, Barker, Clouth, R W Cook, Fleet, Gibbon, Hall, James, Laffey, A Marshall, J Marshall, Preece, Shaw, Wallace, Wistow and Wright.

Resident Representatives:

Evelyn Leck and Linda Shields

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

3.1 To confirm the minutes of the meeting held on 15 September 2006 (*to follow*)

4. **RESPONSES FROM THE COUNCIL, THE EXECUTIVE OR COMMITTEES OF THE COUNCIL TO REPORTS OF THE SCRUTINY CO-ORDINATING COMMITTEE**

No items.

5. **CONSIDERATION OF REQUEST FOR SCRUTINY REVIEWS FROM COUNCIL, EXECUTIVE MEMBERS, NON EXECUTIVE MEMBERS AND SERVICE DEPARTMENTS**

No items

6. **FORWARD PLAN**

No items

PLEASE NOTE CHANGE OF VENUE

7. **CONSIDERATION OF PROGRESS REPORTS / BUDGET AND POLICY FRAMEWORK DOCUMENTS**

No items.

8. **CONSIDERATION OF FINANCIAL MONITORING/CORPORATE REPORTS**

8.1 CPA Inspection 2006: Working Draft Corporate Self-Assessment - *Assistant Chief Executive*

9. **ITEMS FOR DISCUSSION**

No items.

10. **CALL-IN REQUESTS**

11. **ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT**

FOR INFORMATION

i) **Date of Next Meeting – Friday 20th October 2006 at 2.00 pm in Owton Manor Community Centre.**

SCRUTINY CO-ORDINATING COMMITTEE

6th October 2006



Report of: Assistant Chief Executive

Subject: CPA INSPECTION 2006:
WORKING DRAFT CORPORATE SELF-ASSESSMENT

1. PURPOSE OF THE REPORT

- 1.1 To provide Members with the opportunity to comment upon the working draft submission of the Authority's Corporate Self-Assessment, which has been considered during its compilation by the CPA Working Group (a sub-group of this Committee), as part of the preparatory work for the Authority's Corporate Performance Assessment (CPA) Inspection to be undertaken during November/December 2006.

2. BACKGROUND INFORMATION

- 2.1 Since the introduction of the CPA by the Audit Commission in 2002, a more rigorous test is being placed on individual Local Authorities to demonstrate arrangements are in place to secure continuous improvement in the services they deliver for local people and communities, while reducing the overall regulatory burden on better performing Councils and focusing support for others.
- 2.2 Furthermore the CPA distils a complex set of judgements on Councils and their services that they provide in one simply understood rating. The strength of the CPA is that it looks at performance from various perspectives, which provides a more complete picture and better understanding of where to focus activities to secure improvement.
- 2.3 The Commission's inspection regime has been furthermore refined during 2005 known as 'The Harder Test', with more emphasis being placed on the outcomes for local people and value for money. In summary, the actual Inspection will cover the following:-
- (a) corporate assessment;
 - (b) service inspections;

- (c) use of resources assessment; and
 - (d) direction of travel assessment.
- 2.4 As Members will be aware, the Authority has received its date for its CPA Inspection with the Inspection Team arriving on-site to undertake fieldwork during 27 November 2006 to 8 December 2006 inclusive and preparatory work is currently being undertaken within the Authority leading up to the actual Inspection (lead by the Assistant Chief Executive).
- 2.5 In conjunction with the CPA, the Authority will also be subject to a Joint Area Review (JAR), whereby an annual assessment of the performance of services for children and young people will also be undertaken, this too feeding into the Authority's overall CPA rating.
- 2.6 As Members will recall a Working Group of this Committee was recently established to consider the Authority's approach, process and working draft submission of its Corporate Self Assessment. The Working Group has based its work, which has now concluded, on a two staged approach as outlined below :-
- (a) CPA Working Group Meeting of 30 August 2006 – Consideration of the Corporate Self-Assessment Structure and Process; and
 - (b) CPA Working Group of 25 September 2006 – Consideration of the Working Draft Corporate Self –Assessment Submission.
- 2.7 Members of the Working Group at their last meeting on 25 September 2006 supported the working draft submission of the Corporate Self Assessment and provided further examples of good practice for inclusion in the working draft version of the Corporate Self Assessment where appropriate.
- 2.8 Attached as **Appendix 1** is the working draft submission of the Authority's Corporate Self-Assessment to be considered also by the Cabinet on 9 October 2006 and will be subject to further amendments / additions right up to the actual submission date of 16 October 2006.
- 2.9 Members should note that the Authority's Draft Corporate Self Assessment has been prepared to address the Audit Commission's Key Lines of Enquiry (KLOEs) together with advice from the Corporate Assessment Lead Inspector. In doing so, it has been prepared to meet the Audit Commission's specification in terms of length (maximum of 25 pages) and referencing.
- 2.10 The main sections of the Authority's Corporate Self Assessment are as outlined below which have been further underpinned with case studies (that demonstrate individual shared outcomes are making a real difference to people locally) and story boards (that provide an opportunity to get across what we have done and the impact it has had in a bit more detail, which act as a 'route' to supporting evidence rather than simple statement) to strengthen

the Authority's submission by ensuring we get across the excellent work the Authority is doing in a clear and concise way :-

- (a) Ambition;
- (b) Prioritisation;
- (c) Capacity;
- (d) Performance Management; and
- (e) Shared Outcomes.

2.11 Copies of the proposed case studies and story boards (which are also subject to alterations) will also be available when finalised upon individual Members' requests.

3. RECOMMENDATIONS

3.1 It is recommended that Members of the Scrutiny Co-ordinating Committee comment upon the working draft submission of the Authority's Corporate Self Assessment.

September 2006

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Hartlepool Borough Council

Corporate self assessment

October 2006

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Context and summary

Hartlepool's unique combination of history, geography and community characteristics has generated significant and challenging social and community needs which are driving forces for the aspirations and approach of the Council.

Since its last corporate assessment in 2002 the Council has achieved major improvements. These include, for example, continued physical development to underpin regeneration, further major improvements in educational attainment and significant reductions in crime.

It is recognised however that there is a lot still to be achieved. This introductory section, which sets the self-assessment in context, looks at the Hartlepool and Hartlepool Council in turn, summarising the key characteristics of each and giving a short analysis of their implications for the way the Council works.

Hartlepool

Hartlepool is located on the North East coast at the eastern end of the Tees Valley. It has a significant port facility and the A19 passes through the Borough. Hartlepool is compact and densely populated, covering an area of 9,386 hectares with a population of 90,000 (2005). It is relatively isolated from the national transport infrastructure and main markets. Overall, the population is projected to decline slightly over the next ten years, with older age groups increasing and younger age groups reducing. Hartlepool has a small but growing ethnic minority population, 1.2% of the total population in 2001.

Historically, the economy was based on the port and coal exporting trade of the nineteenth century, giving rise to iron and steel, shipbuilding and engineering industries. Structural economic change in the later part of the last century hit Hartlepool particularly hard with the decline of its basic industries.

The substantial investment of resources into Hartlepool over the last 10-15 years has, therefore, been largely targeted to support the physical regeneration of the Borough's

buildings and infrastructure. Evidence of the success of this programme is highly visible, particularly in the town centre. Major investment programmes currently underway include Single Programme, New Deal for Communities, Housing Market Renewal, SRB, Intereg, ESF and ERDF with a combined expenditure in 2005/6 of £32.5m.

According to the 2004 Index of Multiple Deprivation (IMD) eight out of Hartlepool's 17 wards are among the top 10% most deprived in England, with five of these wards being in the top 3%. Out of 354 English districts, Hartlepool has a district ranking of 18. This is an improvement of the 2000 IMD district rank, which ranked Hartlepool 10th most deprived out of England's districts.

Life expectancy is lower than national and regional averages and mortality ratios are above average, particularly for chronic heart disease and cancer. A quarter (24.4%) of Hartlepool's residents identified themselves as having a limiting long-term illness in the 2001 Census, compared to less than one in five nationally (18.2%).

The high levels of social deprivation contribute to a number of associated problems, including higher than average levels of crime and dependency on social support and benefit services. In recognition of this situation, the priority that had been given to physical regeneration has been shifted over the last few years towards an agenda focused on a broader approach to regeneration, with a stronger emphasis on social regeneration. This shift is evident in both the Council's current priorities and its method of operation.

Hartlepool has strengths which are less easily measured. In 2004 83% of residents were satisfied with their area as a place to live. It is a close-knit community with a pride and ambition for the town.

The multiple nature of the social problems experienced by a large proportion of the population means that a partnership approach, bringing together members of the community, public agencies and other stakeholders, is

essential if improvements are to be continued. This is fully recognised by the Council.

Hartlepool Council

Hartlepool Council became a unitary authority in 1996. By population, it is the smallest of five small unitary authorities in the Tees Valley sub-region, and is the second smallest unitary council in England.

The Council currently has an independent elected Mayor and 47 elected members representing 17 wards. The Council currently comprises 27 Labour, 11 Administration Group, 7 Liberal Democrat and 3 Independent representatives.¹ The Council adopted a mayor and cabinet executive decision making system in May 2002, electing Stuart Drummond. The Mayor was re-elected in May 2005, with a majority increased from 500 to 10,000. For the past 3 years he has led an inclusive coalition cabinet and his new Cabinet brings together Labour, Independent and Liberal Democrat councillors with decision making delegated to individual portfolio holders and officers where and when appropriate. The portfolios are: Regeneration, Liveability and Housing; Culture, Leisure and Transportation; Performance Management; Children's Services; Adult and Public Health; and Finance.

