

CABINET AGENDA



Monday 2 April 2007

at 9.00am

in Committee Room B

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hargreaves, Hill, Jackson, Payne, Tumilty and R Waller

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

To receive the Records of Decision in respect of the meetings held on 19th March 2007 and 26th March 2007 (already circulated)

4. BUDGET AND POLICY FRAMEWORK

- 4.1 Tees Valley Structure Plan – Saved Policies – *Director of Regeneration and Planning Services*
- 4.2 Youth Justice Plan 2007-08 – *Head of Community Safety and Prevention*

5. KEY DECISIONS

No items.

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Grant – Belle Vue Community Sports and Youth Centre – *Director of Adult and Community Services*
- 6.2 The Tall Ships' Races 2010 – Organisational Arrangements – *Director of Adult and Community Services and Director of Regeneration and Planning Services*
- 6.3 Heugh Gun Battery Restoration – Provision of Bridging Finance Facility – *Chief Financial Officer and Director of Regeneration and Planning Services*

7. ITEMS FOR DISCUSSION / INFORMATION

- 7.1 Local Area Agreement (LAA) Draft Delivery and Improvement Plan (DIP) 2007/08
– *Head of Community Strategy*

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CABINET REPORT

2nd April 2007



Report of: The Director of Regeneration and Planning Services

Subject: TEES VALLEY STRUCTURE PLAN - SAVED POLICIES

SUMMARY

1. PURPOSE OF REPORT

To seek agreement to the saving of specified policies of the Tees Valley Structure Plan pending the adoption of the Regional Spatial Strategy.

2. SUMMARY OF CONTENTS

Under the new planning legislation introduced by the Planning and Compulsory Purchase Act 2004, the Tees Valley Structure Plan will cease to be a development plan after 27th September 2007. However there is a procedure for extending the life of specific policies in the Structure Plan, and a case has to be made by the North East Assembly, as Regional Planning Body, in conjunction with the structure plan authority. Such an extension would cover the period until the replacement Regional Spatial Strategy (RSS) for the North East is adopted.

The government has identified a number of criteria against which it will assess applications to extend the life of specific structure plan policies, and the Tees Valley Joint Strategy Committee has agreed a schedule of policies that should be saved beyond September 2007. Saving these policies will avoid any significant policy voids until the replacement RSS is published, facilitate progress on the Local Development Framework documents and provide a continuing strategic planning context for the consideration of major development proposals.

3. RELEVANCE TO CABINET

The Structure Plan sets out strategic policies and proposals for the development and use of land and currently forms part of the development plan for Hartlepool.

4. TYPE OF DECISION

The Structure Plan is part of the plans and strategies which together comprise the development plan and is part of the Council's budget and policy framework.

5. DECISION MAKING ROUTE

Cabinet 2nd April 2007, Council 19th April 2007

6. DECISION(S) REQUIRED

Agreement to schedule of Structure Plan policies proposed for saving for endorsement by Council.

Report of: The Director of Regeneration and Planning Services

Subject: TEES VALLEY STRUCTURE PLAN - SAVED POLICIES

1. PURPOSE OF REPORT

- 1.1. To seek agreement to the saving of specified policies of the Tees Valley Structure Plan pending the adoption of the Regional Spatial Strategy..

2. BACKGROUND

- 2.1. Under the provisions of the Planning and Compulsory Purchase Act 2004, Regional Spatial Strategies and Local Development Frameworks replace structure plans and local plans. Structure plans are 'saved' for a period of three years from the commencement of the Act or adoption of the structure plan. In the case of the Tees Valley, the Structure Plan will cease to have effect as a development plan after 27th September 2007.
- 2.2. However the government has made provision for saving specified structure plan policies beyond the 3 year period to prevent a policy void until the Regional Spatial Strategy is adopted. Requests for saving structure plan policies must be made by the Regional Planning Body (the North East Assembly in the case of the Tees Valley Structure Plan) following discussion and consultation with the structure plan authority. In the Tees Valley all five Unitary Authorities are structure plan authorities, with the Joint Strategy Unit and Committee preparing the Tees Valley Structure Plan on behalf of the authorities.
- 2.3. The North East Assembly, as Regional Planning Body, must submit a statement to Government Office by 1st April 2007 requesting the extension of saved structure plan policies.

3. GOVERNMENT POLICY ON SAVING POLICIES

- 3.1. Planning Policy Statement (PPS) 11 on Regional Spatial Strategies states that the following criteria will be taken into account by the Secretary of State when considering whether to extend specified structure plan policies:
 - the saved policies are consistent with national planning policies published since the structure plan was adopted and are in general conformity with the Regional Spatial Strategy,
 - the saved policies address an existing strategic policy deficit and do not duplicate national or local policy, and

- the operation of the structure plan policies to be saved for longer than three years is not materially changed by virtue of other policies in the old plan not being saved.
- 3.2 PPS11 also states that even where policies are not compliant with one or more of these criteria, the Secretary of State may still consider it appropriate for the policies to be saved for longer than three years. This would normally be where the Secretary of State agreed with the reasons provided by the regional planning body on why these policies should be retained.
- 3.3 In August 2006 the Department of Communities and Local Government issued a protocol for handling proposals to save adopted local plan, unitary development plan, and structure plan policies beyond the three year period. The protocol identified the following additional criteria that the government will also have particular regard to:
- policies that support the delivery of housing, including unimplemented site allocations, up to date affordable housing policies, policies relating to the infrastructure necessary to support housing
 - policies that support economic development and regeneration, including policies for retailing and town centres
 - policies for waste management, including unimplemented site allocations, and
 - policies that promote renewable energy, reduce impact on climate change, and safeguard water resources.

4. STRUCTURE PLAN POLICIES TO BE PROPOSED FOR SAVING

- 4.1. Officers of the Joint Strategy Unit and the Borough Councils have considered the policies in the Tees Valley Structure Plan, and have identified a number of policies that should be saved beyond the three year period until the Regional Spatial Strategy is adopted. These policies conform to one or more of the criteria set out in PPS11 and the protocol, and are considered to be those policies that
- a) do not repeat national planning policies and guidance,
 - b) do not duplicate policies in the current Regional Spatial Strategy (RPG1),
 - c) do not duplicate saved policies in the Borough Local Plans, and
 - d) appear to conform with the emerging replacement Regional Spatial Strategy..
- 4.2 The Structure Plan policies proposed for saving beyond September 2007 are set out in the Schedule attached as **Appendix 1**. It is considered that extending the life of these policies will provide a strategic context for the consideration and assessment of major development proposals, and for progressing work on the Borough Local Development Framework documents. The policy areas proposed for saving include
- Locational Strategy** – providing detail at sub-regional level on the priorities and broad locations of future development

Economy – strategic locations for prestige employment development

Environment – strategic gaps, as these are not covered in local plan policy

Housing – broad locations for strategic greenfield housing sites, and options for flexibility in housing density

Transport – providing a strategic context for certain major transport proposals and safeguarding appropriate corridors. Examples include an additional Tees Crossing, the East Middlesbrough Transport Corridor, and the Darlington Cross-Town Route

Town Centres and Shopping – retail hierarchy

Waste – to guide development and support waste management decisions until the Regional Spatial Strategy is published.

- 4.3. The Tees Valley Joint Strategy Committee at its meeting held on 8th March agreed the schedule of policies to be saved and forwarded it to the five Tees Valley authorities for endorsement.

5. THE NEXT STEPS

- 5.1. The schedule of policies to be saved will be submitted to the Secretary of State and if it is agreed that these are appropriate policies to be saved beyond September 2007, then a Direction to this effect will be issued to the structure plan authorities.

6. OFFICER ADVICE

- 6.1. That the schedule of Structure Plan policies to be saved pending the adoption of the Regional Spatial Strategy be agreed and referred to Council for endorsement.

4.1 Appendix 1

Schedule of Tees Valley Structure Plan policies to be 'saved' beyond September 2007

Policy	Subject	PPS11 criteria			Other criteria that the government will also have particular regard to				Comment
		Consistency with national planning policies and PPSs published since policies were adopted and are in general	Address an existing strategic policy deficit and does not duplicate national or local policy	The operation of policies to be saved for longer than 3 years is not materially changed by virtue of other policies in the old plan not being saved	Policies that support the delivery of housing, including unimplemented site allocations	Policies that support economic development & regeneration, including retailing & town centres	Policies for waste management	Policies that promote renewable energy; reduce impact on climate change; safeguard water resources	
CHAPTER 3: VISION AND STRATEGY FOR SUSTAINABLE DEVELOPMENT									
STRAT1	Locational Strategy	✓	✓	✓	✓	✓	n/a	n/a	The policy defines the locational strategy for the Tees Valley in the interim period until the emerging RSS is published. In particular the policy provides sub-regional level detail on the priorities and broad locations for future development.
CHAPTER 4: ECONOMY									
EMP6	Business Parks & Prestige	✓	✓	✓	n/a	✓	n/a	n/a	The policy defines

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		Consistency with national planning policies and PPSs published since policies were adopted and are in general	Address an existing strategic policy deficit and does not duplicate national or local policy	The operation of policies to be saved for longer than 3 years is not materially changed by virtue of other policies in the old plan not being saved	Policies that support the delivery of housing, including unimplemented site allocations	Policies that support economic development & regeneration, including retailing & town centres	Policies for waste management	Policies that promote renewable energy; reduce impact on climate change; safeguard water resources	
	Employment Development								strategic locations for sub-regional prestige employment
CHAPTER 5: NATURAL AND BUILT ENVIRONMENT									
ENV15	Strategic Gaps	✓	✓	✓					The policy needs to be saved in the interim until RSS is published because strategic gaps are not covered by local plan policy
CHAPTER 6: HOUSING									
H2	Strategic Greenfield Housing Sites	✓	✓	✓	✓	n/a	n/a	n/a	The policy defines broad locations for strategic greenfield housing sites and the criteria for their allocation in local plans
H6	Range of House Types	✓ (RSS	✓	✓	✓	n/a	n/a	n/a	The policy highlights

Policy	Subject	PPS11 criteria			Other criteria that the government will also have particular regard to				Comment
		Consistency with national planning policies and PPSs published since policies were adopted and are in general	Address an existing strategic policy deficit and does not duplicate national or local policy	The operation of policies to be saved for longer than 3 years is not materially changed by virtue of other policies in the old plan not being saved	Policies that support the delivery of housing, including unimplemented site allocations	Policies that support economic development & regeneration, including retailing & town centres	Policies for waste management	Policies that promote renewable energy; reduce impact on climate change; safeguard water resources	
		Panel Report)							the special circumstances for seeking lower density for some housing developments than national policy – the desirability of such an approach was acknowledged in the RSS Panel Report
CHAPTER 7: TRANSPORT									
T3A	New Tees Crossing	✓	✓	✓	n/a	✓	n/a	n/a	The new Tees Crossing is identified in both the current RSS (RPG1) and the emerging RSS. Policy T3A should be saved because it supports the principle of the Crossing and

Policy	Subject	PPS11 criteria			Other criteria that the government will also have particular regard to				Comment
		Consistency with national planning policies and PPSs published since policies were adopted and are in general	Address an existing strategic policy deficit and does not duplicate national or local policy	The operation of policies to be saved for longer than 3 years is not materially changed by virtue of other policies in the old plan not being saved	Policies that support the delivery of housing, including unimplemented site allocations	Policies that support economic development & regeneration, including retailing & town centres	Policies for waste management	Policies that promote renewable energy; reduce impact on climate change; safeguard water resources	
									provides the appropriate strategic context for safeguarding the road and rail approach corridors
T3B	Protection of LRT alignment as a public transport route	✓	✓	✓	n/a	✓	n/a	n/a	Tees Valley rapid transit/bus based solutions are included in the emerging RSS. Policy T3B provides an appropriate strategic context for safeguarding public transport corridors
T8	Protection of railway alignments as transport corridors	✓	✓	✓	n/a	✓	n/a	n/a	The policy needs to be saved because it provides a strategic context for safeguarding

Policy	Subject	PPS11 criteria			Other criteria that the government will also have particular regard to				Comment
		Consistency with national planning policies and PPSs published since policies were adopted and are in general	Address an existing strategic policy deficit and does not duplicate national or local policy	The operation of policies to be saved for longer than 3 years is not materially changed by virtue of other policies in the old plan not being saved	Policies that support the delivery of housing, including unimplemented site allocations	Policies that support economic development & regeneration, including retailing & town centres	Policies for waste management	Policies that promote renewable energy; reduce impact on climate change; safeguard water resources	
									transport corridors, including corridors associated with the new Tees Crossing
T15	East Middlesbrough Transport Corridor	✓ (RSS Panel Report)	✓	✓	n/a	✓	n/a	n/a	The policy reserves this strategic corridor for transport use. In its Report the RSS Panel acknowledged that the East Middlesbrough Transport Corridor was a strategic corridor of sub-regional importance. As there are cross-boundary implications the policy needs to be saved to inform the preparation of LDFs

Policy	Subject	PPS11 criteria			Other criteria that the government will also have particular regard to				Comment
		Consistency with national planning policies and PPSs published since policies were adopted and are in general	Address an existing strategic policy deficit and does not duplicate national or local policy	The operation of policies to be saved for longer than 3 years is not materially changed by virtue of other policies in the old plan not being saved	Policies that support the delivery of housing, including unimplemented site allocations	Policies that support economic development & regeneration, including retailing & town centres	Policies for waste management	Policies that promote renewable energy; reduce impact on climate change; safeguard water resources	
									until superseded by RSS
T18A	Trunk and Primary Road Improvements	✓	✓	✓	n/a	✓	n/a	n/a	Both the A66 Long Newton interchange and the Darlington Eastern Transport Corridor are included within the emerging RSS. Policy T18A should be saved because both schemes are of strategic importance
T18B	Trunk and Primary Road alignment protection	✓	✓	✓	n/a	✓	n/a	n/a	The schemes identified in policy T18B provide the strategic context for safeguarding appropriate transport corridors. The schemes are

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									important to support the economic regeneration of the sub-region
T19	Stainton Way to Swan's Corner alignment protection	✓ (RSS Panel Report)	✓	✓	n/a	✓	n/a	n/a	The policy reserves this strategic corridor for transport use. As there are cross-boundary implications the policy needs to be saved to inform the preparation of LDFs until superseded by RSS
T23	Car parking management	✓	✓	✓	n/a	n/a	n/a	n/a	The policy should be saved as it provides an overall strategic framework until RSS is published; it supports work on the

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									emerging Demand Management Framework
CHAPTER 8: TOWN CENTRES AND SHOPPING									
TC3	Retail hierarchy	✓	✓	✓	n/a	✓	n/a	n/a	The policy defines the retail hierarchy in the Tees Valley in the interim period until RSS is published. The policy provides sub-regional continuity for defining centres
CHAPTER 11: WASTE									
W1 – W6	All Waste policies	✓	✓	✓	n/a	n/a	✓	n/a	All waste policies require saving as there are no local plan policies (except in Hartlepool) to guide development

Policy	Subject	PPS11 criteria			Other criteria that the government will also have particular regard to				Comment
		Consistency with national planning policies and PPSs published since policies were adopted and are in general	Address an existing strategic policy deficit and does not duplicate national or local policy	The operation of policies to be saved for longer than 3 years is not materially changed by virtue of other policies in the old plan not being saved	Policies that support the delivery of housing, including unimplemented site allocations	Policies that support economic development & regeneration, including retailing & town centres	Policies for waste management	Policies that promote renewable energy; reduce impact on climate change; safeguard water resources	
									and support waste management decisions in the interim until RSS is published

CABINET REPORT

2nd April 2007



Report of: Head of Community Safety and Prevention

Subject: YOUTH JUSTICE PLAN 2007-08

SUMMARY

1. PURPOSE OF REPORT

To seek Cabinet's support for approval of the Youth Justice Plan 2007/08.

2. SUMMARY OF CONTENTS

The report includes draft Youth Justice Plan 2007/08, which has five sections detailing:

- a) Summary
- b) Local Planning Environment
- c) Drivers of Performance
 - Governance and leadership
 - Performance and quality systems
 - Resources
 - People and organisation
 - Partnership working
- d) Delivery Plan
- e) KPI Performance Measures

3. RELEVANCE TO CABINET

Budget and Policy Framework item.

4. TYPE OF DECISION

Part of the Budget and Policy Framework.

5. DECISION MAKING ROUTE

- Cabinet 19th February 2007.
- Regeneration & Planning Services Scrutiny Forum 22nd March 2007.
- Cabinet 2nd April 2007.
- Council 19th April 2007

6. DECISION(S) REQUIRED

Recommendation to Council to approve the Youth Justice Plan 2007/08.

Report of: Head of Community Safety and Prevention

Subject: YOUTH JUSTICE PLAN 2007-08

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet's support for approval of the Youth Justice Plan 2007/08.

2. BACKGROUND

- 2.1 Each year the Youth Justice Board requests Youth Offending Services to complete an annual plan. The annual plan examines performance over the past year and seeks to improve on that performance. The plan should also demonstrate the future direction of this service.
- 2.2 An Issues Paper highlighting the current performance of the Youth Offending Service has been developed. This was considered and approved by Cabinet on 19th February 2007 for consultation.
- 2.3 A consultation event on the Youth Justice Plan has been undertaken with partner agencies from the Safer Hartlepool Partnership's Young People's Group, the Youth Offending Service Management Board and the Youth Offending Service staff.
- 2.4 The Regeneration & Planning Services Scrutiny Forum considered the draft delivery plan section of the Youth Justice Plan on 22nd March, which comprises the details on the key themes for the Youth Offending Service (e.g. prevention, reduce re-offending etc). A verbal update on the results of this consultation will be provided at the Cabinet meeting.
- 2.5 The draft Youth Justice Plan 2007/08, attached as **Appendix 1**, has incorporated the comments and suggestions raised during the consultation.
- 2.6 During 2006, Hartlepool Youth Offending Service has been inspected, as part of the national Inspection programme. The report on the outcome of this Inspection was published on 14th March 2007. Hartlepool scored four 'goods' and one 'adequate'. No overall score is awarded. Areas for improvement have been identified and these have been incorporated in the Youth Justice Plan 2007/08, as appropriate.

3. THE YOUTH JUSTICE PLAN 2007/08

- 3.1 The 2007/08 Youth Justice Plan covers the performance for April-December 2006 to meet the final submission date to Youth Justice Board by 30th April 2007.
- 3.2 The number of first-time entrants to the Youth Justice System has increased in Hartlepool compared to last year, but this follows the trend nationally.
- 3.3 The re-offending rate for a group of young offenders, measured after 12 months, has reduced by 27.3% when the 2005 group is compared to the 2002 group.
- 3.4 Although Hartlepool's performance for young offenders in Education, Training or Employment is below the target (of 90%), at 78.9%, this is above national, regional and family group average. For those young people of statutory school age, the performance is 88%, and for those 16-18 years it is 63.3%.
- 3.5 Support for parents has continued, but less formal interventions have been used during 2006/07 – this has led to a decrease in measured performance. This has been reviewed and a return to the more formal, structured interventions will be put in place.
- 3.6 The Safer Hartlepool Partnership's Youth Offending Service Management Board is responsible for the performance management of the Youth Justice Plan.

4. RECOMMENDATIONS

- 4.1 Cabinet is requested to refer the Youth Justice Plan 2007/2008 to full Council, with a recommendation that the Plan is approved.

CONTACT OFFICER: Danny Dunleavy, Youth Offending Service

Background

Youth Justice Board Guidance



DRAFT

Hartlepool Youth Justice Plan

2007-2008

Contents

A. Summary

B. Local planning environment

C. Drivers of Performance

C1. Governance and Leadership

C2. Performance and Quality Systems

C3. Resources

C3 a - FINANCIAL RESOURCES

C3 b - PROGRAMME RESOURCES

C3 c - INFORMATION AND COMMUNICATION TECHNOLOGIES

C4. People and Organisation

C4 a - WORKFORCE PLANNING

C4 b - WORKFORCE DEVELOPMENT

C5. Partnership Working

D. Delivery Plan

Prevention

Early Intervention

Intensive supervision

Reducing re-offending

Reduce the use of custody

Enforcement

Assessment

ETE

Accommodation

Mental health

Substance misuse

Resettlement

Restorative Justice

Parenting

Equality

E. Review and Approval

F. Appendices

Appendix A - Organisational Chart

Appendix B - Performance Measures

A. Summary

Please have the **chair of the Management Board** provide an **overview** of how the YOT delivers youth justice services in its area including a review of performance over the preceding year, making reference to Asset data, information on the performance measures, the results of EPQA self assessments, action on EPQA improvement plans and the main findings arising from the analysis of the re-offending cohort evaluation.

Please summarise the **key objectives** for the forthcoming year.

Overview:

I am pleased to report on the continued progress made by the Hartlepool Youth Offending Service (YOS) in preventing and reducing offending by children and young people. The overall re-offending rate has been reduced from 39% for the 2002 cohort to 28.8% for the 2005 cohort after 12 months this represents a 27.3% reduction.

The YOS has continued to perform well against the YJB performance measures, although some areas of performance still need to improve with priority given to Education, Training and Employment especially those over statutory school age.

The strategic governance of the YOS was reviewed during the year and a new management board was established. A restructure of the YOS has increased the management capacity to enable further development of YOS Services. A Youth Inclusion Programme (YIP) has been established in two areas of the town during the year with a further area to be developed in 2007.

The YOS was inspected in October 2006. The inspection report concluded that -“ Despite its relatively small size, we found the Hartlepool YOS to have established a broad range of relevant services for use in its work with Children and Young People, their parents and victims. Effective partnership arrangements were a strong feature of the work of the organisation.

The service has consistently performed well against its required targets and sound performance management systems were in place. Governance and leadership arrangements had been reorganised in the period leading up to the inspection.

We found a team culture that was positive and had a focus on effective engagements with children, young people and their parents. Services to and on behalf of victims had been developed through positive partnership work.”

The Inspectors did, however highlighted several areas that require improvement – including the quality of pre sentence reports supplied to courts, the quality of initial and review supervision plans and the outcomes achieved in respect of the education, training and employment of children and young people subject to supervision. An action plan to address these issues has been devised.

Data from 134 start and end ASSETs (National Assessment tool of 12 risk factors) of young people worked with by the YOS identified key factors that contribute to offending the top three were:

1. Lifestyle – 1.87
2. Thinking and behaviour – 1.67
3. Family and Personal Relationships -1.61

The average start asset score was 13.54 with an average end score of 11.24 representing a reduction of 17%.

All 12 risk factors showed decrease in scores comparing start and finish.

This data will be used by the Management Board to inform decision making.

The EPQA self assessment for substance misuse and mental health are undertaken during the year with action plans developed to improve ratings.

The key objectives for 2007-08 are:

- Implement inspection Improvement Plan
- Further develop prevention services by establishing a further YIP area and supporting the work of the Family Intervention Project.
- Ensure high quality training and development opportunities for staff to meet individual personal and professional needs which assist the service to consolidate current good performance and effective practice.
- Strengthen partnership arrangements to enable improved performance in education, training and employment.

B. Local planning environment

In addition to planning for the YJB's performance management framework, Hartlepool YOS must also engage with a range of priorities and targets from local partners and agencies.

The YOS sits in the Local Community Safety and Prevention Division of the Regeneration and Planning Department in the Local Authority.

Within the current structure the YOS is connected directly to the Strategic Partnership responsible for Community Safety, Drug Action Team, Prolific and Priority Offender strategy and Anti Social Behaviour.

The YOS Manager is a member of the Safer Hartlepool Partnership and sits on the Prevention of Offenders Task Group (PPO) as well as the Anti Social Behaviour Task group and chairs the underage drinking 'Straightline' project. Along with the Children's Fund Manager the Hartlepool Intervention Project (HIP) has been developed to provide early interventions for those Young People at risk of becoming involved in Anti Social Behaviour or Social Exclusion.

Three of the Tees Valley Youth Offending Services (South Tees, Stockton, Hartlepool) are represented on the Cleveland Criminal Justice Board by the Head of South Tees YOS. The Stockton YOS Manager represents the three YOS's on the Communications group whilst the Hartlepool YOS Manager sits on the Performance Group overseeing the Persistent Young Offenders pledge of 71 days from arrest to sentence and the end to end enforcement targets for breaches of community orders.

The YOS is represented at all levels of the Children's Safeguarding Board. The YOS Manager sits on the Safeguarding Board and chairs the Operational Sub group and is a member of the Performance and Quality sub group, whilst the YOS Deputy Manager is a member of the Training and Development sub group.

The YOS is represented on the Children and Young People Strategic Partnership, the Integrated Working and Information Sharing Steering Group (IWIS) and works closely with Children's Services to deliver services to young people at risk of becoming involved with crime, anti social behaviour and social exclusion. The HIP piloted the Common Assessment Framework alongside the ONSET during 2006. The accommodation needs of 16-18 year olds remains an issue for the YOS and the Young Persons Team of Children's Services who work closely with the local authority's homeless section to secure suitable and affordable accommodation.

The YOS Manager is a member of the Hartlepool Vulnerable Persons Housing Panel steering Group whilst the deputy Manager sits on the panel.

The YOS Manager has been involved in the evaluation and review of the Children and Young People's Plan especially in relation to the making a positive contribution outcome as well as the preparations for the Joint Area Review.

<p>Education, Training and Employment targets are shared with Connexions who work closely with the YOS to support young people into Education, Training or Employment. The YOS Manager is a member of the Connexions Local Management Committee and the Connexions Locality Manager is a member of the Safer Hartlepool Young Peoples Group and the Youth Inclusion Programme (YIP) steering group.</p> <p>The Hartlepool YOS Manager represents the three Tees Valley YOS's on the Tees wide MAPPA strategic board, and chairs the MAPPA Procedures Sub Group.</p>	
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C. Drivers of Performance

C1. Governance and Leadership

Overview particularly looking at strategic management and leadership arrangements:

The Chief Executive of the Local Authority retains accountability through regular liaison meetings and linkage of the Youth Offending Service with the Safer Hartlepool Partnership.

During 2004/05, a more coherent and integrated approach to community safety was implemented bringing together the Crime Reduction and Disorder Partnership, the Drugs Action Team and the Youth Offending Service steering group to form the Safer Hartlepool Partnership.

The Safer Hartlepool Partnership Young People's group links to the Children and Young People's Strategic Partnership, with both the Chair and YOS Manager attending meetings. The 'Stay Safe' outcome from Every Child Matters is placed within the Community Safety section of the Local Area Agreement.

A Specific focus on Young People is maintained through the Young People's Group. This is chaired by the Head of Community Safety and Prevention at Hartlepool Borough Council, who is also the Safer Hartlepool Partnership co-ordinator and line manager of the YOS Manager. The membership of the Young People's group includes a range of voluntary sector organisations who provide services for Young People. This worked well at an operational level, but strategic direction, particularly from partner agencies outside the Local Authority, was diminished. The Youth Offending steering group had previously worked well together to ensure efficient and effective delivery of services by the YOS. Generally in Hartlepool there is excellent co operation, both strategically and operationally between agencies and the Safer Hartlepool Partnership builds on this experience and established relationships.

Members of the Safer Hartlepool Partnership recognised that the Partnerships Priorities were changing, and initiatives such as the Prolific and Priority offender scheme brought more of a focus onto the prevention agendas specifically preventing crime and anti social behaviour being committed by Young People.

The Partnership therefore reviewed its Partnership structures during 2006/07, and established a Strategic Management Board to provide strategic oversight and direction, and coordinate the provision of youth justice services. The Board met six weekly during 2006-07 and includes senior representatives from the funding agencies as well as representatives from the court and the local authority Homeless section. The Board provides governance arrangements for the YOS including Prevention and considers standing reports on performance, Effective Practice Quality Assurance (EPQA), Prolific and Priority Offenders (Prevent and Deter), finance prevention and staffing issues.

The Tees Valley Intensive Supervision and Surveillance Programme Board meets quarterly and includes representatives from local authorities, health, probation, police, Learning and Skills Council, Connexions and the four Tees Valley YOSs.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Alison Mawson	Community Safety and Prevention	Head of Community Safety and Prevention.	White	Female
Steve Lawson	Police	Chief Inspector	White	Male
Phill Warriow	Children's Services	Asst. Director	White	Male
Lynda Igoe	Housing	Housing Advice Manager	White	Female
Linda Watson	Primary Care Trust	Director of Operations	White	Female
Jean Bell	Hartlepool Magistrates Court	Court Legal Manager	White	Female
Tina Beckett	Probation	Asst Director	White	Female
Danny Dunleavy	Youth Offending Service	Youth Offending Service Manager	White	Male

C2. Performance and Quality Systems

Overview particularly looking at performance management and data quality:

The YOS disseminates all types of information using email, daily operational meetings and the monthly service meetings and development days.

The Careworks Information system has been operational since 2003 and is fully embedded into practice. The system has enabled the YOS to effectively collect management information and respond to performance issues as they arise. Information from the system is used by the operational managers during supervision to ensure correct recording of data. Issues relating to the system are raised by staff in the management and team meetings as well as the monthly development meetings. All staff have received training in Careworks.

The Information Officer is the lead for ensuring data is accurate and relevant and collected in accordance with the YJB counting rules. The data produced from Careworks is validated monthly by running secondary reports to cross match and check the data. A problem has been identified during the year in relation to parenting performance on further investigation this has proved to be a problem with the information system rather than a performance issue with the actual performance in relation to parenting interventions being 26.8% as opposed to the YJB quoted figure of 3.8%

The changeover to the web based version of Careworks was planned for December 2006 but there have been problems associated with the system and the migration of data which has meant a delay in implementation. The expected go live date is now April 2007.