The Scrutiny Coordinating Committee and four scrutiny forums review the work of the executive and the council. The scrutiny forums provide the opportunity for councillors to review the work of the executive and council, provide policy advice and examine issues of local concern.

Political and managerial leadership has created an organisation capable of achieving its ambitions for the future. The Council underwent a restructure in 2005/6 and now has 5 departments: Adult and Community Services, Children's Services, Chief Executive's, Neighbourhood Services and Regeneration and Planning.

For 2006/7 the net revenue budget is £75.52m, (this excludes spending by schools) an annual increase of 6.1%. This included a 6.1%

increase for Children's Services and 8.9% for adult social services. The Council Tax increase was restricted to 4.9%.

Increasingly the Council has faced a difficult financial position as it sought to minimise Council Tax increases and at the same time protect and improve services. In part our financial pressures arise from the heavily skewed nature of our property resources base, with the overwhelming proportion of properties in the lower council tax bands. Over the 5 years to 2005/6, Hartlepool's average Band D Council Tax increased by 16.6% compared to 26% for the average unitary authority and demonstrates member and officer commitment to maintain and improve value for money for residents. The average Council Tax bill to households has changed from being 5.2% above the unitary average in 2001/2, to being 1% below the unitary average in 2005/6, against a background of improving service delivery.

The Council will undertake capital investment during 2006/7 of £26.93m, including £5.9m on the Extra Care Housing development, school improvements of £2.63m and transport schemes of £2.09m. Over 50% of the expenditure is funded from specific grants. The council makes use of prudential borrowing to pursue its priorities.

Conclusion

This brief contextual summary contains the background to many of the themes which flow through the remainder of the self-assessment. The commitment to work in partnership is a theme linking both community issues and internal Council issues. For the community, successful partnership working is needed to tackle the consequences of high levels of deprivation, whilst for the Council, its capacity to do so successfully is greatly assisted by the additional resources offered by partnership working.

The sustained effort made to tackle Hartlepool's legacy is widely recognised as a success story so far. The issues which remain to be addressed give the Council, together with its partners the agenda for the next ten years.

Scrutiny Co-ordinating Committee – 6th October 2006

Our ambition to achieve, which is clear throughout this self assessment is met by our forward thinking approach. To drive further improvement we ; are rethinking governance and accountability at a locality level – through our participation in the Lyons review , our LAA submission and the development of a Tees Valley Business Case and we have put in place the building blocks in the community to potentially deliver on double devolution

1. Ambition for the Community

Self assessment score -

We are an ambitious, high performing, authority. Our ambitions for the town are based on a clear vision, a thorough understanding of its communities and determination to work in partnership. Our achievements, demonstrated throughout this self-assessment, show we turn our ambitions into action and reality.

A Council with vision

We believe we have the key role to play in helping Hartlepool grow, develop and prosper. Our overall aim, sets out how we want the Council to work and what we want to achieve

To take direct action and work in partnership with others to continue the revitalisation of Hartlepool life and secure a better future for Hartlepool people².

Our vision was set out in the 2002 integrated Community Strategy and Neighbourhood Renewal Strategy³.

Hartlepool will be a prosperous, caring, confident and outward looking community, in an attractive environment, realising its potential.

The process for agreeing the vision was led by the Council and developed through the Hartlepool Partnership (the Local Strategic Partnership)

The vision was translated into the seven priority community strategy aims that have provided a successful framework for promoting the economic, social and environmental well-being of the town in a clear, balanced and integrated way over the past 4 years. We are determined to address deprivation and narrow the gap between the town's communities.

Jobs and the Economy	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	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	Ensure access to the highest quality health, social care and support services, and improve the health, life expectancy and well being of the community.
Community Safety	Make Hartlepool a safer place by reducing crime, disorder, and fear of crime.
Environment and Housing	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	Ensure a wide range of good quality, affordable and accessible leisure, and cultural opportunities.
Strengthening Communities	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

Specific long-term ambitions and targets underpin our vision. At a strategic level these are set out in the Community Strategy and Local Area Agreement and we clearly translate these ambitions into our Corporate and departmental plans⁴.

Understanding and engaging partners and local communities

We understand our community and through the LSP, theme partnerships and service specific forums we successfully bring together representatives and information from all key agencies, the voluntary and community sector, resident and community representatives⁵ to take into account intelligence from a wide range of interests to inform decision making⁶.

We have a strong record of consultation and involvement with effective arrangements in place to understand the views, needs, desires

and preferences of our various stakeholders. Consultation and engagement operates at different levels and uses a variety of approaches⁷.

This includes

- Town wide - "Viewpoint" our consultation panel has undertaken 19 rounds of consultation and consistently has a response rate of over 65 %; a triennial; survey examines progress in the Neighbourhood Renewal Area and the town.
- Subject specific – To assist the budget setting process in 2004/5 we undertook a range of innovative consultation using the SIMALTO technique.
- Themed - The review of the Community Strategy, to be completed by March 2007 is consulting the community through a variety of methods.
- Neighbourhoods - The Neighbourhood Action Planning (NAP) process includes detailed community based consultation.⁸
- Client group – There are well-developed arrangements in place for consultation across a broad range of client groups⁹.

Despite these strengths we are further developing our arrangements. In 2005 we launched **"Talking with Communities"** with the specific aim of listening and acting on the views of Hartlepool's small but growing BEM community and to draw together and further target our approach we have developed an integrated suite of policies and action plans, **"Communicating with your Council"**¹⁰.

Leading and Working in Partnership

The Council provides effective leadership. We have worked hard to develop this at a national, regional, sub regional, and local level, recognising that we were criticised for being inward looking in our 2002 CPA.

We have successfully represented the community's views on PCT and Police proposals from the Government¹¹. Our submission to the Lyons Inquiry¹² and contribution as one of the nine national case studies gives the council a significant voice. In considering devolved sub regional and locality

based governance as part of this, and in putting in place the building blocks for devolution as well as recognising the need for effective decision making and accountability at a locality level we have shown that we can lead and are ambitious for the local community.

As a leader we bid for resources, broker deals and work as a constructive implementation partner.

Some examples include

- Brokering deals to ensure significant and key regeneration projects, such as Victoria Harbour and the Innovation Centre, stay on track
- Successfully lobbying Hartlepool's case with rail companies to improve London train links
- Making Hartlepool's voice heard during negotiations on regeneration activities and achieving a regional spatial strategy that provides a sound basis for our regeneration priorities
- Bidding for, and winning, the Tall Ships Race for 2010

Part of being a community leader role is about tackling difficult problems. The Council has not shrunk from taking tough decisions that have enabled services to be improved while maintaining financial stability, for example, transferring the housing stock to ensure investment of £108m over 6 years to achieve decent home standards.

Locally, as nationally, above inflation increases in Council Tax are increasingly controversial. Councillors have taken tough decisions to balance protection of services and investment in priorities against council tax levels. Over the 5 years to 2005/6, Hartlepool's average Band D Council Tax increased by 16.6% compared to 26% for the average unitary authority and demonstrates member and officer commitment to maintain and improve value for money for residents¹³. The average Council Tax bill to households has changed from being 5.2% above the unitary average in 2001/2, to being 1% below the unitary average in 2005/6, against a background of improving service delivery.

2. Prioritisation

Self assessment score -

We are addressing our ambitions with clear robust priorities and an effective strategy to deliver within a framework of policies, plans and resources. These priorities are articulated through our plans and take into account a wide range of pressures, e.g. national priorities and community views. Achievement in our priority areas will ensure that our track record of success can be sustained.

A Council with clear robust priorities and the strategy to deliver

Our community's ambitions are clearly set out in the Community Strategy which integrates national priorities, e.g. **Safe and strong communities** - Community safety aims, **Sustainable communities** - Jobs and the Economy, Environment and Housing. Our priorities consciously address a mixture of national and local priorities. In many cases they overlap allowing us to apply a Hartlepool dimension to national priorities.

The Community Strategy was based on extensive public consultation. All partners worked together on this vision, generating extensive shared understanding. There was wide-ranging public consultation which showed 98% support for the aims¹⁴.

The Council's specific priorities to deliver on the Community Strategy aims are set out in our corporate and departmental plans for 2006/7. These include:

Jobs and the economy	Continue to assist business growth with the development of the business incubation system
Lifelong Learning and Skills	Raise attainment rates, particularly at Key Stage 1, 3 and GCSE

Health and Care	Increase the number of people receiving direct payments Reduce mortality rates from suicide Increase the number, range and stability of placement for looked after children
Community Safety	Manage the partnership aspects of Neighbourhood Policing Introduce the "Tougher Choices" initiative for drug users
Environment and Housing	Raise recycling of household waste Achieve decent homes standard in of private dwellings
Culture and Leisure	Develop business case for H ² O Centre. Increase patient levels of participation in both physical and cultural related activities
Strengthening Communities	Re-launch the Compact with voluntary and community sector

Taking action requires a mix of approaches, ranging from strategic to the local. The Council's Neighbourhood Action Planning process¹⁵ takes the prioritisation process down to neighbourhood level. While NAs are structured around the seven key themes of the Hartlepool Community Strategy they prioritise neighbourhood issues.

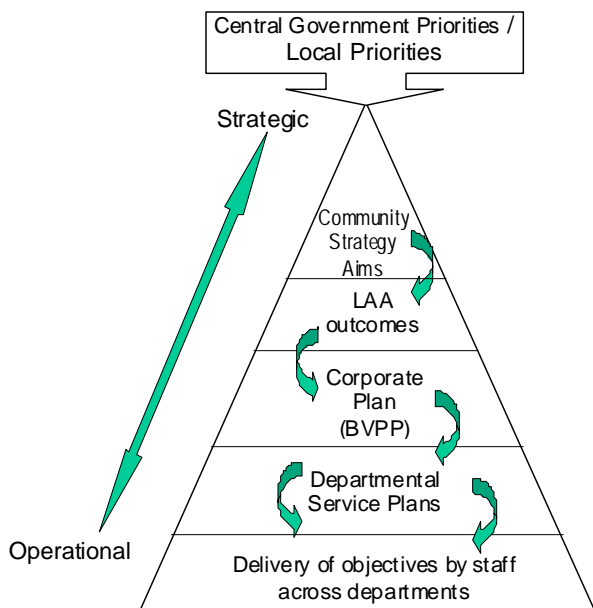
Key service providers are committed to NAs; signing up to delivering priority actions agreed in the NA P documents. In preparing NAs the Councils Regeneration team undertake a brokering role between residents and service providers to agree how existing services can be improved or new interventions implemented.

Taking action

We take robust and planned action to deliver our priorities within the framework of policies, plans and resources available to us, either alone or in partnership. Our vision is the start of a "golden thread" which runs all the way through a comprehensive planning framework¹⁶

that has been revisited over the past three years.

Our plans include clear and agreed milestones and performance measures with targets. Where appropriate they link with statutory plan such as the Children and Young Persons Plan, the Local Transport Plan and Local Development Plan that are reflected in corporate and service plans. This framework is set out below



We have integrated the Local Area Agreement outcomes into the Corporate Plan and this will be developed next year further strengthening the tie in with national priorities.

The Budget and Policy Framework¹⁷ is the mechanism we use to integrate priorities and resources. The framework currently covers a two-year period and we are in the process of aligning the budget strategy with the first 3-year grant settlement provided by the Government.

The framework provides

- A comprehensive analysis of the Council's financial strategy and the links to key strategic objectives
- The financial and services issues facing the Council, including the links to the Council's efficiency strategy
- A detailed analysis of budget pressure/priorities and service reductions.

- Links the council's efficiency strategy, the detailed of pressures and priorities and options for service reductions

This enables Cabinet, Scrutiny Coordinating Committee and full Council to fulfil their respective responsibilities within the budget setting process. These priorities are, in turn, linked to Corporate, Departmental and service plans to ensure appropriate action is identified, targeted and monitored.

We are adept at bringing resources to bear on our priorities, by using a mix of our own financial resources, external funding where it is available and supports our priorities, working in partnership in the town and more widely and through political and management leadership within the Council. We have actively managed budgets and staffing levels, creating departmental risk and strategic reserves to manage change and implement service improvements.¹⁸ We have been instrumental in bringing over £100m of additional public resources into the town over the past 3 years.

In terms of service priorities¹⁹ the council's initial priority when it became a unitary authority was to address educational attainment. Education expenditure was increased on a phased basis and then maintained at the level of the Education Standard Spending Assessment (and then Formula Spending Share). This policy commitment was achieved as part of the 2000/2001 budget. From 2001/2002 the Council has maintained this policy and fully passported the local increase in Education Formula Spending Share.

The Council has also given Social Services a high priority to meet increases in service demands and standards. The council has fully passported local increases in social service's SSA/FSS's. This strategy ensured resources to achieve our aims were provided. For 2003/2004 and 2004/2005 the budget provided significant additional local top-up as the local SSA/FSS increases were not sufficient to meet local cost pressures. For example, the local top-up provided in 2004/05 was £1.2m, which equated to an additional increase of 3.6%

The Council's policy of prioritising education and social services clearly had implications for other services which received lower increases or had to identify expenditure reductions. When preparing the 2006/2007 budget the Council recognised that a more sophisticated approach for prioritising services needed to be developed to ensure Members and Senior Officers were more explicitly aware of the impact of their decisions to increase/decrease resources for a specific service.

Recent examples of the Council shifting resources to deliver its priorities include:

- Mainstreaming funding of learning mentors in schools
- Investment to achieve waste reduction and recycling targets
- Shifting £80,000 to ensure business incubation development went ahead

Our funding priorities for 2006/7 include:

- Addressing service pressures in relation to service for Older People and People with Learning Disabilities;
- Introducing free concessionary fares scheme; and
- Addressing equal pay issues.

3. Capacity to deliver

Self assessment score -

Hartlepool is a small authority but on balance we view this as a strength rather than a weakness. We can move quickly to address issues; work across issues and agendas; understand our community and are accessible to them. Our track record of delivery is impressive and shows we have the capacity to achieve change and deliver priorities.

Our capacity to deliver is good because we have a strong framework of accountability for decision-making, the people to deliver our ambitions and a desire to work in partnership.

A Council accountable for its decisions

The Mayor was re-elected in May 2005, with a majority increased from 500 to 10,000. For the past 3 years he has led an inclusive coalition cabinet and his new Cabinet brings together Labour, Independent and Liberal Democrat councillors.

Our **Constitution**²⁰ provides a clear framework for open and transparent, decision-making and accountability to our partners, stakeholders and the public. Relationships between Councillors and Officers are challenging but constructive, based a common desire to continue the regeneration of the town and provide value for money for residents.

We have a strong Executive consisting of six clearly focussed portfolios with decision making being delegated to individual Portfolio Holders and Officers where and when appropriate.

We have made substantial improvements to our Overview and Scrutiny Function. A proactive approach closely allied to council and community priorities²¹ underpinned by a Member Development Programme are in place ensuring that Elected Members have the knowledge and awareness of key issues to enable them to be effective in their role.

The three Neighbourhood Consultative Forums in the North, South and Central areas of the town are well established. Resident representation with voting rights work

alongside ward councillors. Each forum has a dedicated budget of £87,000 allowing local leadership to be practically demonstrated in a meaningful way.

With the people to deliver our ambitions and priorities

In part the capacity of the organisation comes from the spirit within the organisation. This is sometimes referred to as the “Hartlepool Way”²². Essentially it is a culture and ethos which puts the emphasis on the ends rather than the means and creates commitment and buy-in. This spirit has grown, fuelled by a sense of achievement from significant successes and confounding outside expectations.

Leadership is a key element of this and within the council leadership from Councillors and management from senior people is good and we continue to develop our in-house capacity. We are doing this by further improving performance management, developing staff and members and creating efficiency savings²³. This is managed, in part, through the Way Forward Change Programme²⁴ which is integrated into and further enhanced through the organisational development priorities and plans set out in the Corporate Plan.

We are working to ensure we have the skilled and effective workforce to meet future current and anticipated demands. We have actively considered the organisational implications of changing policy drivers nationally and the implementation of our corporate restructure in July 2005 resulted in the reduction in the number of departments from six to five.²⁵

The recently implemented HR Strategy²⁶ provides a framework for taking our approach on by addressing workforce planning and development issues in a credible and realistic programme of action building on progress already made.

We are a Council that acts and we have been proactive in dealing with HR issues in relation to capacity. At the strategic level the partnership with Northgate gives access to ICT skills, we have bought in skills to enable us to progress risk management²⁷ and business continuity. The importance of an integrated

approach to risk management and service delivery processes is evident at all levels of the organisation and we have made significant strides.

Specific occupational skills shortages in senior management, social work and planning have been addressed through a mixture of interim management arrangements, links with academic institutions and short term and long framework agreements with consultants.²⁸

A comprehensive appraisal process is in place and this underpins the development of staff. We are investing effectively in developing the leadership and management skills of our 400 managers and other senior staff through “Be the Difference’ Leadership and Management Development Programme. The aim is to develop leadership capacity and support the Way Forward change management programme.²⁹

An active Member development programme is also in place, led by the Member Development Group that is chaired by the Performance Management Portfolio Holder. A strategy is in place and achievements to date include an improved induction process and an annual member development programme.³⁰

Effective communication is essential to delivery.³¹ We have regular and effective communications in place including Hartbeat, Councillors bulletins, political group briefings, Newslite, departmental newsletters, staff briefings, CMT key communication message bulletin, ensuring awareness of our own role, priorities and improvements. In the 2005 staff survey 80% agreed that they understood how their work contributed to the overall aims of the council.³²

The Authority is moving up the levels of the Equality Standard³³, taking action to match our workforce profile to that of the local community and ensuring that staff understand and apply best practice in diversity. The Council achieved Level 2 of the Equality Standard in March 2006 and we are now progressing towards Level 3 with particular focus on establishing diversity targets.

Achieving change with partners

Partnership working is very important to us. The Council is fully aware that its organisational capacity goes beyond its people and resources. Partnership in Hartlepool extends from strategy into joined up and enhanced service delivery.³⁴

We use partnership arrangements to improve our capacity, gain a better understanding of the diverse needs of the community and deliver results.

Examples of this approach include:

- Joint tasking and co-ordination of the police and community safety teams now extending into a joint approach to neighbourhood policing.³⁵
- Joint commissioning and posts with the PCT.³⁶
- Joint working with the Fire Brigade reduced the number of deliberate fires by nearly 50% as part of LPSA 1.³⁷
- Neighbourhood Action Planning approach.³⁸

Achieving efficiency and value for money

Our approach to value for money³⁹ is a balance between cost, need and quality, underpinned by a culture which encourages and fosters challenge and change, ultimately resulting in the ability for us to free up resources to invest in our capacity to address our priorities.

We are pragmatic but innovative in relation to efficiencies and service improvements together with joint procurement arrangements with our partners. The Council has actively pursued a mixed economy of provision where clear benefits for the town were evident and we continue this through our Procurement Strategy and 5 year Procurement Plan.⁴⁰

Examples include

- Establishment of Hartlepool Housing,
- The use of private and community sector for social care provision
- Adoption of Rethinking Construction principles in partnership with building and highways maintenance contractors.