The quarterly performance data is reported to the Management Board, the Safer Hartlepool Partnership, the Children and Young People's Strategic Partnership and to the Director of Regeneration and Planning with actions to address any areas where performance is not being met.

The EPQA action plans are reviewed quarterly within the team and with the steering group.

C3. Resources

C3 a - FINANCIAL RESOURCES

Overview of financial resources including any particularly significant changes in resources:

Contribution from Partner Agencies for 2007-08 is similar to the previous year with inflation added.

The YOS Budget has increased due to the additional YJB Prevention Funding.

NDC funding for a support worker for the HIP has been agreed for a further year.

The additional Children's Fund money for the HIP Key worker continues to March 2008.

Ring fenced funding has been developed in the relevant areas.

Table A1: Services planned for the financial year 2007/08

Core activity	Budget expenditure (£)
Preventive services	<u>369929</u>
PACE Services	<u>16566</u>
Pre-court services	<u>152381</u>
Court-based services	<u>106949</u>
Remand services	<u>141173</u>
Community-based services	<u>431255</u>
Through care / after care (including RAP)	<u>96000</u>
Other orders	<u>82489</u>
Total:	1396742

Table A2: Youth Offending Team Budget Financial Year 2007/08 Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	42786		23800	66586
Probation (from Table A2c)	38571		9981	48522
Social Services	346682		15000	361682
Education				
Health (from Table A2b)	42215		23800	66015
Local Authority Chief Executive	135218		227914	363132
Additional Funding (from Table A2a)	249141		270821	519962
Total:	854613		571316	1396742

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	<u>490775</u>
Other	<u>29187</u>
Total (for inclusion in Table A2)	<u>519962</u>

Table A2b: Health service contributions to the youth offending teams

Health contribution: Funding source	Amount (£)
Source 1: PCT	<u>66015</u>
Source 2 :	
Source 3 : (etc)	
Total (for inclusion in Table A2)	<u>66015</u>

Table A2c: Probation contributions to the Youth Offending Teams

Cash Contribution £	Payments in kind* 1 excluding staffing		Payment in Kind (Staffing*2)		Total (£)
(a)	Specify Items (b)	Cash Value £ (c)	Specify grade and number (d)	Cash Value including on costs £ (e)	(f) (a+c+e)
9981			Probation Officer (1)	38571	48552

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

Hartlepool YOS meet the Youth Justice Board Core Objectives in terms of basic and specialist programmes.

- Hartlepool Young Peoples Substance Misuse Service (HYPED) provide tier 2 & 3 interventions. The YOS also fund a Substance Misuse Nurse who is seconded to HYPED and works directly with young people who misuse alcohol and illegal substances.
- The YOS Health/ CAMHS Worker provides direct links to specialist services which offer; counselling, self esteem building bereavement and victim of abuse work.
- The Health worker also provides advice for both young men and women in terms of family planning and sex education.
- The Health worker was the first nurse to be qualified as a nurse prescriber in the north east region.
- The Children's Society provide Victim Offender Mediation.
- The Health Worker, along with a PCT worker provide 'straight line programme' offering early interventions to young people on the periphery of alcohol misuse.
- Eight members of staff are currently receiving training to deliver 'Pathway Plus'. This programme forms a key plank in the Effective Practice strategy in providing modular training in to address key factors in offending.
- All case managers are trained to deliver 'Teen Talk'. Which is a package of cognitive offending based worksheets.
- Young people can also access Resettlement and Aftercare Programme. (RAP) – an intensive programme of support for young people have substance misuse or mental health difficulties. The programme can include; accommodation, counselling, education/training/employment, construct use of leisure, family support, substance misuse, mental health, health and life skills issues.
- The YOS have part funded an accommodations officer post. This worker is based at Hartlepool Housing Department and provides valuable links for the service.
- The YOS also have the advantage of having 3 remand foster carers – these carers often plug the gap in provision for difficult young people with accommodation problems.
- The service has access to Barnardo's Bridgeway Project which provides specialist interventions and therapeutic work with young people who

have sexually abused. Bridgeway also provides a service for young people who are also the victims of abuse.

- The YOS also has two workers who have received intensive training in working with young people who sexually abuse and 8 team members have undertaken basic assessment skills in working with young people who sexually abuse.
- Barnardo's Hartbeat Project provide mentoring programmes and sessions in; anger management, offending behaviour, self esteem and victim awareness. They also undertake the Lets Talk Parenting Programme and a programme to support parents of children and young people with ADHD.

C3 c - INFORMATION AND COMMUNICATION TECHNOLOGIES

Overview of the use of ICT as an enabler to delivery of services (covering, within the “Wiring up Youth Justice” programme, electronic transfer of information across the YJS and the use of secure email. Also covering case management systems, ICT to support engagement of young people, any other ICT enablers, the benefits expected from use of IT and barriers to IT use and how these will be overcome):

The Carewoks case management system is embedded into the work of the case managers. The system has been running since 2003 and the information obtained from the system is now being used to develop the services of the YOS. The web based version of the system will be implemented early in 2007/08. Data from the Asset information identifies the risk factors that need to be addressed to prevent further offending and the resources required.

A number of tablet computers with remote access have been purchased for staff to use in their recording and as a means of engaging young people to give their views, however the remote access to the system has not been successful and is the subject of ongoing discussion with IT providers.

The Tees Valley YOSs have purchased the Viewpoint What Do You Think for use with young people to assist the worker in undertaking an intervention and to allow further analysis of the data. However, the uptake in using Viewpoint has been poor due to technical problems. A live connection has now been put in place and Viewpoint have agreed to undertake some additional training with staff.

The Secure Email is live and being used to send Asset, Risk of Serious Harm and Vulnerability information to the YJB Placement Team, Assets and PSR information transferred between YOSs.

Video conferencing is available through South Tees YOS, however take up has been slow as many of the young people only see their families when reviews take place and the use of video conferencing would cut the contact between the young person and family, greater use can be made of the facilities by other agencies (Housing, Connexions etc) involved with the young person.

(WIRING UP/ CONNECTIVITY. Tees Valley response)

People and Organisation

C4 a - WORKFORCE PLANNING

Overview of workforce planning including volunteers and staff in agencies providing service under contract:

Hartlepool YOS has a current workforce of 70 . This includes outsourced workers within the voluntary and statutory sectors (Bamardos, Children's Society, Substance Misuse Service, Hartlepool Housing Connexions and Families First). The Service has 13 Referral Panel Volunteers, --- Sessional Workers, 2 students and 2 remand carers. The remaining staff are managers, practitioners, and admin workers.

At the end of March the YOS is awaiting CRB clearance on candidates to remit the following vacancies 1 F/T Social Worker/Case Manager 1 T/T Administrator 0.5 RAP Worker. An additional YIP Core Worker is to be recruited as soon as possible

There is currently a vacancy for a Remand Carer and a further carer is registering in April 2007. A recruitment campaign to replace the two carers will be undertaken with the Family Placement Team of Children's Services.

Table A3: Staff in the Youth Offending Team (by headcount)

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/ trainees	Volunteer	Total
Permanent	1	1					2				4
Fixed Term					8	1	3	12	2	13	39
Seconded Social Services		2			7						9
Seconded Probation					1						1
Seconded Police					1						1
Seconded Health					1						1
Seconded Education						1					1
Seconded Connexions					3						4
Seconded Other											
Outsourced		3			9						12
Temporary											
Vacant					2	1	1				4
TOTAL	1	6			32	3	6	12	2	13	75
Gender/Ethnicity											
White Male	1	2			13	1		4		8	29
Black Male					1						1
Asian Male											
Mixed Race Male											
Chinese/Other Male											
White Female		4			16	1	5	8	2	5	41
Black Female											
Asian Female											
Mixed Race Female											
Chinese/Other Female											
TOTAL	1	6			30	2	5	12	2	13	71

C4 b - WORKFORCE DEVELOPMENT

Overview of workforce development including volunteers and staff in outsource agencies:

Hartlepool Youth Offending Service is fully committed to the Youth Justice Board Professional Framework and the YJB target of 80% enrolment or completion for either the Effective Practice Unit award (EPUA) or the Professional Certificate of Effective Practice (PCEP) has been achieved.

The Foundation Degree in Youth Justice is available for all staff who have completed the PCEP and 5 have expressed an interest to participate in the October intake.

9 staff have completed and passed PCEP – (a further 3 did not complete or left the service) -3 are currently completing – and two members of a partner agency also completed and passed the certificate. There are a further 4 who have enrolled for the October cohort.

7 staff members, 1 Referral Order Volunteer and 3 partner agency staff have completed and passed the EPUA – 9 staff members undertook the Study Skills module.

The YOS committed to the Regional Training consortium (2006 – 2007) and staff received training in the following modules:

Introduction to Youth Justice – 16 staff members which included partner agencies, sessionals and volunteers.

Supervisory Skills for managers – 5 staff members – 4 of whom have completed the accreditation module with the ILM

Management of Risk – 20 staff members again including sessional, and partner agencies.

The YOS has further committed to the 2007 – 2008 Regional Consortium budget and it is expected that the following training will be offered to appropriate members of staff:

1. Management of Risk; 2. Youth Justice – Context ; 3. Youth Justice – APIS: 4. Target Setting. 5. Assessment Event: 6. Report Writing: 7. Engagement Skills: 8. YJ Managers:

It is planned that all new and recently appointed members of staff will participate in modules 1 to 7. New managers who will supervise staff will complete module 8.

In addition to the above the YOS commissioned bespoke training in: Race and Diversity Youth Justice – 28 staff members attended

The YOS staff also have the opportunity to participate in the monthly development meetings at which a variety of subjects has been 'visited'. Training and refresher training has been facilitated in a variety of subjects: Mental Health, APIS, Risk Management, Risk Policy, Policy and Procedures, National Standards and substance misuse. A local trainer has also been commissioned to deliver training at 6 of these half day sessions – subject matter will include: Race and Diversity, APIS, Quality Assurance, PSRs and Risk assessments. The same trainer has been commissioned to facilitate a two day training course in report writing with specific emphasis around diversity and risk. It is envisaged that 12 members of staff will participate.

The YOS also takes advantage of the Borough Council's training programme and all staff members, including sessional and volunteers are given training in corporate induction and child protection. All staff members are participating in the IWIS programme.

2 staff members have received ONSET training and it is envisaged that the training will be cascaded down to appropriate team members.

The Reparation Officer has received training in Health and Safety and COSHH.

The YOS has also taken advantage of training offered by other YOSs and 3 case managers attended training in 'Working with Sexually Abusive YP', case managers attended PSR training. 3 attended 'Violence, Risk and Interventions'. All of this training was offered at Gateshead YOS and a further module will be attended by 3 staff members in working with vulnerable YPs who are at risk of prostitution.

PACE training has also been offered to 8 staff members.

The Operational Support Manager is the YOS representative on the Regional Workforce Development Group.

C5. Partnership Working

Overview of partnership working including complementary and conflicting targets:

Support from and effective engagement with partner agencies is critical to ensuring the delivery of Youth Justice Services. Hartlepool YOS is involved with a number of partner organisations which are summarised below:

Youth Offending Management Board – Made up of senior officers from all the statutory organisations to provide governance arrangements to the YOS.

Safer Hartlepool Partnership – This is the partnership between YOS, Drugs Action Team (DAT) and the Crime Reduction and Disorder Partnership. To enable the Partnership to achieve its aims and objectives the partnership is supported by a series of task groups within which the YOS has representation.

Hartlepool Intervention Project (HIP) – This is a multi-agency panel which is at the hub of all prevention activity.

Family Intervention Project (FIP) – A steering group overseeing the development of FIP representatives from Community Safety, Anti-Social Behaviour, Children's Services, Housing and YOS

Parenting Steering Group – multi-agency group developing the parenting Strategy.

Children and Young People's Strategic Partnership (CYPSP) – This is the overarching Children's Strategic planning forum for Hartlepool and includes all those agencies and organisations involved in Children's Lives.

Children's Fund – Along with YOS co-ordinates prevention services. The YOS Manager plays a full part in the partnership board.

Safeguarding Children's Board – The YOS is represented on the board and the three sub groups.

Hartlepool Vulnerable Persons Housing Panel. The YOS plays a full part in this group.

Tees Valley Heads of Service – The four YOS's across Tees Valley, Hartlepool, Stockton, Darlington and South Tees collaborate where interests are aligned and sensible efficiencies can be realised. Meetings are held monthly.

Intensive Supervision and Support Programme (ISSP) – The partnership meets quarterly and includes representatives from local authorities, health, probation, police, connections and the four youth offending services.

The ISSP Head of service reports to the Tees Valley heads of service monthly meetings

Partnership with Children's Society and Stockton YOS to deliver Restorative Justice

Partnership with Barnardo's to deliver Parenting and mentoring Services

Partnership with Connexions to deliver Youth Inclusion Programme (YIP) and the education, training and employment performance measure.

DELIVERY PLAN

PREVENT OFFENDING

Reduce the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using *ONSET* or other effective means of assessment and monitoring.

Following consultation with young people the Family Support Panel was re-named the Hartlepool Intervention Project (HIP). During the year the Fire Brigade have now been added to the Panel which consists of representatives from Childrens Service (Education, Social Care, Youth Service and Children's Fund), Child and Adolescent Mental Health Service, Local Authority Housing, Housing Hartlepool, Police, Community Safety, Anti Social Behaviour Unit, Connexions, Barnardo's Families First and the Youth Offending Service. An additional member specialising in Family Conferencing will join the Panel in April 2007.

The HIP Panel; continues to be the main mechanism for the co-ordination and delivery of preventative services in Hartlepool. Early identification of those young people at risk of becoming involved in crime, anti social behaviour or social exclusion remains a priority, with the majority of schools having had presentations by the HIP team during the year. Closer working relationships have been established with the Anti Social Behavior Unit to ensure that young people coming to their attention are given the appropriate support. All referrals accepted by the Panel are subject to ONSET assessments and an intervention plan drawn up following a Family Focus group, involving the young person and their family at all times. HIP have been involved in the pilot of the CAF during 2007.

The YJB Prevention Funding has enabled the establishment of a Youth Inclusion Programme (YIP) in two areas of the town. Due to recruitment difficulties these were not commenced as early as planned but are now up and running with positive engagement in both areas. The HIP Panel were involved in the identification process of the young people and will remain the route through which referrals are processed.

The additional Prevention Funding will be used to establish another YIP in the North Area of the town working closely with the extended schools partnership.

The Inspection Report comments positively on “HIP and YIP arrangements contributing to targeted community regeneration initiatives and providing a multi agency resource addressing the needs of referred families.”

Hartlepool was successful in applying for funding for a Family Intervention Project (FIP) from the RESPECT Unit during 2006. The HIP Panel will once again be the mechanism for the identification of appropriate families requiring a more intense level of support.