Our forward thinking approaching to investment in ICT is now paying long-term dividends with a robust ICT Strategy now in place freeing up capacity to meet our priorities⁴¹. Increasing flexibility in where, when and how work is done, has involved optimising the use of technology in our Revenue and Benefits service and flexible home work arrangements across the Authority continues to make significant contributions to increased efficiency within the workforce.

We are further developing our Contact Centre⁴², developing the physical environment, rolling out the concept and integrating services into it operation with a clear focus on improving service, efficiency, customer need and process reengineering⁴³.

4. Performance Management

Self assessment score -

Performance management is a strength because we set and achieve challenging targets and have a practical performance management framework to sustain the council's progress since becoming a unitary council in 1996. We constantly seek to improve our approach.⁴⁴

A Council managing performance

In 2002 the Community Strategy priority aims were adopted by the Council, placing them at the apex of our performance management pyramid. This approach provides a strong mechanism for keeping the community's priorities at the top of the council's performance agenda.

The council's performance management framework⁴⁵ is based upon three levels of plans and underpinned by a well-embedded personal development and appraisal process⁴⁶ that has been in operation since 1996. The three levels of plans are the Corporate Plan, Departmental Plans and Service Plans.⁴⁷

The Corporate Plan sets out how the Council will deliver its vision and objectives at a corporate level. It is updated annually, and includes high-level performance indicators and targets for each Corporate Objective and organisational development objective. Scrutiny Coordinating Committee and full Council consider the Corporate Plan prior to its formal publication.

Progress on the Corporate Plan is formally reviewed quarterly by Corporate Management Team and Cabinet consider progress on the Corporate Plan through a quarterly exception reporting process. Scrutiny Co-ordinating Committee also receives these reports and may choose to keep issues under review or launch a scrutiny inquiry.

Departmental Plans⁴⁸ set out in more detail how corporate objectives will be implemented and identify other objectives relevant to departments. Progress on departmental plans

is reported quarterly to departmental management teams and the relevant cabinet portfolio holders.

Services Plans are working documents to enable managers to allocate staff and other resources and to manage performance at officer level. Heads of service and their management teams actively monitor and evaluate performance and amend the plans as necessary to ensure that targets are achieved and resources are used effectively and efficiently. At each level of plan a responsible officer is identified and these are considered as part of as part of their annual performance appraisal.

We are open to learning and the past two years have seen developments in the council's approach based on learning taken both internally and externally. We have expanded a performance database application used within Neighbourhood Services for corporate use and developed our performance management framework based on learning from Sunderland. We are currently looking to learn from the PCTs introduction of their Dynamic Change PM system.

We adopt a project management approach where it is appropriate and we have a track record of successfully project managing large scale projects such as our housing stock transfer in 2004, the Housing Market Renewal programme, the Northgate ICT partnership set up in 2001 and the Way Forward programme.

We adopt a practical approach to benchmarking and regularly compare performance information with specific services participating in benchmarking where it is beneficial.⁴⁹ Development in the scrutiny process over the past 18-24 months have significantly improved the potential for non executive members to play a community leadership role and influence the executive.

Sharing understanding of performance

The Council has helped develop performance management for its key strategic partnerships, pre-eminent amongst these is the Hartlepool Partnership which has a well established performance management framework and is recognised as being successful and fit for purpose as evidenced by GONE green rating for the LSP⁵⁰.

The Community Strategy team within the Regeneration and Planning Department has carried out considerable work in the last two years to implementing a Performance Management Framework⁵¹ for the Community Strategy and the Neighbourhood Renewal Strategy. The framework clearly sets out priorities, indicators to monitor progress and targets to assess performance. Reports are considered quarterly by the LSP and within the theme partnerships where action to maintain progress is agreed.

We are seeking to work with central government, GONE and Tees Valley neighbours to streamline performance management arrangements for the locality through our LAA.

Driving continuous improvement

Performance targets are an integral part of the service planning process and progress reported to stakeholders.

As part of our performance management framework we consider:

- How we have performed as a council against milestones and targets
- How we compare as a council to our peer group
- More detailed reports on specific issues of importance are produced as necessary e.g. a one-off report on the detailed results of the last Best Value User Satisfaction Survey, LPSA/LAA reward element, progress on implementing actions plans such as reducing absence levels.

We recognise that management and staff skills are at the heart of achieving continuous improvement. The “Be the Difference”

performance management module is aimed at improving those skills and we are planning to incorporate the skills developed into our performance management framework for 2007/8 including balanced scorecards and performance profiles. Adult and Community Services management team are collectively using the module as part of their 2007/8 planning process.

We have a formal corporate comment, complaints and compliments procedure and standards for response which are well publicised at service points and on the Internet. The complaints and the outcomes are reported annually to Members and used to help improve services. Complaints or comments about recycling and street lighting can be made on line. The recent review of the policy has been considered at the Talking with Communities event.

The latest audit of our Best Value Performance Plan produced an unqualified report with no statutory recommendations. We have plans in place to further improve our current arrangements for data quality control and we are working to learn from best practice within the Audit Commission and in other authorities.

Management focus is maintained both to improve performance and address areas of weakness. This is achieved through departmental management teams and portfolio holders providing clear leadership, regularly considering performance and taking action. Ultimately what counts in Hartlepool are results⁵² – the 2005 Direction of Travel verdict was that overall we were “Improving Well” from a high performance baseline with 38% of national indicators in the top quartile. Effective managerial leadership has enabled further progress in 2005/6 with 64% of a basket of national and local PIs improving. The following sections on the Shared Priorities demonstrate clearly the substantial progress we are making.

5.1 Delivering Priorities

Progress has been substantial since our CPA in 2002 towards achieving our vision and plans. We do this through effective working with partners, the voluntary sector and business; this is a theme of which we are proud. Through the following sections we describe and give a flavour of our many achievements. We make reference to a number of case studies and these illustrate how we have gone about making progress.

There is no doubt though that there is more to do and we, with our partners, have the vision and commitment to do it.

5.2 Sustainable Communities and Transport

Good progress has been made, with our partners, to improve quality of life and deliver a more sustainable future for our communities.

The Economy and Labour Market

Our aim is to “Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people”.

We have⁵³

- Evidence of increasing employment rates, up from 65.0% to 67.2% between December 2004 and December 2005
- Less working age adults in receipt of benefits
- Increased self employment from 3.8% to 5.8% since 2000
- Increased small business start-ups by 40%, compared to a regional increase of 13% between the first quarters in 2005 and 2006
- Supported the creation of 1,150 jobs over the past 3 years

In response to historically low business start-up rates we, with partners, commissioned DTZ Pinda in 2003 to produce a strategy⁵⁴ assessing barriers to, and opportunities for, business formation and growth. We have

developed an accessible business incubation system, supported by a property portfolio which includes Brougham Enterprise Centre, UK Steel Enterprise’s Innovation Centre and move-on accommodation at New burn Bridge⁵⁵.

In our broader business support work, we have

- Developed with Business Link Tees Valley a network of relevant business support providers⁵⁶
- Fostered the business network Enterprising Hartlepool to provide peer support and feedback to the Council on enterprise development
- Aligned services to local business needs and reduced the burden of regulation, e.g. via the One Stop Shop dealing with planning enquiries

We work closely with partners to equip residents with skills relevant to the local labour market and to address barriers to employment, e.g. Hartlepool College of Further Education now operate three Centres of Vocational Excellence with plans to expand further.

Our direct initiatives are focussed on either particular growth sectors or client groups with particular needs, identified via the Sector Skills Councils, DWP and Neighbourhood Action Plans. Sectoral initiatives have included Building Futures (a construction skills initiative which we lead) and customer services for the tourism and leisure sector.

We support local people through

- “Progression to Work” - provided transitional employment for 35 people with disabilities and health conditions and 12 have secured sustainable employment
- Support for lone parents – since 2004 supported 157 lone parents with 33 securing employment
- An extensive Intermediate Labour Market programme that has provided 405 paid placements since 2000 with 399 gaining qualifications
- Neighbourhood Nurseries and Children’s Centres programmes - places increased by 75% since 2002

Regeneration and infrastructure developments have played a major part in Hartlepool’s

progress. Victoria Harbour, a 133 ha dockland redevelopment project adjacent to Hartlepool Marina, represents Hartlepool's biggest ever regeneration opportunity. Working closely with partners we have proposals for a 20-year development, including 57,000 sq m business floorspace, 3,500 dwellings and leisure, tourism and community facilities⁵⁷.

These developments are supported through other related projects:

- Queens Meadow business park provides a modern business environment and has two new manufacturing businesses providing 67 jobs, the UKSE Innovation Centre, with further development anticipated
- Environmental, infrastructure, property support for 71 premises and security improvements for 68 premises at Longhill and other commercial areas since 2003/4

Investment of over £500m since the early 1990's has seen the regeneration of the town centre's retail, commercial and leisure facilities and the Marina area with associated infrastructure investment. Re-use of landmark buildings⁵⁸, is an important element of this approach, e.g. working with the building owner to secure the £4m conversion of the former Co-op building. These are reinforced by NDC grant-aided improvements to premises around the town centre

Tourism and the positive image of the town are crucial to Hartlepool's re-invention. Our Tourism Strategy⁵⁹, adopted in 2004, builds on our strengths, particularly around maritime heritage. Our ambitious and successful bid to host the Tall Ships' Race in 2010 provides a superb opportunity to showcase Hartlepool and the region and to encourage further investment. The current data indicates that the visitor market is worth £38.5m per year to the local economy.

Housing

Our aim is to ensure "access to good quality and affordable housing".

We have:⁶⁰

- Acquired by agreement over 90% of the 620 properties in the first phase Housing

Market Renewal (HMR) areas required for redevelopment

- 57% of Housing Hartlepool homes and 96% of other RSL homes meeting Decent Homes Standards.

Our housing achievements flow from our integration of strategic housing, physical regeneration and planning policy policies. Key policies, informed by housing market studies⁶¹, support identified needs, including the supply of larger and higher value new housing in various sites in the Borough, as well as sustainable housing regeneration in areas suffering with low demand in central Hartlepool.

Our HMR programme is addressing market renewal within the older housing areas around the town centre. Extensive community consultation, close collaboration with delivery partners and a soundly based case for funding⁶² has enabled significant progress with work on target to start on our first 3 priority sites in Spring 2007.

Complementary housing management programmes include:

- A private sector floating support scheme
- A well regarded private landlord accreditation scheme, with over 50% of landlords participating
- An ODPM pilot project featuring proactive enforcement in low demand areas

We transferred all of our housing stock to the new registered social landlord Housing Hartlepool in 2004 to ensure that Decent Homes Standard (DHS) targets are met by 2010 through a £100m+ investment programme by Housing Hartlepool and other RSLs. This decision is already paying off with turnover and requests to transfer down, particularly in stock benefiting from DHS+ investment. By March 2006 60% of RSL stock was up to standard. Housing Hartlepool, the main provider, made decent 877 homes during 2005/6 and is on target to achieve the 2010 deadline.

Housing Hartlepool is also proactively addressing problems associated with poor estate design.

We undertake complementary investment in the private rented sector using Single Housing Investment Pot (SHIP) resources to achieve Decent Homes for vulnerable households, through a mixture of grants and equity loans arrangements.

We have worked with a range of agencies to develop responses to needs identified within our Housing⁶³, Extra Care⁶⁴ and Supporting People Strategies⁶⁵, relating to accommodation, care and management to ensure the needs of vulnerable groups are met. We were appointed Regional Homeless Champions by ODPM in 2005.

Recent developments include:

- Schemes for people with learning difficulties, teenage parents, mentally ill and those with profound physical disabilities
- A supported housing scheme for young people with complex needs developed by Stonham
- The Hartfields extra care village, now under construction⁶⁶

We ensure there is appropriate housing for specific groups or support for vulnerable residents by joint working to ensure repeat offenders and drug misusers receive priority access to suitable accommodation. We also actively implement fuel poverty and affordable warmth initiatives. Nearly 4,000 households have benefited from £2m investment since 2003/4. The scheme is cited as a good practice example in the Regional Housing Strategy. A major new housing development in the central Hartlepool HMR regeneration area will be compliant with the 'Very Good or Excellent' Eco Homes Standard.

Environment

Our aim is "a more attractive and sustainable environment that is safe".

We have

- Increased the amount of household waste being recycled/composted from 19% to 23%
- Reduced municipal waste going to landfill by 8% making us one of the best performing authorities in England.
- Reduced fly tipping by 18%

- Procured 100% of our energy from quality combined heat and power sources

By working in partnership with neighbouring authorities and others we deliver sustainable waste management practices in a cost effective way. We have achieved this by introducing home and community composting, green waste recycling and alternate weekly collections on two refuse rounds. The latter is being expanded town wide this autumn and initial results indicate a town-wide recycling rate of 35-40% is achievable.

Environmental crime features highly amongst residents concerns. Limited mainstream funding has been available so we have brought in external funding and radically changed working practices to deliver.

We deliver our street scene services on a neighbourhood basis, matching the Neighbourhood Consultative forums ensuring street cleansing, grounds and highway maintenance services are integrated and tailored to local need. Residents identify specific priorities for their neighbourhoods, which are funded from the Neighbourhood Consultative forums and NAP Community forums own budgets. This is supported by a number of partnerships with external organisations, e.g. the probation service, where offenders who have committed crimes in the town remove graffiti, construct paths/walkways, coppice woodlands and paint street furniture and the remove of fly tipped material from neglected not adopted open spaces. We work closely with educational establishments combating litter on school routes, educational programmes run alongside enforcement.

We complement our overall approach to the environment through specific targeted schemes. Operation Cleansweep⁶⁷ focuses a range of street and environment services on one area over a short period of time. Pride in Hartlepool is our community education and action campaign, it has facilitated 62 projects between 2003 and 2006⁶⁸.

Transport

Our aim is a good transport infrastructure complementing our other aims on the economy, the environment and safety. We have made good progress in a number of areas⁶⁹⁷⁰. This is a challenge, because funding is limited and there are still many people without access to a car.

We have⁷¹

- Increased the number of passenger rail journeys from Hartlepool and Seaton Carew by 10% in 2005/6
- Reduced the percentage of the unclassified road network in need of repair to 12% from 2002/03 to 2005/06.

Our developing framework and planning policies⁷² in respect of jobs, services and amenities explicitly address accessibility. In addition we work closely with all key partners to reduce the barriers to access employment, training, and commercial centres. Among transport stakeholders we work with Stagecoach Hartlepool through our voluntary Bus Quality Partnership⁷³, local cyclists through the Hartlepool Cycle Forum⁷⁴ and at a sub-regional level, with Tees Valley Health and Transport Partnership among others.

We have improved accessibility by

- Supporting 'non-commercial bus services in rural communities and deprived urban areas
- Developing a new public transport interchange, to start on site March 2007
- Working with Northern Rail to improve facilities at Hartlepool and Seaton Carew railway stations
- Implementing travel plans in 58% of our 40 schools with an 8% reduction in car journeys to schools in the last year
- Providing a network of accessible and safe walking and cycling routes and increasing cycle trips across our count sites by 17% from 2002/03 to 2005/06
- Promoting an enhanced travel concession scheme for the elderly and disabled⁷⁵
- Working with developers to ensure that accessibility planning is an integral part of the planning process (Morrisons Supermarket, Victoria Harbour)

We have delivered a wide range of improvements that have supported the development of the local economy and reduced road danger. This investment has been focused in the Regeneration Action Zone sites as well as specific communities and areas of deprivation.

We have delivered on this through:

- Major road schemes to support the development of flagship sites e.g. improved access to Queen's Meadow
- Highway and car parking improvements to improve economic opportunities in the Town Centre
- Provision of cycle route links (Promenade and Seaton Common Bridleway) to support the development of Hartlepool's tourism industry;
- Road safety measures to reduce road casualties in deprived urban areas⁷⁶

Future improvements

For the longer-term future of the town we will maintain our focus on physical and social regeneration, balancing economic development, housing, environment, and transport priorities. To ensure that we achieve our overall aims it is important that we deliver

- the redevelopment of Victoria Harbour;
- further improvements to the employment rate and business start ups;
- the Housing Market renewal programme;
- the transport interchange;
- identified improvements to the Supporting People function; and
- the recycling targets.

5.3 Safer and Stronger Communities

Our aims to reduce crime and disorder and fear of crime and increase involvement and empower citizens fit closely with the Safer and Stronger priority.

Crime reduction and prevention

We lead the Safer Hartlepool Partnership (SHP) which has broad, inclusive, membership.⁷⁷ Success has been achieved by focusing on reducing domestic burglary and vehicle crime and increasing numbers entering drug treatment^{78 79}. The percentage of residents very worried about burglary and vehicle crime has reduced by 40-45% between June 2001 and April 2006⁸⁰.

We have narrowed the gap between Hartlepool and national averages for:⁸¹

- Overall crime rate per 1000 population from 41% above in 2003/04 to 23% above in 2005/06
- Domestic burglary rate per 1000 households from 87% above in 2003/04 to 26.7% above in 2005/06
- Vehicle crime per 1000 population from 56% above in 2003/04 to 3% below in 2005/06
- Overall crime rates reduced by 13% over the 2003/4 -2005/6 period in the NRF area

Good progress has also been made in the NRF area. We have narrowed the gap with Hartlepool averages on most indicators compared with the 2003/4 baseline. Burglary is down 50%, robbery 57%, deliberate fires 38% and vehicle crime 52%, although criminal damage and local violence appear to have increased⁸².

The agreed Crime, Disorder and Drug strategy is comprehensive and is based on a good analysis of the problems⁸³, underpinned by strong partnership working between agencies and engagement with other stakeholders.

With partners, we are addressing the underlying causes of crime. A drug strategy is in place and being effectively delivered. The number of drug users entering treatment

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increased by 83% between 2003/04 and 2005/06 The National Treatment Agency assess the Hartlepool delivery of drug strategy as green, with many of the projects and initiatives promoted as models of best practice⁸⁴

Other examples demonstrating our approach include:

- Residents. The Burbank Initiative, the Hartlepool fore-runner to Neighbourhood Policing,⁸⁵ demonstrates how we work with others to solve local problems
- Voluntary sector. Groups such as North Tees Women's Aid and ADDvance have developed with our support as local service providers and are recognised as examples of good practice in the region
- Users. By facilitating the development of Hartlepool Users Forum (HUF), bringing together drugs misusers, ex-users, and offenders to provide advice to the SHP on service delivery and development
- Other agencies. Sharing and analysis of data to target activity (e.g. Police and Fire Brigade)
- Co-located multi-agency teams, such as HYPED (Young Peoples Substance Misuse Team) and Dordrecht team (for prolific offenders in the community)

All council services are aware of their responsibility to play a role in addressing crime and disorder. The Council has put its own resources into this high public priority.