In addition funding to support parenting interventions has been secured and in a parenting strategy is being developed covering the whole age range of children and young people. The Parenting Commissioner Anti Social Behaviour Co-Ordinator and the YOS Manager works closely together to develop these additional preventative services. The Children and Young People’s Plan making a positive contribution section.

Funding has also been secured to employ a Project Co-Ordinator for the Straightline Project which delivers an alcohol awareness programme to young people found in possession of alcohol by the Police.

Despite the introduction of the YIP during 2006 the number of first time entrants has increased with April – December 2006 figure at 240 exceeding the March 2006 baseline of 234. Discussions with the Police have indicated that Police Officers now have less discretion relating to offences which has increased the number of Reprimands issued in the last year. The Offences Brought to Justice performance in the Hartlepool District has increased resulting in more reprimands. The police are to analyse what reprimands are being issued for and in what areas so that more specific targeted interventions can be undertaken.

An event “Strengthening Preventative Services in Hartlepool” is planned for 4th May. The event will be aimed at all agencies working with children and young people to raise awareness at the preventive services focussing specifically on the HIP, YIP, FIP and Straightline Project.

Data:

Performance Indicator: 06/07 April – December actual and % against target	240 + 8.6%
Performance Indicator: 07/08 target	222

INTERVENE EARLY

Ensure that 100% of young people on a final warning are supported by an intervention if:

All young people receiving a Final Warning will receive an intervention regardless of their ASSET score. Final Warning surgeries involve an intervention by way of a presentation by the Prison Me No Way Project or the DVD.

These young people meeting the criteria for an intervention on their ASSET score will receive appropriate intervention /support through the Heartbeat Mentoring Project.

The hundred per cent target was not met due to one young person refusing to engage in the Final Warning and subsequently referred to the Court by the Police.

It is intended to enhance the effectiveness of the Final Warning during 2007 by delivering the Final Warning Surgery, including a visit to the cell holding area in the court. It is felt that this will give a much stronger message to the young people regarding their future conduct than the present system.

Data: Final Warnings

Performance Indicator: 06/07 April – December actual and % against target	93.8%	EPQA: 03 rating	1.31
Performance Indicator: 07/08 target	100%	EPQA: 05 result	2.44

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Provide ISSP in line with ISSP managers' guidance 2005: 25 hours of supervision per week in the first 3 months reducing to 5 in the second 3 months, assumption of electronic tagging, 5 core elements covered throughout programme.

Provide Intensive Community Supervision

The Intensive Supervision and Surveillance Programme (ISSP) in Hartlepool has benefited during 2006 from the presence of an ISSP Case Manager based full-time in the YOS. The number of young people accessing ISSP has increased significantly as a result of YOS case managers having confidence in the service provided.

Numbers accessing ISSP April – December 2006 26

REDUCE RE-OFFENDING

Achieve a 5% reduction in the re-offending rate for 2007-08, when compared with 2002 cohort, with respect to: Pre-court, First tier penalties, Community penalties, Custodial penalties

And reduce the seriousness and frequency of re-offending.

NB. Cohorts are to be tracked for 12 months, not 24 months.

The overall re-offending rate after 12 months has reduced from 39.6% for the 2002 cohort to 28.8% for the 2005 cohort a percentage reduction of 27.3%.

Whilst there was a decrease in the re-offending rate overall there were increases in the first tier and community sentences of 12.7% and 18.4% respectively the pre-court re-offending rate decreased by 30.5% whilst there were no custodial penalties in the 2005 cohort.

Pre Court 1st tier penalties

Data:

	Oct-Dec 2002 cohort - % reoffending after 12 months:	Oct-Dec 2005 cohort - % reoffending after 12 months (if available):	Oct-Dec 2006 cohort - % reoffending after 12 months:
Pre-court	23.3%	16.2%	Reduction of 5%
First tier penalties	36.1%	40.7%	Reduction of 5%
Community penalties	75%	88.8%	Reduction of 5%
Custody	57%	N/A	Reduction of 5%

REDUCE THE USE OF CUSTODY

Secure remands: Reduce the use of the secure estate for remands to 9% of the total number of remand episodes excluding unconditional bail.

Custodial sentences: reduce the use of the secure estate for Custodial sentences to no more than 5% of all sentences imposed.

Hartlepool YOS have struggled to meet the 30% targets for remands to custody whilst the outcome for April – December is 33.3%. This compares favourable for the same period last year when the figure was 57.1% the number of young people receiving remands has doubled from four to eight. The YOS Court Officers are pro-active in promoting alternatives to custody including bail with conditions. The YOS has available remand carers and a bail support scheme including ISSP.

The new target of 9% including conditional bail is welcomed by the YOS who are proactive with the Court in using conditional bail.

There is a good working relationship with the Courts and the YOS Manager attends the Youth Court Panel Meetings to update Magistrates on performance and YOS related issues which affect the Courts e.g. Parenting Restorative Justice, Custodial Sentences remains with the target.

Data:

Performance Indicator: 06/07 April – December actual and % against target (remand) (old performance indicator)	Target 30% Actual 33.3%	Performance Indicator: 06/07 April – December actual and % against target (custody)	Target 5% Actual 4.1%	EPQA: 05 or 06 rating	2.19
Performance Indicator: 07/08 target (new performance indicator)	9%	Performance Indicator: 07/08 target	5%	EPQA: 07 or 08 target	3

ENFORCEMENT AND ENABLING COMPLIANCE

The YJB will consider issuing further guidance on assessing performance against a range of key national standards linked to enabling compliance, dependent on the outcome of the 2006/07 audit of national standards (summer 2007):

Hartlepool YOS Managers represents South Tees, Stockton and Hartlepool YOS on the Performance Group of the Cleveland Criminal Justice Board, as well as the COMET group which tracks timescales for enforcement of breaches.

The YOS's in the Cleveland area are generally meeting the 35 day target for resolution of breaches with 65% being resolved in 25 working days. There is a new target of 65% being resolved in 25 working days for 2007/08

DTO TRAINING PLANS

Ensure that all initial training plans for young people subject to DTO s are drawn up within the time-scales and the approach prescribed by National Standards for Youth Justice

Target for DTO Training Plans have been met during the year. There is a close liason with Castington YOI with any issues of risk being forwarded electronically, through the 'Yellow Envelope' and by phone calls.

Data:

Performance Indicator: 06/07 April – December actual and % against target	100%

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Ensure that all initial training plans for young people subject to DTOs are drawn up within the time-scales and the approach prescribed by National Standards for Youth Justice.

Performance overall of 78.9% continues to be below the 90% target, but is above the performance level of Family Group, North East Region and National. However when split between those in Statutory Education the figures are 88% for those under sixteen and only 63.3% for those over sixteen.

During the first two quarters of 2006/07 there was no YOS Education or Connexions representatives, new staff come into post in September which has seen an increase in the performance target.

Work is ongoing with Connexions to monitor all young people more closely who are not in Education, Training or Employment (ETE). Funding for Projects supporting young people in ETE such as Kickstart and the Hartlepool 100 Project has been withdrawn, however, it is hoped to replicate these schemes with other funding. Work with Training providers to provide a wider range of placements for young people and support them in maintaining these placements is ongoing.

Data:

Performance Indicator: 06/07 April – December actual and % against target	79%	EPQA: 03 rating	1.00
Performance Indicator: 07/08 target	90%	EPQA: 05 result	2.06

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

The named Accommodation Officer for the YOS is the jointly funded Homeless Strategy Officer whose remit is to increase the accommodation available to young people aged 16-25.

In November 2006 a new supported accommodation complete with ten beds to support vulnerable young people was opened, whilst this has alleviated some of the longer term accommodation issues there are still problems with emergency accommodation for those 16 – 18 year olds who present as homeless. Discussions are ongoing with Children's Services and the Homeless Section of the Local Authority to address this issue and possibly develop a supported lodgings scheme.

Placements with remand carers are used if appropriate accommodation is not available.

Data:

Performance Indicator: 06/07 April – December actual and % against target (named officer)	<u>100%</u>	Performance Indicator: 06/07 April – December actual and % against target (suitable accommodation)	95.1%
Performance Indicator: 07/08 target	<u>100%</u>	Performance Indicator: 07/08 target	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

The YOS Health Worker continues to work jointly with CAHMS, undertaking the formal health assessment which enables the non-acute assessment target to be met. Relevant training support and supervision is given to the Health Worker by CAMHS staff.

Mental Health training for YOS workers by CAMHS has been arranged to take place during 2007.

Data:

Performance Indicator: 06/07 April – December actual and % against target (Acute)	100% N/A	Performance Indicator: 06/07 April – December actual and % against target (non-acute)	100% 100%	EPQA: 05 or 06 rating	2.31
Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	3

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Ensure that all young people are screened for substance misuse, that those who are identified with needs receive appropriate specialist assessment within 5 working days and, following the assessment, access the early intervention and treatment services they require within 10 working days

The YOS continues to work closely with the Hartlepool Young People's Drug Team (HYPED) to address the substance misuse needs of young people. Every effort is made to ensure young people receive assessment and interventions within the timescales but young people failing/refusing to attend appointments does affect performance.

Data:

Performance Indicator: 06/07 April – December actual and % against target (Screening)		Performance Indicator: 06/07 April – December actual and % against target (specialist assessment)	97%	Performance Indicator: 06/07 April – December actual and % against target (early access to intervention)	92.9%	EPQA: 05 or 06 rating	<u>2.37</u>
Performance Indicator: 07/08 target		Performance Indicator: 07/08 target	100%	Performance Indicator: 07/08 target	100%	EPQA: 07 or 08 target	<u>3</u>

SUPPORT RESETTLEMENT INTO THE COMMUNITY

All young people in custody with an ASSET score of 2 or more for Substance Misuse are referred to RAP and workers are involved from the Initial Planning Meeting to support the young person through the custodial phase and on release into the community.

Similar young people on community orders with Substance Misuse issues are referred to RAP which supports young people with their education, training and employment, accommodation and mental health issues as well as engaging them in constructive leisure activities.

Data: Resettlement

EPQA: 05 rating	2.19	EPQA: 07 target	<u>3</u>
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PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

The YOS has continued to achieve the performance targets in respect of Restorative Justice, Victim Offender mediation and victim impact work are delivered in partnership with Stockton YOS and the Children's Society. The work with the Children's Society was seen as an area of good practice by the YOS Inspection. "The YOS has addressed victims issues and restorative justice issues from the onset. Services are well developed and good working relationships exist between the various groups of staff involved. The 'culture' of the YOS was sensitive to the needs of victims, and an appropriate range of restorative justice opportunities was being established."

Following the resignation of the Reparation Officer and the retirement of the Children's Society Victim Impact Worker the post has been successfully filled. Reparation activities have been expanded during the year. We do not see the new targets as presenting any problems to the YOS.

Data:

Performance Indicator: 06/07 April – December actual and % against target (intervention) (old performance indicator)	75% 86.1%	Performance Indicator: 06/07 April – December actual and % against target (satisfaction) (old performance indicator)	75% 95.5%
Performance Indicator: 07/08 target (new performance indicator)	25%	Performance Indicator: 07/08 target (new performance indicator)	85%

SUPPORT PARENTING INTERVENTIONS

Whilst the YJB Performance Framework as informed by the Careworks Management Information System shows parenting intervention for only 3.8% of cases further investigation of the figures has shown as error in the management information system and the true figure is 26.8% against the 10% target.

Parenting interventions are addressed at the ASSET assessment stage, these include interventions undertaken by the case managers and by the Barnardo's Parenting Programme which was viewed as an area of good practice during the YOS inspection.

The majority of interventions are agreed on a voluntary basis with parenting orders being requested where appropriate. Interventions are delivered individually, within a group setting or to couples depending upon the needs of the parent.

The satisfaction rate for parents completing an intervention programme remains high. Multi-agency work is ongoing at present to develop a parenting strategy for Hartlepool.

We will continue to work closely with parents to achieve the raised targets for parenting including prevention where the work with parents is currently undertaken and considered an area of strength during the YOS inspection.

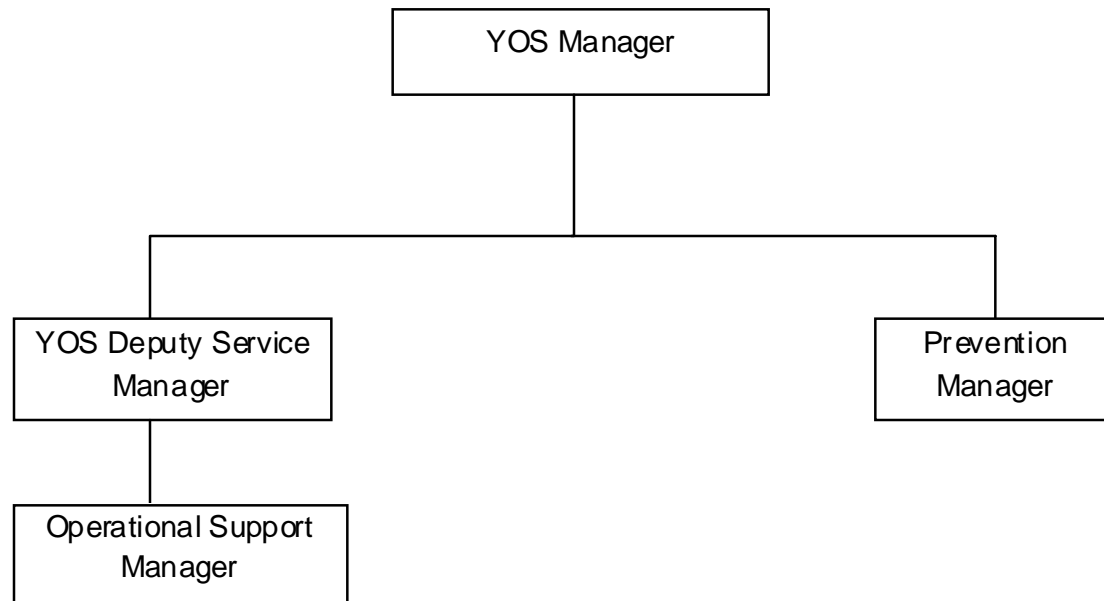
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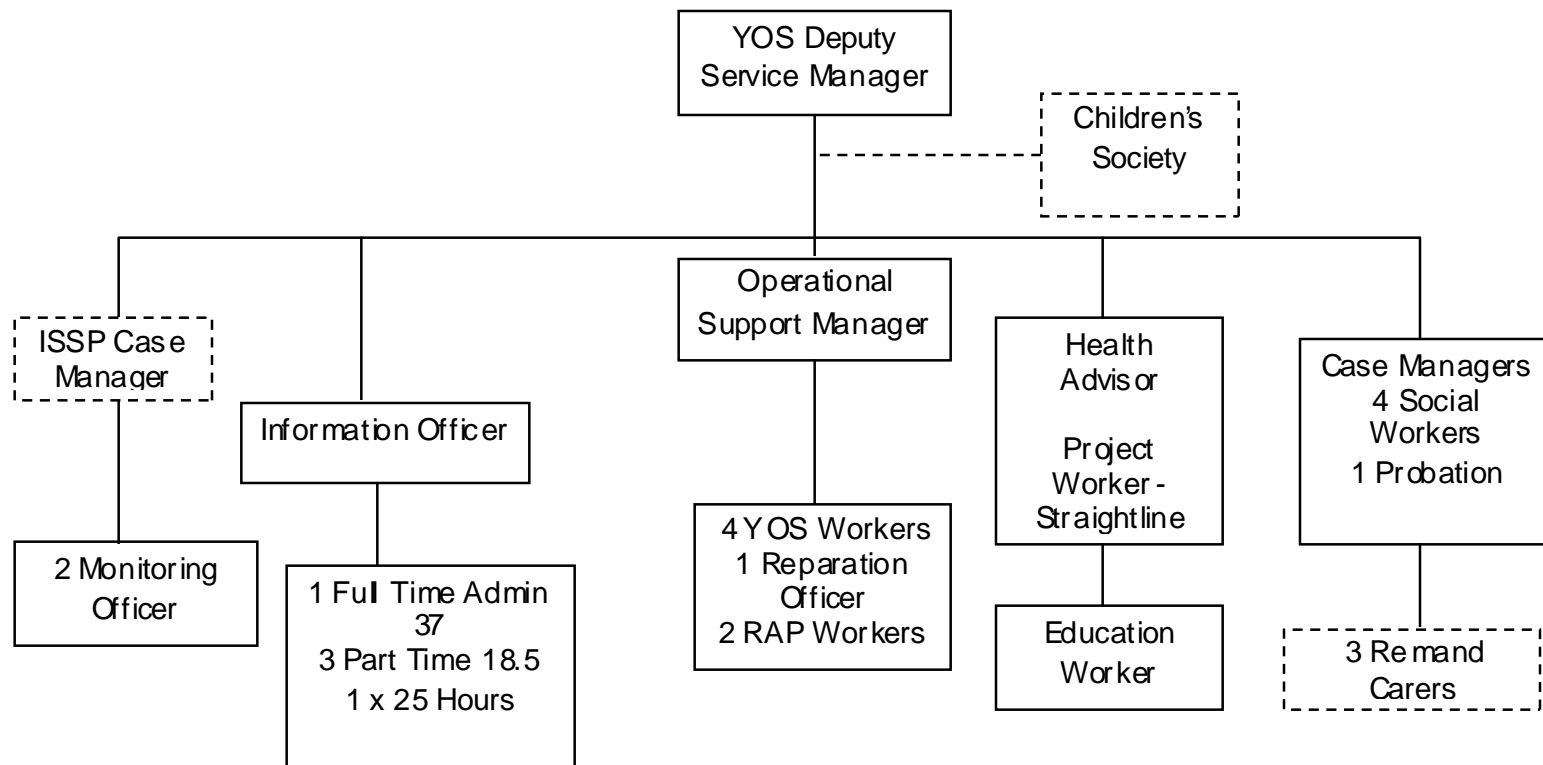
Performance Indicator: 06/07 April – December actual and % against target (Interventions) (old performance indicator)	10% 3.8% (26.8)	Performance Indicator: 06/07 April – December actual and % against target (Satisfaction) (old performance indicator)	75% 100%	EPQA: 04 rating	2.25
Performance Indicator: 07/08 target (community interventions) (new performance indicator)	20%	Performance Indicator: 07/08 (prevention programmes) (new performance Indicator)		EPQA: 05 result	2.37

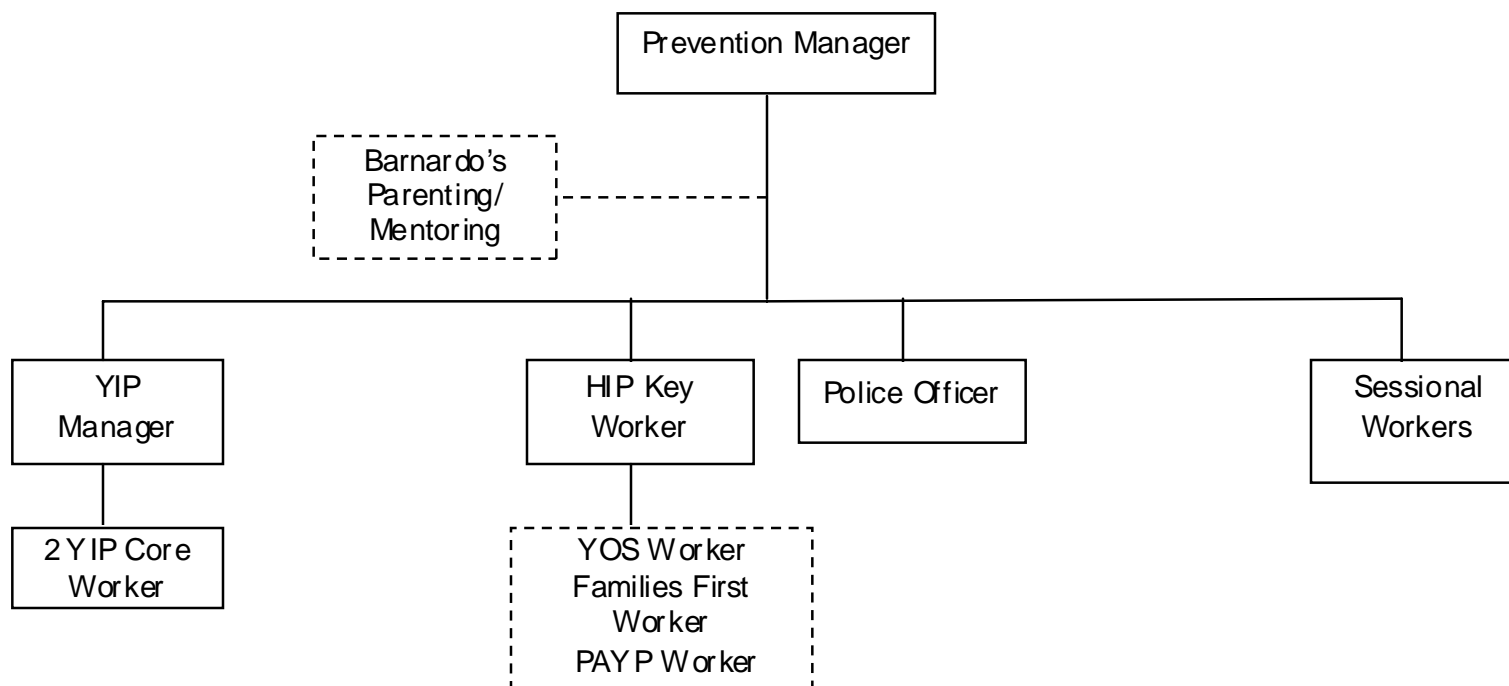
ENSURE EQUAL TREATMENT REGARDLESS OF RACE

The YOS has continued to monitor the ethnicity of young people coming into the Youth Justice System. Children and young people from black and ethnic minority groups are seldom features in the cases forming the work of the YOS.

Appendix A - Structure







Appendix B - Performance Measures

Performance Indicators

In the table below, please provide historical data against the performance indicators associated with the themes.

Theme and measure	2005/06 Outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Prevent offending (target since 05/06): Reduce the number of first time entrants to the youth justice system by 5% by March 2008, compared to the 2005/6 baseline, by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring	234	240	222
Intervene early: Ensure that 100% of young people on a final warning are supported by an intervention if: <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4 	N/A	93.8%	100%
Reduce re-offending: Achieve a reduction in re-offending rates by 5% in 2007/8, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:	Oct-Dec 2002 cohort - % reoffending after 12 months:	Oct-Dec 2005 cohort - % reoffending after 12 months (if available):	Oct-Dec 2006 cohort - % reoffending after 12 months:
Pre-court	23.3%	16.2%	Reduction of 5%
First tier penalties	36.1%	40.7%	Reduction of 5%

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Community penalties	75%	88.8%	Reduction of 5%
Custody	57%	N/A	Reduction of 5%
Reduce the use of custody (secure remands) (new target): Reduce the use of the secure estate for remands to 9% of the total number of remand episodes, excluding unconditional bail.			9%
Reduce the use of custody (secure remands) (old target): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	42.9%	33.3%	
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	2.1%	4.1%	5%
DTO training Plans Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	100%	100%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the YOTs are in suitable full-time education, training or employment	79%	79%	90%
Support access to appropriate accommodation: Ensure that all YOTs have a named accommodation officer and that all young people completing community interventions or on release from the secure estate have suitable accommodation to go to	96.7%	95.1%	100%
Support access to mental health services: Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral, with a view to their accessing a tier 3 or other appropriate CAMHS tier service based on this assessment	100%	N/A	100%

Theme and measure	2005/06 Outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Ensure that all young people who are assessed by ASSET or the Mental Health Assessment Framework as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier 1-3 service commenced within 15 working days of referral.	100%	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	100%	100%	100%
Ensure that all young people identified with needs receive appropriate specialist assessment within 5 working days of referral, following screening.	85.3%	97%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	92.9%	100%
Provide effective restorative justice services: (new target): Ensure that victims participate in restorative processes in 25% of relevant disposals referred to the YOT			25%
Ensure that 85% of victims participating are satisfied			85%
Provide effective restorative justice services (old target) Ensure that 75% of victims of youth crime referred to YOTs are offered the opportunity to participate in a restorative process	90%	86.1%	
Ensure that 75% of victims participating are satisfied	100%	95.5%	
Support parenting interventions (new target): Ensure that 20% of young people with a final warning supported by intervention, a relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention. Ensure that 20% of the young people on prevention programmes, their parent/carer(s) receive a parenting intervention			20% 20%
Support parenting interventions (old target): Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	53.9%	3.8%	
Ensure that 75 % of parents participating in a parenting intervention are satisfied	100%	100%	

Theme and measure	2005/06 outturn	2006/07 Apr-Dec Outturn	2007/08 Target
Ensure equal treatment regardless of race: All YOTs should implement their action plan to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year on year			

4.2 APPENDIX 2

Glossary

ADHD	Attention Deficit Hyperactivity Disorder
APA	Annual Performance Assessment
APIS	Assessment Planning Intervention and Supervision
ASBU	Anti Social Behaviour Unit
Asset	Assessment tool developed by the Youth Justice Board
CAMHS	Child and Adolescent Mental Health Service
CDRP	Crime and Disorder Partnership
CCJB	Cleveland Criminal Justice Board
CP	Child Protection
CPA	Comprehensive Performance Assessment
CRB	Criminal Records Bureau
CSCI	Commission for Social Care Inspection
CYPP	Children's & Young People Plan
CYPSP	Children and Young People's Strategic Partnership
DTO	Detention and Training Order
E2E	Entry to Employment
ETE	Employment, Training and Education
FIP	Family Intervention Project
HIP	Hartlepool Intervention Project
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
HMIC	HM Inspectorate of Constabulary
IGTW2	It's Going to Work
ISP	Initial Supervision Plan
ISSP	Insensitive Supervision & Surveillance Programme
IT	Information Technology
IW & IS	Integrated Working and Information Sharing
JAR	Joint Area Review
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
MAPP	Multi-Agency Public Protection
MAPPA	Multi-Agency Public Protection Arrangements
National Standards	National Standards for Youth Justice Services
NEET	Not in Employment, Education and Training
Ofsted	Office for Standards in Education
Onset	Assessment tool developed by the Youth Justice Board
PACE	Police and Criminal Evidence Act
PAYP	Positive Activities for Young People
PCEP	Professional Certificate in Effective Practice

PCR	Post Court Report
POPOS	Prolific and Other Priority Offenders Strategy
PPO	Prolific and Priority Offenders Strategy
PSR	Pre-Sentence Report
PYO	Persistent Young Offender
RAP	Resettlement & Aftercare Programme
SHP	Safer Hartlepool Partnership
SHPYPG	Safer Hartlepool Partnership Young People's Group
SMART Bounded	Specific, Measurable, Achievable, Realistic and Time
SSR	Specific Sentence Report
YIP	Youth Inclusion Programme
YJB	Youth Justice Board
YOI	Youth Offending Institution
YOS	Youth Offending Service
YOT	Youth Offending Team

CABINET REPORT

2nd April, 2007



Report of: Director of Adult and Community Services

Subject: GRANT – BELLE VUE COMMUNITY SPORTS AND YOUTH CENTRE

SUMMARY

1. PURPOSE OF REPORT

To consider the details of a grant application to the Community Pool referred by the Grants Committee of 12th March, 2007.

2. SUMMARY OF CONTENTS

Details of a grant request referred from Grants Committee of 12th March, 2007.

3. RELEVANCE TO CABINET

Two members of Grants Committee declared an interest in the Belle Vue Community Sport and Youth Centre organisation and therefore the grant application could not be heard.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Cabinet 2nd April, 2007.

6. DECISION(S) REQUIRED

Members of Cabinet are requested to approve a grant to Belle Vue Community Sports and Youth Centre of £23,750.00 for 2007/2008.

Report of: Director of Adult and Community Services

Subject: GRANT – BELLE VUE COMMUNITY SPORTS AND YOUTH CENTRE

1. PURPOSE OF REPORT

- 1.1 To consider the details of a grant application from Belle Vue Community Sports and Youth Centre (BVCS&YC) to the Community Pool referred by the Grants Committee of 12th March, 2007.

2. BACKGROUND

- 2.1 The Grants Committee consider applications from voluntary and community groups as necessary. At the end of the financial year, the Grants Committee considers the bulk of applications for the forthcoming year, in this case 2007/2008.
- 2.2 The Grants Committee meeting of 12th March, 2007 considered the applications for 27 organisations. Two Members of the Committee declared an interest in BVCS&YC. Therefore the determination of the grant could not be made by the Grants Committee and it has been referred to the Cabinet for consideration.

3. BELLE VUE SPORTS AND YOUTH CENTRE

- 3.1 In relation to the Community Pool criteria, which is attached as **Appendix 1**, BVCS&YC fall into category iv: other organisations/groups who provide valuable services with measurable outcomes for the benefit of Hartlepool residents living in the most disadvantaged wards. It is recognised that Category 4 organisations do contribute to the overall community activity and do address some of themes of the Community Strategy.
- 3.2 The Community Pool was over subscribed, with some organisations requesting far larger grants than has been awarded previously. It was appropriate therefore to consider each application individually and this analysis has been undertaken.
- 3.3 BVCS&YC have requested a grant of £23,750 for 2007/2008, the same level of grant which was approved for 2006/2007. Grant aid would be used as a contribution towards the salary costs of two key posts within the organisation: an Operations Manager and a Caretaker. In the report to the Grants Committee presented on 12th March, 2007, Officers recommended that the Grants Committee approve a grant of £23,750 for 2007/2008. It is this sum which is being considered by Cabinet today.