Examples of service achievements from across the council include:

- The virtual elimination of vehicle crime from town centre car parks, by targeted security improvements over several years
- CCTV improvements, particularly in the town centre
- Estate remodelling in areas with anti-social behaviour e.g. footpath closures, alley gates, lighting, landscaping

Anti Social Behaviour

Our approach to tackling anti-social behaviour is developed, still improving and a priority for the future. We offer a range of support and

diversionary measures, but with enforcement as an ultimate sanction.⁸⁶

We have:⁸⁷

- reduced the number of Police recorded disorder incidents by 5% since 2003/04
- reduced the first time entrants to the Youth Justice System from 289 in 2004/05 to 235 in 2005/06
- reduced deliberate property fires by 39% since 2003/04
- 50% cases accepting mediation resulted in full agreement or improvement

We have co-located Council and Police Officers working together in 2 local Police offices, which enables daily information sharing, and the Council's IT system is used to record intelligence from Police ASBO 13 forms (an early warning for individuals).⁸⁸

We have established an annual Anti-Social Behaviour awareness day (ASBAD) for all Year 8 pupils in the town. Interactive scenes covering different aspects of ASB are presented by a range of agencies, such as Fire Brigade, PCT, Stagecoach and Connexions.

The Youth Offending Service has a fully established Youth Inclusion and Support Panel (named HIP). The HIP assessment process identifies risk factors associated with young people's offending and anti-social behaviour and provides appropriate support to those young people and their families.

In response to anti-social behaviour in and around school playing fields, we have developed Community Outdoor Organised Leisure (COOL) projects for 8-14 year olds after-school in 14 schools across the town. COOL provides sport and leisure activities and encourages community volunteers to join the activity.

The Council has responded to residents concerns about environmental nuisance and vandalism (Evidence Audit of Crime and Disorder 2004) with increased numbers of Environment Enforcement Officers and swift removal of abandoned and untaxed vehicles – a successful LPSA 1 initiative, led by the Fire Brigade, focusing on the rate of deliberate

property fires, funded these removals and also contributed to the reduction in vehicle crime.

Reducing Accidents

We have focussed our initiatives to reduce accidents on high risk groups, young and older people in particular, and areas most at risk and developed a programme for action in partnership.

We have:⁸⁹

- Compared with the average for 1994-98, achieved a 40% reduction in the number of people killed or seriously injured in road accidents
- Achieved a 50% reduction in the number of children killed or seriously injured

Our numbers of overall level of road casualties is low and we are continuing to improve on that good performance, working with Cleveland Police on initiatives based on effective public consultation and involvement.⁹⁰

Overall Hartlepool has a good road accident record for children. The Dyke House Casualty Reduction Initiative is a good example of how our approaches come together, in this case to reduce child casualties by about two thirds.⁹¹

Other examples that demonstrate our approach include:

- Enforcement of speed limits at safety camera sites through the Cleveland Safety Camera Partnership
- Delivering road safety education to parents of children under 5 years old and ethnic communities in partnership with Surestart

We undertake practical activities to help reduce accidents for other hazards.

- Each year 200 plus older people attend events organised jointly by the council and Anchor Trust, with input from opticians, pharmacists, dieticians and others. The "Avoiding Slips, Trips and Broken Hips" programme concentrates on prevention. More recently, events have been held for past fallers to assist their recovery.
- Crucial Crew project⁹², an annual event for 1,300 11-year olds highlighting dangers from 9 different scenarios

Emergency Planning

Our emergency planning arrangements are robust and of high quality. They have been commended by HMIC as good practice. They are based on the unique multi-agency Cleveland Emergency Planning Unit created in 2000 and hosted by Hartlepool⁹³. Good progress has been made implementing CCA duties, including the Community Risk Register. An effective communication strategy is in place, aspects of which have been recognised as national best practice. We regularly participate in multi-agency exercises to test EP arrangements. For example “Exercise Green Goblin” in June 2006 involved the council and PCT and as a result co-ordination of incident response has been improved.

All departments have emergency and business continuity plans in place. We brought in external expertise to assist with this process and conducted a series of exercises in 2005 to test the arrangements.

Stronger Communities

Our achievements in this field are based upon developing effective forms of engagement for planning services and democratic processes, promoting community cohesion and pursuing diversity issues.

We have⁹⁴:

- Increased residents satisfaction with their local area as a place to live, up from 77% in 2002 to 83% in 2004⁹⁵
- In regeneration areas satisfaction was similar in both 2002 and 2004 at 77% and 75%
- Reduced the proportion of residents feeling no involvement in their community from 37% in 2002 to 13% in 2004⁹⁶

At the Borough wide level, we work closely with the Hartlepool Community (Empowerment) Network to enable the wider community to play a full and active part in the Hartlepool Partnership (LSP) and its theme partnerships. Resident and community involvement is integral to the production of Neighbourhood Action Plans (NAPs) which in turn have their

own forums to oversee their delivery⁹⁷. Whilst NAPs have been well received we have recently undertaken a review of the process to look at how resident involvement could be further enhanced⁹⁸ to ensure they continue to meet the needs and aspirations of residents.

We operate at level 2 of the Local Government Equality Standard⁹⁹ and have plans¹⁰⁰ to achieve level 3 by March 2008. We routinely use Impact Needs Requirement Assessments and Diversity Impact Assessment to help shape our service delivery¹⁰¹.

Our work with specific communities of interest includes:

- Working with New Deal for Communities and the Asian community to establish the Salaam Centre and now explore the feasibility of a broader-based multi-cultural centre¹⁰²
- Working with Hartlepool Access Group on “access for all” issues, including access advice on planning applications
- Arranging work placements for people on Incapacity Benefit
- A Young People’s Citizenship programme¹⁰³

The Compact, adopted in 2003, sets out the shared values, principles and operational guidelines for the Council and the voluntary/community sector, including a Code of Practice for Communication and Consultation. Whilst it has benefited the development of the Protocol between the LSP and the Community Network, the Statement of Community Involvement for the LAA and the Statement of Community Involvement for the Local Development Framework¹⁰⁴, the Compact’s action plan has been only partially delivered. A main finding of the Strengthening Communities Best Value Review undertaken in 2005-6 is the need to strengthen and re-launch the Compact¹⁰⁵. This has been agreed by Cabinet.

Future improvements

It is important to the people of the town that issues relating to crime and anti social behaviour are addressed and it is important for the council that the people and communities of

the town are able to contribute to improvements. To ensure that we achieve our overall aims it is important that we:

- further reduce crime and deal effectively with anti social behaviour;
- work closely with partners including the police on issues such as neighbourhood policing;
- relaunch the Compact to provide the basis for effective working with the community; and
- implement a second generation of Neighbourhood action plans.

5.4 Healthier Communities

Our aim is “improved access to health and social care services and improved health and life expectancy”.

We have ¹⁰⁶:

- Reduced mortality rates since 1995-7 of 23% for circulatory disease and 15% for cancer. Both are on track to exceed national 2010 targets
- Increased life expectancy for both men and women between 1995-7 and 2001-3
- Reduced smoking rates amongst adults from 40% to 34% (2000-4)
- Increased the number of people quitting smoking by 6.48% between 2003/4 and 2005/6
- Reduced teenage conceptions by 15.2% meeting our target

Outcomes in relation to health are often, by their nature, longer term but there is evidence that the health of the communities the council serves is improving through direct health interventions and by addressing the wider determinants of health. The Borough's Public Health Strategy ¹⁰⁷ and Vision for Care ¹⁰⁸, developed in partnership with the PCT, is an overarching framework for action.

Outcomes are achieved through leadership and partnership working combined with delivery and performance management.

Community leadership and partnerships

We work closely with partners to ensure that there are effective mechanisms for engaging the public in identifying needs and planning services.

This includes:

- Community representation on health related planning groups, including Health & Care Strategy Group and the groups which report to it
- Research with specific neighbourhoods and client groups, for example the health audit in Owton ward, focus groups to help identify the needs of people with learning

disabilities and young people's sexual health needs. ¹⁰⁹

- Use of Viewpoint to guide the development of the Public health Strategy

We provide leadership and active participation in forums for delivering multi-agency programmes of work around the determinants of health. These include, for example, the Children & Young People's Strategic Partnership, Teenage Pregnancy Partnership Board, Public Health Strategy Group and associated theme groups and Improving Life Chances working group.

Our commitment to health improvement is clear. We have a Joint Director of Public Health & Well-being with Hartlepool Primary Care Trust (PCT) and a cabinet member with a portfolio for Adult Services and Public Health.

Our Scrutiny forum with responsibility in this area has prioritised a scrutiny enquiry into Social Prescribing for this year to consider how it may be more broadly implemented, working with partners ¹¹⁰ in previous years it has considered health inequalities, alcohol, drugs, teenage pregnancy, flu pandemic, access to primary care.

The Council played a key role in responding to the Government's PCT proposals and is now working closely with the PCT at a senior management level to develop new structures.

Healthier lifestyles

We work effectively with partners to promote healthier lifestyles and in particular support those living in disadvantaged circumstances to overcome the barriers to a healthier lifestyle.

Anti-smoking ¹¹¹ initiatives have included education and campaigns, tackling illegal sales and promoting smoke-free public places. There is now a firmly established multi-agency Smoke Free Hartlepool local alliance.

Successes include:

- Adoption of Smoke Free Hartlepool Charter for the town
- Use of Viewpoint panel findings to encourage expansion of smoke free status

e.g. Hartlepool United Football Club and Middleton Grange Shopping Centre

- 11 smoking cessation drop in clinics sited in areas of greatest disadvantage
- Four-week quit rate is highest in England and surpasses Government targets
- Increasing leisure centre attendance both overall and from the most deprived wards as part of an LPSA 1 stretch targets

A range of initiatives contributed to the 15.2% reduction in **teenage conceptions** since 1998 however this is an area where still need to improve performance further. A range of integrated support is provided for teenage parents via the newly established Sure Start Plus Service and intensive support helps 30% of young parents return to education training or employment.