- 3.4 The determination of levels of grant aid involves Officers collating information and negotiating with applicants to determine an individual service specification/grant acceptance. Upon confirmation of grant aid, this agreement confirms expected outcomes and targets to be achieved, then becomes part of the monitoring process.
- 3.5 Attached at **Appendix 2** is the detail relating to the application from BVCS&YC and proposed outputs/benefits, which will be achieved with grant aid from the Community Pool in 2007/2008.

4. **RECOMMENDATION**

Members of Cabinet are requested to approve a grant to Belle Vue Community Sports and Youth Centre of £23,750.00 for 2007/2008.

CONTACT OFFICER: John Mennear, Assistant Director (Community Services)

Background Papers

Application to Community Pool 2007/2008: Belle Vue Community Sports & YC.
Report to Cabinet Grants Committee, 12th March, 2007.



HARTLEPOOL BOROUGH COUNCIL

COMMUNITY POOL 2007/2008

CRITERIA AND GUIDANCE NOTES FOR APPLICANTS

The main aim of the Community Pool is to support those aspects of the activities of the voluntary/ community not for profit sector that clearly reflect the aspirations of the Council's Community Strategy.

COMMUNITY STRATEGY

Within the main strategic document, the Community Strategy, there are 7 aims and themes, which are clearly set out as priorities -

- Jobs and the Economy
- Life Long Learning and Skills
- Health Care
- Community Safety
- Environment and Housing
- Culture and Leisure
- Strengthening the Communities

CORPORATE STRATEGY

The Council has identified within the Community Strategy's aims and themes a number of corporate strategy priorities. The main objective of the Community Pool is to support the activity of strengthening communities. This supports both the Community Strategy and the Neighbourhood Renewal Strategy's aspirations.

Community Pool resources are targeted to vulnerable sectors of the community and to those organisations delivering effective and appropriate services that complement the Authority's strategic aims, "to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives".

Within the Strengthening Communities theme are a number of objectives which groups funded from the Community Pool can collaborate with the Council to achieve its corporate objectives:-

- To empower communities, develop community capacity and opportunities for residents to take a greater role in determining, planning and delivering services
- To increase opportunities for everyone to participate in consultation, especially "hard to reach groups".
- To improve the accessibility of services and information to residents and businesses.
- To increase understanding and collaboration between communities of interest and generations.

The Neighbourhood Renewal Strategy states that:-

- All the poorest neighbourhoods should have a common goal of lower worklessness rates and crime and better health, skills, housing and the physical environment.
- We should endeavour to narrow the gap on these measures between the most deprived neighbourhoods and the rest of the country.

In order to identify the poorest communities for the purposes of assessing applications to the Community Pool. The rankings found in the Index of Multiple Deprivation will be used to ascertain the geographical ranking of the nature of deprivation in Hartlepool.

The following ward is in the top 1% of deprived wards nationally: **Stranton**.

The following wards are in the top 5% of deprived wards nationally: **Owton, Dyke House, Brus, St Hilda, Rift House**.

The following wards are in the top **10%** of deprived wards nationally: **Grange, Rossmere.**

Weightings will be applied to grant applications depending on the location of the applicant organisation and the area they serve.

Organisations applying to the Community Pool must offer services and support to the local community to complement the work of the Local Authority and to assist the Local Authority to achieve its corporate objectives.

The Community Pool funding categories are as follows:-

(i) PROVIDERS OF SERVICES THAT ARE OF STRATEGIC IMPORTANCE

Groups/organisations that provide services to support disadvantaged individuals. These groups may require specialist expertise, e.g. Legal advice, debt counselling, and self-improvement opportunities. Groups targeting areas of greatest disadvantage in the town will receive a higher priority for funding;

Applications from those groups providing services that directly complement the services provided by the local authority and are considered strategically important will receive priority including:-

- Legal advice and guidance.
- Income generation and credit union support.
- Voluntary sector infrastructure support: accreditation, management, fundraising.
- Counselling services.

(ii) COMMUNITY DEVELOPMENT/CAPACITY BUILDING INITIATIVES

Those groups which support the development of community capacity, including the formation of tenants and residents groups, and seek to improve interaction between local residents and statutory service providers, including local partnerships and networks:

Applications from local community groups, particularly those who actively provide:-

- Advocacy in relation to issues affecting the voluntary sector.
- Support to strengthen voluntary sector infrastructure; accreditation, management.
- Support with fundraising.
- Support to volunteers.
- Development of capacity building projects/activities.

Applications will be welcome from groups working proactively to facilitate the engagement of disadvantaged sectors to encourage them on to the first step and then signpost them onto provision elsewhere, if necessary, providing support and training to encourage self help will be given priority.

(iii) ESTABLISHED GROUPS WHO HAVE NOT PREVIOUSLY BEEN SUPPORTED FROM THE COMMUNITY POOL

Groups who are considered to be established i.e. who have been fully constituted for in excess of 2 years, who have not been awarded grant aid from the Community Pool previously can apply for financial support if they are meeting the aims and objectives of the Community Pool.

(iv) OTHER ORGANISATIONS/GROUPS

All applications which do not fall into the other 3 categories, but provide valuable services with measurable outcomes for the benefit of Hartlepool residents living in the most disadvantaged wards, can be considered for funding.

ALLOCATION OF FUNDING

Funding to support these services is offered on a two-tier system.

- Groups can apply for a 3 year tapered funding agreement in principle subject to budgetary availability. In the second and third years of the agreement, grant recipients will be afforded, in principle, 75% and then 50% of the award made in Year 1.
- 1 year funding with applications being processed alongside all others in subsequent years.

Grant aid will be approved to support organisational running costs. A funding formula will be applied with the main priority being the staffing costs of a group. Key posts within an organisation, as identified by the Grants Officer, can be supported with a percentage of salary costs.

Applicants should note that

- New applications for initiatives in areas currently benefiting from regeneration initiative funding will receive a lower priority.
- Play initiatives will receive a lower priority because of the alternative funding sources e.g. Sure Start, Play Opportunities Pool.
- Capital works will not be supported.
- Applications for less than £5,000 will not be considered from the Community Pool but will be signposted to other funders.

MONITORING OF GRANT AID

All grant aid is managed through a funding agreement, which includes the terms and conditions under which grant aid has been awarded.

The spend and the outputs/benefits relating to the grant will be monitored and if it is found that grant aid has not been spent appropriately or outputs/benefits not achieved then measures may be taken to reclaim the grant.

APPEALS PROCEDURE

Groups applying to the Community Pool will be given the opportunity to appeal against a recommendation made to the Grants Committee in respect of their application for funding. Applicants will be informed of the proposed recommendation prior to the meeting of the Grants Committee and the timetable for the submission of an appeal. An appeal must be made in writing, as it will be presented to the Grants Committee for their consideration along with a report detailing Officers recommendations.

APPLICATION TO THE COMMUNITY POOL 2007/2008

ORGANISATION: Belle Vue Community Sports & Youth Centre

CATEGORY : (iv) Other organisations/groups

SUMMARY OF ORGANISATIONAL AIMS AND OBJECTIVES:-

Providing facilities and interventions that enable local people to overcome disabilities, disadvantages and barriers to achieve their full potential in terms of health, prosperity, safety and self confidence.

Belle Vue Community Sports and Youth Centre facilitates services that reflect the following themes of the Council's Community Strategy:-

- Jobs and the Economy
- Life Long Learning & Skills
- Environment & Housing
- Strengthening Communities
- Health Care
- Community Safety
- Culture & Leisure

GRANT AID REQUESTED 2007/2008:- £23,750

Grant aid is requested as a contribution towards the salary costs of an Operations Manager and a Caretaker two key posts within the organisation.

PROPOSED OUTPUTS AND/OR BENEFITS ACHIEVED WITH GRANT AID FROM COMMUNITY POOL IN 2007/2008:-

- To provide services and activities for local residents to encourage in excess of 150,000 total attendances.
- To provide services and activities for BME residents to encourage in excess of 2,000 total attendances.
- To provide services, activities and support to young people.
- Provision of facilities and interventions that enable local people to overcome disabilities, disadvantages and barriers to achieve their full potential.

GRANT AID RECOMMENDED 2007/2008 £23,750

CABINET REPORT

2nd April 2007



Report of: Director of Adult & Community Services and
Director of Regeneration & Planning Services

Subject: THE TALL SHIPS' RACES 2010 –
ORGANISATIONAL ARRANGEMENTS

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 This report sets out draft proposals for the organisational arrangements for the wide range of tasks involved in the development and delivery of the The Tall Ships' Races 2010, for Cabinet's approval.

2.0 SUMMARY OF CONTENTS

- 2.1 An outline of the workstream responsibilities and the proposed representation is detailed, including reference to the need to establish a Tall Ships office with appropriate project management to lead the process and achieve the challenging delivery targets.

3.0 RELEVANCE TO CABINET

- 3.1 This is a major cross cutting event of great significance for Hartlepool.

4.0 TYPE OF DECISION

- 4.1 Non-key.

5.0 DECISION MAKING ROUTE

- 5.1 Cabinet on 2nd April 2007.

6.0 DECISION(S) REQUIRED

6.1 Cabinet are requested to approve:

- a) the proposed structure delivery plan – **Appendix 1**
- b) the proposed work streams content of each working group – **Appendix 2**
- c) the proposed composition of the Steering and Task Groups – **Appendix 3**
- d) the development of the Tall Ships Office and the appointment of a Project Manager and support team.
- e) the establishment of a Tall Ships Project Board with proportional representation from elected Members of the Council.

Report of: Director of Adult & Community Services and
Director of Regeneration & Planning Services

Subject: THE TALL SHIPS' RACES 2010 –
ORGANISATIONAL ARRANGEMENTS

1.0 PURPOSE OF REPORT

- 1.1 This report sets out draft proposals for the organisational arrangements for the wide range of tasks involved in the development and delivery of the The Tall Ships' Race 2010, for Cabinet's approval.

2.0 BACKGROUND

- 2.1 Members will appreciate that the delivery of the The Tall Ships' Race in 2010 will require a vast amount of planning and detailed development and commitment of resources over a wide range of tasks. This work relates not only to the event itself but also to the development of a programme of related events leading up to 2010 and the legacy beyond 2010.
- 2.2 Representatives of the Council, PD Ports and Hartlepool marina, the three key "delivery partners", have been liaising closely on an informal basis to assimilate relevant information from the race organisers Sail Training International (STI) and other ports' experiences and to agree the formal contract with STI, but it is clear that an overall organisational structure is needed to provide a comprehensive and robust basis for the work.

3.0 PROPOSED ORGANISATIONAL ARRANGEMENTS

- 3.1 It is proposed to establish an overall Steering Group with representatives from the delivery partners and the other key stakeholders, and to establish Task Groups for:
- fleet technical support
 - event management
 - finance / legal
 - visitor information / marketing / promotion / accommodation
 - event technical / safety services

- 3.2 These groups would be supported by a small dedicated project team responsible for the day-to-day co-ordination of the project's development and delivery, with the Task Group chairs meeting regularly as a management group to ensure effective co-ordination and information-sharing. It is suggested that a Tall Ships' Project Board with proportional representation of Councillors is established to receive regular progress reports and to make strategic decisions on the council's inputs to the project, with delegated decision-making arrangements for operational matters, in the interests of expediency and efficiency.

Appendix 1 sets out the proposed structure and roles.

Appendix 2 sets out the proposed workstream content for the Task Groups.

Appendix 3 provides the proposed composition of the Steering and Task Groups.

- 3.3 The necessary lead-in times for the range of tasks varies from task to task but it is clear that the preparatory work on many aspects needs to be progressed forthwith (indeed, as indicated, work has already started on an informal basis on several aspects). It would be intended therefore to establish initial meetings of the Steering Group and Task Groups as soon as is practicable, with a view to obtaining each Group's agreement of their respective membership and composition, responsibilities, priorities and initial work programmes.
- 3.4 It is proposed that a Tall Ships Office is established and an appropriate staffing structure and job descriptions are worked up.
- 3.5 It is envisaged that the project team will require early establishment with core staff of project manager, liaison officer and administrative support. The experience of other ports has been that, nearer the time of the event, certain key tasks will require further dedicated staff resources. At this stage, authority is requested to agree in principle the need for early appointment of a Project Manager to lead, and co-ordinate the delivery of the event. It is proposed that this post be appointed at a salary band similar to that of the Building Schools for the Future Project Management arrangements. The posts created would be created on a fixed term contract.
- 3.6 A valuable role as part of the Project Team is currently being undertaken by the Events Officer, who we would envisage being transferred to become the Tall Ships' Liaison Officer in order to continue to maintain the good working relationships with the Tall Ships Fleet and Sail Training International. This transfer would require appropriate backfilling within the Arts and Events section.

- 3.7 The Tall Ships' Race 2010 Festival will be preceded by the Hartlepool Maritime Festival 2008 and the prospect of an interim event in 2009 to maintain appropriate momentum.
- 3.8 The development of the project to date has involved a number of staff, but particularly the Assistant Director (Planning and Economic Development) and Assistant Director (Community Services). These Officers will continue to have a guiding and supporting role, particularly in relation to assisting the Steering Group and the line management of the Project Manager.

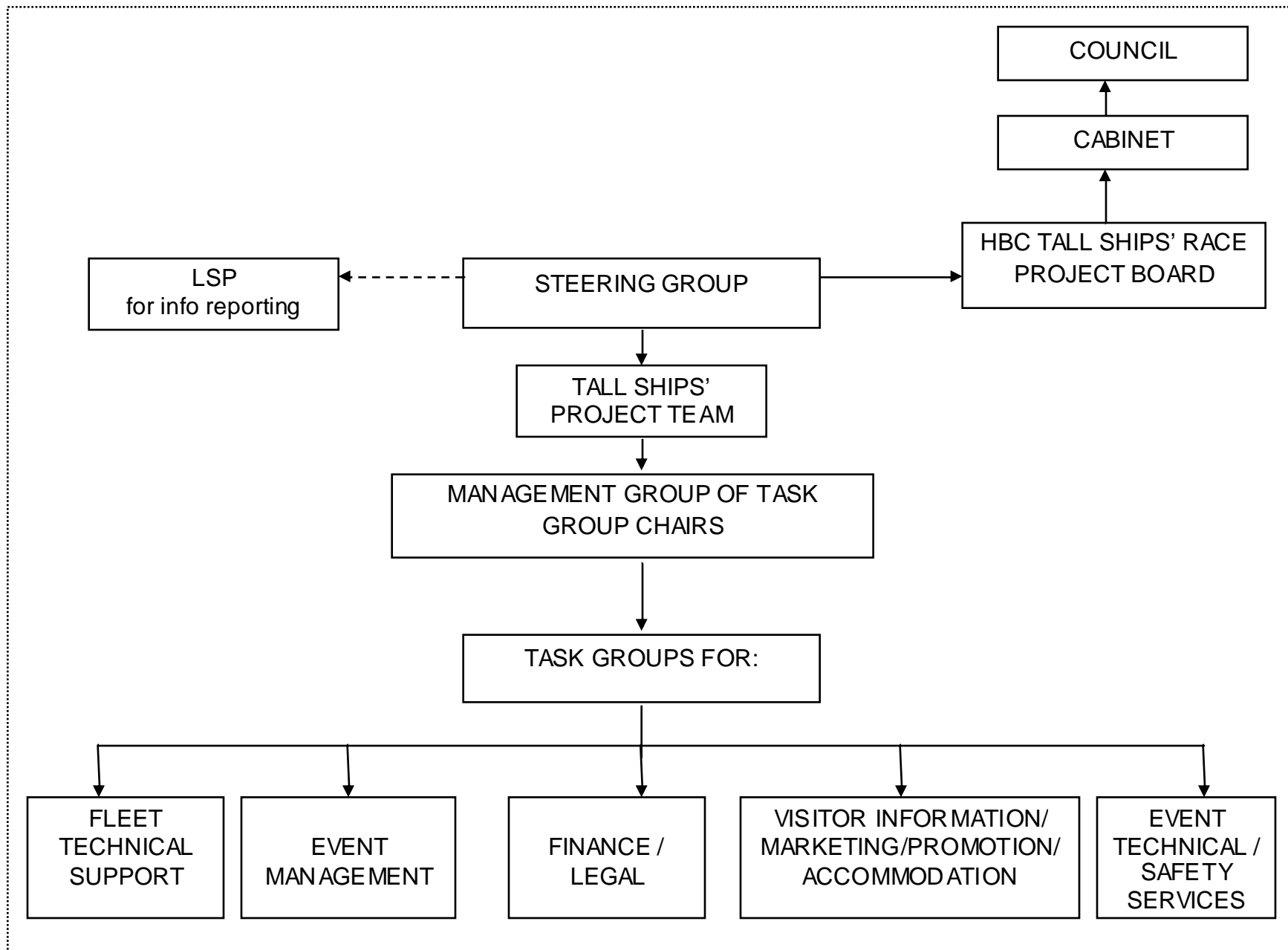
4.0 CONCLUSION

- 4.1 Liaison and planning for The Tall Ships' Races 2010 is continuing with excellent information sharing between STI, Stockholm (2007 hosts), Liverpool City of Culture Office (2008) and the four host ports partners for 2010 – Antwerp, Kristiansand, Aalborg and Hartlepool. The help and support of colleagues in Newcastle/Gateshead (host port 2005) has and continues to be invaluable.
- 4.2 A significant step change is required in maximising grant and sponsorship development to help fund the event and developing the appropriate town infrastructure to manage the expected influx of up to one million visitors over the five-day period. It is, therefore, critical that we put in place clear and comprehensive organisational structures as are proposed in this report and appendices. The structure reflects the need for a high level of strategic ownership (via the steering group), task groups of organisations committed to practical action and a project team dedicated to ongoing coordination and delivery. Due consideration is required for the Council composition of a Tall Ships Race Project Board which would receive regular progress reports and make strategic decisions on the Council's inputs.

5.0 RECOMMENDATIONS

- 5.1 Cabinet are requested to approve:
- a) the proposed structure delivery plan – **Appendix 1**
 - b) the proposed work streams content of each working group – **Appendix 2**
 - c) the proposed composition of the Steering and Task Groups – **Appendix 3**
 - d) the development of the Tall Ships Office and the appointment of a Project Manager and support team
 - e) the establishment of a Tall Ships Project Board with proportional representation from elected Members of the Council.

TALL SHIPS' RACE 2010: ORGANISATIONAL STRUCTURE



ROLES:

- HBC Tall Ships' Race Project Board: Councillors review project / HBC input
- Steering Group: overall responsibility to oversee development and delivery
- Project Team: day-to-day co-ordination of project development and delivery
- Management Group: co-ordination of the work of the Task Groups
- Task Groups: development and delivery of detailed plans

TALL SHIPS' RACE 2010: WORKSTREAM CONTENT FOR TASK GROUPS

FLEET TECHNICAL SUPPORT

Quayside Facilities / Utilities
Waste Disposal
Berthing Facilities
Customs
Ship Victualling
Parade of Sail
Crew Liaison

EVENT MANAGEMENT

Race Entertainment:

Crew Liaison
In-harbour Fleet Functions / Entertainment
Liaison Officer Recruitment
STI Liaison / ICT
Accommodation for organisers, sponsors and media

Visitor Entertainment:

Events Programme
Trade Stands
Catering
Security / Stewarding
Marquees / Event Infrastructure (e.g. stages)

FINANCE / LEGAL

Costing and Budget Management
External Grants
Fundraising
Sponsorship
Corporate Finance
In Kind Support
Insurance
Legal

VISITOR INFORMATION, MARKETING / PROMOTION & ACCOMMODATION

- Local Business Support
- Schools Curriculum Development
- Community Sector Involvement
- Marketing & PR
- Merchandising
- Corporate Activity
- Market Research
- Economic Impact Assessment

EVENT TECHNICAL / SAFETY SERVICES

- Public Transport
- Private Transport
- Parking
- Traffic Management
- Signage (Highways)
- On and Off Site Stewarding
- Consents (land owners, statutory)
- SAG (Safety Advisory Group) – i.e. Emergency Services, H & S, Risk
- Business Continuity Issues
- Cleansing (on and off site)
- Toilets (on and off site)

**TALL SHIPS' RACE 2010: PROJECT BOARD STEERING AND
TASK GROUPS COMPOSITION**

**TALL SHIPS PROJECT BOARD – PROPORTIONAL
REPRESENTATION OF ELECTED MEMBERS**

STEERING GROUP

Hartlepool Borough Council – Paul Walker (Chair)
PD Teesport
Hartlepool Marina Limited
Tees Valley Unlimited
Visit Tees Valley
Tees Valley Regeneration
One North East
Newcastle Gateshead Initiative/Culture 10
Government Office North East
English Partnerships

FLEET TECHNICAL SUPPORT

PD Teesport (Chair)
Hartlepool Borough Council
Hartlepool Marina Limited
Customs & Excise
Coastguard
RNLI
Navy
Site Landowners

EVENT MANAGEMENT

Hartlepool Borough Council (Chair)
PD Teesport
Hartlepool Marina Limited
Visit Tees Valley
HMS Trincomalee Trust
Stockton, Darlington, Middlesbrough, Redcar and Cleveland Councils
Hartlepool Voluntary Development Agency
Headland Carnival

FINANCE / LEGAL

Hartlepool Borough Council (Chair)
PD Teesport
Hartlepool Marina Limited
Visit Tees Valley
Fundraiser/Sponsorship
Tees Valley Regeneration
Hartlepool Economic Forum

VISITOR INFORMATION / MARKETING / PROMOTION / ACCOMMODATION

Visit Tees Valley (Chair)
Hartlepool Borough Council
PD Teesport
Hartlepool Marina Limited
Hartlepool Mail
Middleton Grange Shopping Centre
Passport Group (Marketing Rep.)
North East Chamber of Commerce (Marketing Rep.)
Hartlepool Economic Forum (Marketing Rep.)
Hartlepool Voluntary Development Agency

EVENT TECHNICAL / SAFETY SERVICES

Hartlepool Borough Council (Chair)
PD Teesport
Hartlepool Marina Limited
Transport Operators (Bus, Rail & Taxis)
North East Ambulance Service / North East Medical Management Service
Police
Emergency Planning
Fire Brigade

CABINET REPORT

2nd April, 2007



Report of: Chief Financial Officer and
Director of Regeneration & Planning Services

Subject: HEUGH GUN BATTERY RESTORATION –
PROVISION OF BRIDGING FINANCE FACILITY

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To enable Members to consider provision of “bridging finance” towards the Heugh Gun Battery restoration project.

2.0 SUMMARY OF CONTENTS

- 2.1 The Heugh Gun Battery Trust Ltd has secured funding from North Hartlepool SRB and the Heritage Lottery Fund to fund the renovation of the Heugh Gun Battery.
- 2.2 However, HLF funding can only be claimed after expenditure has been incurred. Therefore, the Council has been requested to provide “bridging finance” to enable the project to go ahead. This project is also part of the North Hartlepool SRB Programme, for which the Council acts as accountable body and its delivery will be one of the final components of the SRB Programme.

3.0 RELEVANCE TO CABINET

- 3.1 The issue impacts on the ability of the Heugh Gun Battery Trust to deliver a capital project which forms a significant part of the ongoing tourism development and regeneration of Hartlepool as a whole and the Headland in particular.

4.0 TYPE OF DECISION

- 4.1 Non - key.

5.0 DECISION MAKING ROUTE

Cabinet, 2nd April, 2007.

6.0 DECISION(S) REQUIRED

6.1 It is recommended that Members:

- i) approve the provision of Bridging Finance of up to £240,000 for the Heugh Gun Battery renovation; and
- ii) authorise the Chief Financial Officer and Chief Solicitor to conclude the necessary agreement with the Heugh Gun Battery Trust Ltd to secure the Bridging Finance.

Report of: Chief Financial Officer and
Director of Regeneration & Planning Services

Subject: HEUGH GUN BATTERY RESTORATION -
PROVISION OF BRIDGING FINANCE FACILITY

1.0 PURPOSE OF REPORT

- 1.1 To enable Members to consider the provision of “bridging finance” to facilitate the Heugh Gun Battery Restoration Project.

2.0 BACKGROUND

- 2.1 The Council has previously provided temporary “bridging finance” to two organisations to complete capital projects for which they have secured external funding to match fund SRB grants. These arrangements have been necessary because external funders only pay grants once the expenditure has been incurred. This causes cash flow problems to such organisations, which do not have the resources available to fund this expenditure in the short term, or the financial resources to secure a bank loan.
- 2.2 At your meeting on 28th August, 2002, Members were advised of the increasing availability of grant funding for community based capital investment. Members were also advised that there is also an increasing trend for multiple funders providing grants for the same project. Therefore, there is an increasing probability that more community based organisations will experience cash flow problems when implementing capital projects. These organisations will be unable to secure bank loans as they will not have the necessary security required by banks. Therefore, schemes will only be able to proceed if an alternative source of “bridging finance” is identified. This is a role the Council could adopt.
- 2.3 Members, therefore, determined the following criteria for assessing individual proposals:
- i) the proposal can be supported by the Council using the “well being power” available under the Local Government Act 2000. These powers enable the Council to give assistance, including financial assistance, to any person, body or group where to do so will be likely to promote the social, economic or environmental well-being of the area. When using this power the Council is required to have regard to the contents of the Community Strategy and guidance issued by the Office of the Deputy Prime Minister (as it was at that time).

- ii) the scheme to be supported has secured funding from one of the grant regimes for which the Council is the accountable body (currently SRB, NDC, NRF and ERDF). This will ensure the project is addressing an identified need.
 - iii) the scheme addresses one or more of the approved Community Strategy themes adopted by the Council. This will ensure the project is addressing a need that is supported by the Council and is a project that the Council may have carried out itself if the Council was eligible to apply to the specific grant regime.
 - iv) the proposal complies with VAT regulations and other statutory requirements as they affect the Council.
 - v) the organisation seeking support agrees to the repayment and security terms specified by the Council.
 - vi) that individual proposals would be referred to Cabinet for consideration.
- 2.4 The report indicated the provision of the bridging loan facility would require the Council to finance the cashflow costs of supporting projects from its own cash balances until receipt of grant monies from other funders. This would reduce interest earned on the Council's cash balances.
- 2.5 In some instances it may be possible to charge interest on "bridging finance" provided by the Council, but this would be subject to eligibility of such costs for grant funding. Therefore, it is suggested that the decisions to charge be made on a case by case basis.

3.0 CURRENT PROPOSALS

- 3.1 The Heugh Gun Battery Trust Ltd has secured total capital funding for the restoration of the Heugh Gun Battery of £539,000 as follows:
- North Hartlepool SRB - £299,000
 - Heritage Lottery Funding (HLF) - £240,000
- 3.2 The HLF grant can only be claimed after expenditure has been incurred. The Heugh Gun Battery Trust does not have adequate financial resources to manage this position. Therefore, to enable this project to proceed the Council will need to provide "bridging finance".
- 3.3 In terms of the criteria for assessing individual proposals, detailed at paragraph 2.3, this project meets the criteria as follows:

- i) proposal will enhance Heugh Gun Battery as a visitor attraction and complement other developments on the Headland.
- ii) scheme has secured SRB funding of £299,000.
- iii) the scheme involves further stages of restoration of the Heugh Gun Battery and the development of visitor information and interpretation facilities detailing the site's historical significance. As such the scheme has important tourism, educational and environmental components and contributes to the Jobs and Economy, Lifelong Learning and Environmental Objectives of the Community Strategy. The Council has facilitated the Trust's work by granting a lease on the site to enable the Trust to access funding and by providing help in kind in the form of information, advice and guidance in developing the scheme.
- iv) the scheme does not affect the Council's VAT status or other statutory requirements.
- v) the restored asset does not provide appropriate security as the asset has no alternative use for the Council or realisable capital receipt from its sale. Discussions are ongoing with the HLF and the Trust to agree claim and payment arrangements which minimise the risk to the authority.

4.0 FINANCIAL IMPLICATIONS OF CURRENT PROPOSALS

- 4.1 The HLF have agreed to make staged payments on the basis of interim grant claims being submitted by the Heugh Gun Battery Trust. This will minimise the amount of "bridging finance" and the period it is provided for. The HLF funding does not cover cashflow costs.
- 4.2 As the timing of expenditure and receipt of interim grant claims cannot be determined it is difficult to assess the cashflow costs to the Council. The worst case position, based on the whole of the HLF being outstanding at any one time, would be a monthly cashflow cost to the Council of £1,000.
- 4.3 In considering this arrangement there is a potential risk of increased financial impact on the Council if the payment of grant claims by the HLF is unduly delayed. This concern has been raised with the HLF, who have advised that they would aim to process individual grant claims within two weeks if all of the necessary grant claim information is provided. The information requirements will be discussed in detail with the Trust's project managers to ensure that the risk of such delays is minimised.

5.0 CONCLUSION

- 5.1 The Heugh Gun Battery Trust Ltd has secured funding from North Hartlepool SRB and HLF to fund the renovation of the Heugh Battery.
- 5.2 However, HLF funding can only be claimed after expenditure has been incurred. Therefore, the Council has been requested to provide “bridging finance” to enable the project to go ahead. This project is also part of the North Hartlepool SRB Programme, for which the Council acts as accountable body and its delivery will reinforce the SRB Programme.

6.0 RECOMMENDATIONS

- 6.1 It is recommended that Members:
- i) approve the provision of “bridging finance” of up to £240,000 for Heugh Gun Battery renovation; and
 - ii) authorise the Chief Financial Officer and Chief Solicitor to conclude the necessary agreements with the Heugh Gun Battery Trust Ltd to secure the “bridging finance”.