Significant progress has also been made on promoting **healthy eating**¹¹² and **exercise**¹¹³ in the community

This includes

- 23 schools having the Healthy Schools Standard.
- Health Development Worker based in Dyke House School implementing healthy eating initiative and the establishment of a food co-op
- The appointment of a Community Nutritionist to improve access to, and availability and consumption of, fruit and vegetables focussing on residents in areas of deprivation and children.
- Hartlepool Exercise for Life Project (HELP) GPs and other Primary Care Workers referral to exercise programmes provided by the council.

We are working with tenants and housing agencies to reduce the number of homes below decent standards and to identify households with problems arising from **fuel poverty**, supporting them to thermally insulate their homes. There has been an overall improvement in energy efficiency in domestic premises of 14%. And the number of households in fuel poverty reduced from 10,436 to 4,625.

We are using the mobile benefits service to ensure residents get their benefit more quickly and receive their full entitlement. In addition the expertise of our benefits staff in customers' homes is allowing more generic advices e.g. landlords' duties to tenants in relation to repairs and conditions of properties and referrals to other initiatives such as **'Warm Front'**. This has meant new benefit recipients have been sign-posted and subsequently qualified for Warm Front Grant's of up to £2700 from the Government (up to £4000 in off-gas areas) for energy-efficient home improvements such as central heating installations and repairs.

We have also developed other contributory programmes as part of our approach to addressing health issues.

These include:

- Health Needs Assessment with people with learning disabilities to inform the development of services
- Programmes to support people with learning disabilities and people with mental health problems, into work
- Supported housing has been developed for people with mental health problems
- Multi agency strategy for Vulnerable Adults with an extensive training package

In addition we are modernising day services for people with mental health problems to better connect people with their local communities and facilitate the use of mainstream services for service users. Initiatives include volunteering in the community e.g. offering gardening services to the community, working on various environmental projects and well-established art projects. The Mental Health LIT has been assessed by 'Mental Health Strategies' as being in the top ten performing LITs nationally.

Future improvements

We have made good progress in this area but there is much work still to be done; life expectancy is still below the national average and analysis by the North East Public Health Observatory indicates that progress is not sufficient to stop a widening gap between Hartlepool and national life expectancy. We

have to work with others to address the factors that negatively impact on a healthy community and life. To ensure that we achieve this we must:

- work closely with partners including the PCT and the voluntary and community sectors, to develop and integrate services which benefit the health of the community;
- provide the opportunities for people to pursue a healthy, active lifestyle and increase patient levels of participation in physical activity
- further improve performance in reducing teenage conceptions, smoking and increasing healthy eating.

5.5 Older People

We have achieved a sustained improvement in supporting older people to remain independent.

We have:¹¹⁴

- Top 5* scores for the provision of
 - Intensive homecare
 - Community based services
 - Supporting admissions of older people to permanent residential and nursing care
- Exemplary performance on eliminating bed blocking

Strategic approach and range of services

Our approach has evolved from the Better Government for Older People (BGOP) project in the late 90s. This goes beyond care services and is firmly based on older people's priorities.¹¹⁵ We have worked with older people and our key partners in the community, to develop an approach for older people that has clearly identified the outcomes to be achieved¹¹⁶.

These aims are now encapsulated in the 10 strategic objectives of the Hartlepool Older People's Strategy¹¹⁷, which encompass the 7 dimensions of independence including; the promotion of independence, improved well-being and choice for older people, and the participation of older people as active citizens

We already work well with partners to deliver integrated services. For example our "Multi-link" model of joint working around, intermediate care service and hospital discharge to facilitate early and safe discharge from hospital was commended nationally. The agreement of the "Vision for care"¹¹⁸ and the Older People's Strategy has provided further impetus to a realigning of services within agencies, most specifically the Council and PCT.

Specific service improvements include:

- Low level / floating support to keep older people out of hospital or connected with their homes whilst they are in intermediate care or hospital.

- Integrated patch based teams of social worker, district nurses and others are being developed across the town
- Direct access by therapists, based in the A&E unit of the local hospital to council home care to assist people to return home and avoid hospital or care admission
- Joint working with CAB, Pension Service, a carers organisation funded by the Local Authority to increase benefit take up by carers
- An integrated approach to the support of older people with mental health issues by establishing a Core Allocation Team of social workers and mental health staff.

Meaningful engagement

To ensure that we can deliver services according to need we have well developed arrangements to ensure meaningful engagement.

We have worked with Older People to improve engagement including:

- Improved representation in the Local Implementation Team
- Quarterly meeting between the 50+ Forum and the Portfolio holder/ Council's Older People's Champion¹¹⁹
- A presentation by older people to GP's on the theme of "Citizens and Participants" not "Receivers and Dependents"
- A project to evaluate older people's experiences of care from their perspective using Anchor Community Development Team and funded by NRF.
- The older residents of the Owton ward were included in the ward's Connected Care audit in and resulting service specification.
- Talking with Communities events discussing direct payments and disability issues

The 50+ Forum, facilitated by Anchor Trust since 2000 to lead on community engagement with older people provides the basis for our effective and coherent strategic approach. There are effective links to Older People's Local Implementation Team¹²⁰ where the representation of older people, older people

who are service users, their carers and Older People's champions has been enhanced.

Engagement has resulted in a range of positive outcomes ¹²¹:

- A change in council policy on removal and disposal of unwanted furniture ¹²²
- Influenced the design of a range sports and recreation opportunities such as walking groups
- The design of extra care housing and telecare ¹²³ services ¹²⁴
- evaluation of services ¹²⁵ including the user perspective
- Involvement of Older People in intergenerational initiatives such as Our Past, Their Future ¹²⁶
- Expansion of the home library service as part of LPSA 1 ¹²⁷
- Increase in the number of older people accessing exercise programmes.

We have improved our information provided to older people by:

- Distributing a revised comprehensive directory of services ¹²⁸ and an information booklet, Choose Life, Choose Health, Ageing well in Hartlepool. ¹²⁹
- Making the content of the council website more accessible.

Future improvements

We will continue to implement our Older Peoples' strategy and Vision for Care. To ensure that we achieve our overall aims it is important that we

- Increase take up of direct payments as a way of increasing choice and control for older people;
- Successfully implement telecare, connected care services and Hartfield; and
- work closely across the council to ensure all services play their part in contributing to older peoples' quality of life; and
- work with partners, including the PCT, to integrate care and health services.

5.6 Children and Young People

We have made good progress¹³⁰ in addressing the national agenda for children and young people with some notable achievements. Our aims and activities are focussed on the five national outcomes. The development of our Children and Young People Plan¹³¹ (the Big Plan) involved an extensive visioning and development process. Our aims for the future are clear and we have the potential to improve further. We have achieved this both through our own efforts and through working in partnership with others.

Be Healthy¹³²

Our aim is that children and young people in Hartlepool will be physically, mentally, emotionally and sexually healthy. The health of Hartlepool people is improving but they still suffer more ill health and disability and live shorter lives than in most other parts of the country. Healthy lifestyles for children and young people are an essential element of improving outcomes for the future.

A range of services are provided with schools, Sure Start and local health services addressing priorities including mental health, drug education, sexual health, and other lifestyle issues. Resources have been focused on services in the most deprived neighbourhoods and targeted to the most vulnerable groups to provide service focused on children's needs.

Our activities in this area have resulted in:

- Increased the percentage of looked after children receiving a health assessment to 95% in 2005 (target 90%);
- Over 50% of schools having achieving Level 3 standard for Healthy Schools;
- 100% of primary schools take part in the national fruit and vegetable scheme

Stay Safe¹³³

Our aim is that children and young people in Hartlepool will live, grow and learn in safety

where parents, carers and all adults take responsibility for their safety and well-being.

We have targeted support in schools and other settings for children and young people, e.g. Learning Mentors; multi-agency training on substance misuse, including alcohol, and individual therapeutic services for children and young people affected by domestic violence.

Referrals for child abuse and neglect are processed rapidly and there are effective inter-agency services, many developed through the Children's Fund to support children and families. Hartlepool has effective procedures in place and services available to safeguard children.

We have:

- Reduced the percentage of repeat referrals to below statistical neighbours;
- Reduced the percentage of referrals of children in need to 46% - significantly below similar councils;
- Increased the percentage of initial assessments completed within seven working days;
- Reduced re-registrations to 12%;

We have good provision and support for looked after children and young people with a range of preventative and support services with effective engagement with the community and voluntary sector.

We have:

- Reduced the percentage of children looked after per 10,000 population to 54.7 – below similar councils
- Established Family Support Teams which focus on preventing the need for children in need to become looked after
- Reduced the percentage of looked after children with three or more placements to 11%
- Significantly increased the number of local foster carers
- Increased the percentage of young people participating in their reviews

Enjoy and Achieve¹³⁴

Our aim is that children are given the best start in life through high-quality early years provision¹³⁵ and support for parents and carers. We have delivered sustained improvement through addressing literacy and numeracy skills of children¹³⁶, a focused and rigorous school improvement strategy¹³⁷ and addressing the historically low attendance rates¹³⁸.

Our activities in this area have resulted in

- 100% take up of 3 year olds for a free early education place and places for all 3 and 4 year olds
- A Children's Centre and Extended Schools Strategy¹³⁹ covering childcare, health, family support and preparation for learning
- Improved performance at KS1 and KS2 to national averages and recognition by DfES as the third most improved LA in the country for KS2

All Hartlepool schools offer out of hours learning opportunities and we work in partnership to provide recreational opportunities. Funding has been secured from external sources to support learning and recreational activities and we have re-organised, and are currently reviewing, our educational provision for those groups who do not attend school through an Access to Learning service.

Our activities have

- Increased participation of children and young people in out of school hours learning by approximately 200 primary pupils in 2005
- Resulted in 72% of schools providing healthy breakfast clubs – up 8% since 2004
- Facilitated a multi agency Vulnerable Pupils Group for those who are out of school or have no school place.

Looked after children¹⁴⁰ and young people represent one of Hartlepool's biggest challenges. Their educational achievement has been variable in recent years but is a priority for us to address. Identification and

assessment procedures for those with Learning difficulties and disabilities (LLD) encourage early intervention with an inclusion strategy developed in partnership with schools, agencies and other stakeholders

We have

- Increased the percentage of LAC achieving at least 1 GCSE grade A*-G between 2004 and 2006
- Improved the performance of LAC achieving Level 4+ in SATs from 60 % in between 2004 and 2006
- Reduced the percentage of permanent exclusions for the number of pupils in special schools to zero.

Making a Positive Contribution¹⁴¹

Our aim is to provide all children and young people who live in Hartlepool the opportunity to participate fully in the life of their community.

Consultation and participation in relation to service development is widespread, regular and successful e.g. the Children and Young Peoples plan¹⁴². Children and young people identified bullying as a major issue in consultation for the C&YPSP. An Anti-Bullying Co-ordinator is now in post.

Hartlepool's Youth Offending Service is high achieving compared to national standards and the use of measures to tackle anti-social behaviour¹⁴³ is varied. The range of services to engage and divert children and young people away from anti-social behaviour continues to develop and is getting better.

We have:

- Increased the percentage of young people aged 13-19 using Youth Services to 31.3% from 18.6% in 2003.
- Worked with 2668 young people 13-19 in 2005/06
- Supported and provided a range of programmes and activities for young people who face difficulties with school or who have been excluded¹⁴⁴
- Established a CAMHS children's group¹⁴⁵ (9-12) which focuses on enhancing social skills, self esteem and confidence

Achieving Economic Well Being¹⁴⁰

Our aim is that children and young people will achieve the qualifications, develop the skills and be given the necessary life experiences to enable them to lead full and active lives.

Working collaboratively across the council and with key partners such as local employers, colleges and the LSC, we have helped young people prepare for working life. In particular, those children with learning difficulties and/or disabilities have been targeted. Regeneration activity has been heavily focused on maximising the economic well being of young people, e.g. NRF Step-Up Project 2005 and NDC Raising Aspirations Project 2006.

Our activities have:

- Increased opportunities for young people aged 14-16 with a 60% increase in those following vocational courses in between 2003/4 and 2005/6
- Reduced the percentage of young people classified as NEET from 9.8% in 2004/5 to 8.5% in 2005/6 but this is still too high
- 94% of 15 year olds accessing work placements compared to 91% in the Tees Valley
- Improved performance in relation to A level entry and APS and NVQ success rates are above the Tees Valley averages

Future improvements

Our focus will remain on delivering the five national objectives. To ensure that we achieve our overall aims it is important that we

- Further raise children's attainment levels;
- Improve all aspects of services for looked after children;
- Implement the Building Schools for the Future (BSF) programme
- Further reducing teenage conception;
- Expand the healthy schools initiative;
- Engage with young people and tailor services to their needs.

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- 1 Political Structure overview diagram
 - 2 Corporate Plan /BVPP
 - 3 Community and Neighbourhood Renewal Strategy
 - 4 Departmental plans
 - 5 Partnerships story board
 - 6 See Business Growth/Incubation case study, Crime reduction case study for examples of intelligence led decision making.
 - 7 Consultation story board
 - 8 Partnership storyboard and NAPS/Neighbourhood Renewal cases study
 - 9 Consultation story board
 - 10 Communicating with your Council policies
 - 11 PCT and Police submissions
 - 12 Lyons submission
 - 13 Resource Management and Policy led budgeting storyboards
 - 14 Partnership storyboard
 - 15 NAP case study
 - 16 Link to planning framework and guidance for departments
 - 17 Resource Management and Policy led budgeting storyboards Evidence from UoR Details are provided in Cabinet reports - 2005/06 report submitted 7/2/06 - Budget and Policy Framework 2005/2006. 2006/07 report submitted 10/2/06 - Budget and Policy Framework 2006/07 to 2007/08.
 - 18 Resource Management story board
 - 19 Policy led budgeting story board
 - 20 Constitution
 - 21 Scrutiny Story Board
 - 22 Hartlepool Way storyboard
 - 23 VFM submission to audit commission
 - 24 Way Forward Change Programme
 - 25 Cabinet report to attach, this details the rationale and links to national and local drivers
 - 26 HR Strategy
 - 27 ICT and Risk Management storyboards
 - 28 Capacity and joint working storyboard
 - 29 Specification for programme, ITT etc
 - 30 Member development storyboard
 - 31 Communications storyboard
 - 32 Staff survey 2005 report, page 11, Table 4.4
 - 33 Diversity and equality storyboard
 - 34 Partnership working storyboard
 - 35 Safer and Stronger Communities – Crime reduction case study
 - 36 Healthier communities – joint working case study
 - 37 Final LPSA 1 report
 - 38 NAPS and Neighbourhood Renewal case study
 - 39 VfM storyboard
 - 40 Procurement story board
 - 41 ICT story board
 - 42 Contact Centre plan
 - 43 BPR – approval report and outcomes

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- 44 Performance Improvement Storyboard
 - 45 Hartlepool's Performance Management Framework
 - 46 Workforce planning and/or Capacity storyboards
 - 47 Cross ref to corporate Plan all departmental plans and examples of service plans
 - 48 Departmental plans
 - 49 VFM submission
 - 50 GONE LSP assessment letter (in file PM folder)
 - 51 Community Strategy Performance Management framework
 - 52 Performance Improvement storyboard
 - 53 Outcomes summary
 - 54 Business formation and growth strategy
 - 55 Business Incubation case study
 - 56 Network of reference and remit
 - 57 Victoria Harbour case study
 - 58 Under used land and building case study
 - 59 Tourism strategy
 - 60 Housing outcome summary
 - 61 Housing market studies
 - 62 Housing market renewal study
 - 63 Housing Strategy
 - 64 Extra care strategy
 - 65 Supporting People strategy
 - 66 Hartfields extra case Study
 - 67 Cleansweep case study
 - 68 Pride in Hartlepool case study
 - 69 LTP progress report on web site
 - 70 Highways maintenance case study
 - 71 Transport Outcomes summary
 - 72 Planning policies attached
 - 73 Bus quality partnership TOR and remit
 - 74 Hartlepool cycle forum TOR, membership and remit
 - 75 Concessionary Fares case Study
 - 76 Safer Roads case study
 - 77 Safer Hartlepool Membership
 - 78 Safer Hartlepool Partnership Strategy
 - 79 Crime Reduction case study
 - 80 Viewpoint data
 - 81 Crime, ASB and drugs and alcohol outcomes summary
 - 82 Hartlepool partnership Performance Management Framework Progress Update: Quarter 4 (January - March) 2006
 - 83 Crime and Disorder Audit 2004
 - 84 Drugs case study
 - 85 The Burbank story case study
 - 86 Case study - Prevent and deter process in Hartlepool
 - 87 ASB outcome summary
 - 88 Prevent and deter case study
 - 89 Reducing accidents outcome summary
 - 90 Action plan with Cleveland Police
 - 91 Reducing Road Casualties Among Young People
 - 92 Joint working case study in Healthier Communities
 - 93 Emergency Planning case study
 - 94 Safer and stronger communities outcome summary

95 A follow up survey is being undertaken in December 2006
96 MR UK Final Report 2002 and MORI Final report 2004
97 NAP Case study
98 NAP review report
99 Diversity case study
100 Equality Standard action plan
101 Example INRA and DIA
102 Feasibility report
103 Citizenship programme information
104 Statement of Community Involvement for the LAA and Planning Framework
105 Review report – Strengthening Communities
106 Healthier Communities Outcomes summary table
107 Public Health Strategy
108 Vision for Care
109 Owton Health Audit
110 Social prescribing Scrutiny TOR
111 Smoking Cessation Case study
112 Healthier Schools Case study
113 Case study CS initiatives for older people also relevant here
114 Outcomes summary
115 Older people's Strategy
116 Link to outcomes
117 Older peoples strategy
118 Vision for Care
119 Quarterly meeting minutes
120 Minutes of LIT, agreed membership document
121 Notes from OP champions quarterly meeting
122[See 6]
123 Telecare Case Study
124 Hart fields action plan
125 User Lead Evaluation of Services Case Study
126 Our Past Their future report
127 Home Libraries case study in Healthier Communities folder
128 Service directory
129 Choose Life, Choose Health, Ageing well in Hartlepool booklet
130 See JAR self-assessment for further detail on all areas of this shared outcome.
131 C&YP Plan
132 See Be Healthy JAR Information
133 See Staying Safe JAR Information
134 See Enjoy and Achieve JAR Information
135 Early Years case study
136 Study support case study
137 School improvement case study
138 Attendance case study
139 Children's centre and extended schools strategy
140 Looked after children case study
141 See Making a Positive Contribution JAR Information
142 Young peoples participation case study
143 Anti social behaviour case study

144 Inclusion story board
145 CAMHS TOR
146 See Achieving Economic Well Being JAR Information