CABINET REPORT

2nd April 2007



Report of: Head of Community Strategy

Subject: LOCAL AREA AGREEMENT (LAA) DRAFT
DELIVERY AND IMPROVEMENT PLAN (DIP)
2007/08

SUMMARY

1. PURPOSE OF REPORT

This report updates on the progress made in producing the 2007/08 Local Area Agreement (LAA) Delivery and Improvement Plan (DIP).

2 SUMMARY OF CONTENTS

The LAA includes 36 priority outcomes, structured around the seven Community Strategy Themes. Section one of the DIP includes an Action Plan prepared for each of the 36 outcomes and Section 2 contains updated information on Partnership Working including self-assessments and associated action plans.

3. RELEVANCE TO CABINET

Hartlepool's LAA is a three year agreement (2006-09) based on the Community Strategy that sets out the priorities for Hartlepool and forms an agreement between Central Government (represented by GONE) and a local area represented by Hartlepool Borough Council and other key partners through the Hartlepool Partnership. The LAA is the delivery plan of the Community Strategy.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Hartlepool Partnership 23 March 2007, Cabinet 2 April 2007.

6. DECISION REQUIRED

Cabinet is requested to note the progress made in developing the 2007/08 DIP and is asked to feedback any comments or information they feel needs to be included in the plan (Information and any comments to be emailed to John Potts, Principal Policy Officer (john.potts@hartlepool.gov.uk) by Friday 13 April 2007.

Report of: Head of Community Strategy

Subject: LOCAL AREA AGREEMENT (LAA) DRAFT
DELIVERY AND IMPROVEMENT PLAN (DIP)
2007/08

1.0 PURPOSE OF REPORT

- 1.1 This report updates on the progress made in producing the 2007/08 Local Area Agreement (LAA) Delivery and Improvement Plan (DIP).

2.0 BACKGROUND

- 2.1 Hartlepool's LAA submission was agreed by Cabinet on the 10 February 2006 and was signed off by Government in March 2006. The LAA submission is available on the Council's website (www.hartlepool.gov.uk).
- 2.2 Hartlepool's LAA is structured around the aims and themes of the Community Strategy and forms the strategic framework for monitoring progress and is aimed at delivering a better quality of life for people through improving performance on a range of national and local priorities. The LAA is the delivery plan of the Community Strategy.

3.0 LOCAL AREA AGREEMENT DELIVERY AND IMPROVEMENT PLAN (DIP) 2007/08

- 3.1 Appendix 1 shows the draft DIP for 2007/08.
- 3.2 Theme Partnership Officers have taken the lead, working with staff from the Partnership Support Team, to prepare the Delivery and Improvement Plan. Section one of DIP includes a plan prepared for each of the 36 outcomes containing the following:
- background and context
 - key contacts and partners involved
 - funding
 - current activity
 - barriers and solutions
 - areas and groups targeted
 - key actions for improvement

- 3.3 Section 2 contains updated information on Partnership Working including self-assessments and associated action plans.
- 3.4 A task to identify the **key risks** that may affect achievement of outcomes, targets and actions, needs to be carried along with further work required to complete this draft. Any information that needs to be included in the plan must be provided by Friday 13 April 2007 and will be presented in the revised DIP that will be presented to Cabinet in May 2007.

4.0 RECOMMENDATION

- 4.1 Cabinet is requested to note the progress made in developing the 2007/08 DIP and is asked to feedback any comments or information they feel needs to be included in the plan (Information and any comments to be emailed to John Potts, Principal Policy Officer (john.potts@hartlepool.gov.uk) by Friday 13 April 2007.

hartlepoolpartnership

DRAFT Local Area Agreement Delivery and Improvement Plan 2007/08

DRAFT
HBC Cabinet
2 April 2007

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1. Context

Local Area Agreements are a new way of working to build a more flexible and responsive relationship between central government and a locality on the priority outcomes that need to be achieved at a local level. They form part of the government's 10 year strategy for Local Government and aim to streamline bureaucracy between central government and local deliverers and improve service outcomes.

Hartlepool's LAA was agreed in March 2006 and includes 36 priority outcomes, structured around the seven Community Strategy Themes. The LAA is the delivery plan of the Community Strategy.

This document is the Delivery and Improvement Plan for 2007/08, incorporating the Community Strategy and Neighbourhood Renewal Strategy Action Plan. It also sets out the framework for the improvement of partnership working. It has been prepared in line with national Government guidance¹ and guidance issued by Government Office for the North East² and builds on previous plan from 2006/07³.

The Hartlepool Partnership is chaired by the town's MP and works through a Board and a set of Theme Partnerships. It brings together a range of local organisations to give the town a strong united voice.

Hartlepool has an impressive track record of developing partnerships that deliver. From a strong, visionary local strategic partnership to local thematic partnerships that co-ordinate service delivery, partners from the towns key service

providers work closely to ensure maximum benefit for service users and local residents.

The Hartlepool Partnership established the strategic framework for service delivery – the Hartlepool Community Strategy – and will oversee the implementation of the LAA.

Recent Audit Commission validation found the Partnership to have appropriate performance management systems in place and the 2005/06 Annual Performance Review⁴ by the Government Office for the North East (GONE) rated the Partnership as A – Green. In the six monthly Local Area Agreement Review⁵, GONE rated overall progress as Green with the direction of travel as Amber. This indicates that the most likely outcome at the end of the three year period of the LAA is that all of the mandatory outcomes and other outcomes of key importance to the local partnership will have been met. However it recognises that some areas represent more of a challenge, namely Employment Rates, Unemployment, Youth Unemployment.

2. Development of the Delivery and Action Plan

Theme Partnerships took the lead, working with staff from the Partnership Support Team and Community Network representatives, to prepare the outcome framework for each theme and the associated outcomes in the LAA. This process has been informed by the priorities and objectives already set out in Community Strategy, Neighbourhood Renewal Strategy, and Neighbourhood Action Plans. This had been

¹ Local Area Agreements Guidance ODPM March 2006

² LSP Performance Management Guidance GONE March 2006

³ Hartlepool Partnership Local Area Agreement Delivery and Improvement Plan July 2006

⁴ Hartlepool LSP Performance Management Report Annual Review 2006, Government Office North East December 2006

⁵ Six Month Local Area Agreement Highlight Report Government Office North East March 2007

developed in accordance with guidance issued from Central Government and now incorporates new indicators and targets contained in the LAA Refresh Submission⁶.

3. Priorities

The seven aims of the Hartlepool Community Strategy and Neighbourhood Renewal Strategy provide the long-term vision, aims and objectives for the LAA. These were subject to extensive public consultation and agreed in 2002 by the Hartlepool Partnership.

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 & 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 & 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.

These Community Strategy themes are not intended to be rigid blocks but rather a convenient and locally appropriate structure to organise activity, accountability and performance management. Cross cutting issues are emphasised and progress made will be presented under each individual outcome.

These themes are more comprehensive than the four blocks identified for non-single pot authorities in the LAA programme overall. The seven themes provide alignment with established priorities in the Community Strategy and provide the flexibility to accommodate cross cutting agendas.

⁶ Hartlepool LAA Revised Refresh Submission January 2007

4. Sustainable Development and the LAA

In the development of the Local Area Agreement, the principles of Sustainable Development have been taken into consideration. The agreement has been developed, as far as possible, to take account of the five parameters of sustainable development namely:

- Community
- Economy
- Natural resources
- Local to global
- Futurity

The Local Area Agreement also has regard to the Egan review and the definition of Sustainable Communities:

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

An independent outline Sustainability Appraisal of the Local Area Agreement has been carried out using the North East Integrated Regional Framework matrix and the key findings are outlined below:

- The LAA makes a strong contribution towards increasing economic wealth, employment levels, housing conditions, and reducing poverty, serious health problems, crime and fear of crime, all in the local or regional area.
- The LAA also makes a lesser contribution towards improved training, access to jobs, facilities, goods and services, rates of walking, cycling and use of public transport, protection and enhancement of habitats and

species, air quality, recycling and waste recovery, reducing use of natural resources and production of waste.

- A greater contribution could be made by the LAA towards investing in infrastructure, clean technologies, sustainable energy, sustainable leisure and tourism, improving the image of the region, regional distinctiveness, the historic environment, reclamation of derelict land and brownfield sites, areas of landscape character and land serving a strategic function, creation and enhancement of habitats, protection of water quality and quantity and reducing the need to travel.

These findings provide a focus for delivery, ensuring that Sustainable Development and the Government's Sustainable Communities programme are successfully implemented in Hartlepool.

5. Outcome Framework

Hartlepool's LAA is structured to reflect the seven themes of the Hartlepool's Community Strategy:

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

Section 1 of this report contains the detail Outcomes and the indicator framework included in the LAA, a full list of Outcomes and the associated indicators is shown in Annex 1.

National outcomes

The LAA strongly reflects the national agenda because it has a clear relevance to Hartlepool's own priorities.

The mandatory national outcomes, indicators and targets include those relating to:

- Children and Young People – Every Child Matters
- Older People – Independence, Wellbeing and choice
- Neighbourhood Renewal – Neighbourhood Renewal Unit
- Community Safety – Home Office
- Safer Stronger Communities Fund – Home Office

Locally determined outcomes

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

- Provision of high quality learning and skills opportunities
- improving mental health
- reducing the harm caused by illegal drugs and alcohol
- preventing anti-social behaviour
- improving housing conditions
- meeting housing and support needs
- improving energy efficiency of houses

LAA reward element

The LAA reward element is also aligned to five key areas that have been championed by the Hartlepool Partnership as priorities for action:

- Jobs and the Economy
- Health and Care
- Community Safety
- Housing and the Environment
- Strengthening Communities

However, rather than simply focusing on individual elements within each of these areas, in order to maximise impact, the reward element will be used to target resources and improve performance on areas where action to address one priority will affect at least one other.

For ease of reference the tables below bring together the outcome frameworks for:

- LAA Reward Element
- Every Child Matters
- Independence Wellbeing & Choice
- Neighbourhood Renewal Fund
- Targeted Neighbourhood Funding
- Safer Stronger Communities Fund

Table 1. Reward Element Targets

	Target	Theme	Outcome	Page
1	Reducing burglary and car crime across Hartlepool	Community Safety	14	
2	Provide training & improved employment prospects	Jobs & the Economy	6	
3	Reduce the number of young people, who as a result of under-age drinking commit Anti-social behaviour in Hartlepool.	Community Safety	17	
4	Reduce the incidents of common assault and wounding in Hartlepool.	Community Safety	14	
5	Reduce the incidence of domestic violence in Hartlepool	Community Safety	19	
6	Increasing financial resources within family environments to provide lifestyle opportunities	Strengthening Communities	34	
7	Provide training & improved employment prospects for carers	Jobs & the Economy	6	
8	Improving the advice and support provided to homeless people and helping them to access employment, training and	Housing & the Environment	6 and 26	

	Target	Theme	Outcome	Page
	educational opportunities			
9	To improve the health & well-being of patients referred by health practitioners via a GP referral scheme by increasing patients' levels of participation in both physical and cultural related activities	Health & Care	9	
10	Increasing the amount of children in Hartlepool who have access to, and utilise, a number of healthy eating options throughout the school day	Health & Care	10	

Table 2. Every Child Matters Outcomes

Outcome	Theme	LAA Outcome	Page
Be Healthy	Health & Care	10	
Stay Safe	Community Safety	18	
Enjoy and Achieve	Lifelong Learning	7	
Making a positive contribution	Strengthening Communities	32	
Achieve economic well-being	Jobs and the Economy	5	

Table 3. Independence, Wellbeing and Choice Outcomes

Outcome	Theme	LAA Outcome	Page
Improved health	Health & Care	9	
Improved quality of life	Strengthening Communities	33	
Making a positive contribution	Strengthening Communities	32	
Exercise of choice and control	Health & Care	11	
Freedom from discrimination or harassment	Strengthening Communities	35	
Economic well-being	Jobs and the Economy	5	
Personal dignity	Health & Care	11	

Table 4. Targeted Neighbourhood Funding Mandatory Outcomes

Outcome	Theme	LAA Outcome	Page
Improved quality of life, and for the most disadvantaged neighbourhoods, ensure service providers are more responsive to neighbourhood needs and improve their delivery	Strengthening Communities	33	

Table 5. Safer Stronger Communities Fund Outcomes

Outcome	Theme	LAA Outcome	Page
Reduced crime, fear of crime, perceptions of anti-social behaviour and harm caused by illegal drugs	Community Safety	14, 15, 16	
Cleaner, safer, greener public spaces	Environment & Housing	21	
Increased capacity of local communities to participate in local decision making and influence service delivery	Strengthening Communities	31	
Improved quality of life in the most disadvantaged neighbourhoods with service providers more responsive to neighbourhood needs and improving their delivery	Strengthening Communities	33	

Table 6 Neighbourhood Renewal Fund mandatory outcomes

Outcome	Theme	LAA Outcome	Page
For those living in the wards with the worst labour market position that are also located within the districts in receipt of MRF, significantly improve their overall employment rate, and reduce the difference between their employment rate and the overall employment rate for England	Jobs and the Economy	4	
Raise standards in English, Maths and science in secondary education so that by 2008 in all	Lifelong Learning and Skills	7	

Outcome	Theme	LAA Outcome	Page
schools located in the districts in receipt of NRF, at least 50% of pupils achieve level 5 or above in English, maths and science.			
Reduce premature mortality rates (by x%) and reduce inequalities in premature mortality rates between wards/neighbourhoods (by x%) with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD) (smoking diet and physical activity)	Health and Care	9	
Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district	Community Safety	14	
Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus	Environment	21	
As part of an overall housing strategy for the district, improve housing conditions within the most deprived neighbourhoods/wards, with a particular focus on ensuring that all social housing is made decent by 2010	Housing	24	

5. Current Performance Management Arrangements

The Hartlepool Partnerships Performance Management Framework is well regarded. Previously the framework has been validated by the Audit Commission as meeting national Core Requirements and in the recent Comprehensive Performance Assessment found that(insert findings here)

The existing framework therefore provides a sound basis for achieving the Government's aim to streamline, simplify and integrate existing performance management arrangements into one area based framework.

The Theme Partnerships are responsible for maintaining a strategic overview of the outcomes from the LAA which fall within their remit. Specific partners also take responsibility for managing progress for particular work streams within the outcome framework, these arrangements are based on partners existing arrangements.

Thematic Partnership Delivery

The Board's Theme Partnerships will drive delivery of LAA and manage performance.

Community Strategy Theme	Delivery Driver(s)
Jobs and the Economy	The Economic Forum
Lifelong Learning and Skills	Children's Trust Skills Partnership 14-19 Strategic Board
Health and Care	Health and Care Strategy Group Children and Young People's Strategic Partnership
Community Safety	Safer Hartlepool Partnership
Environment & Housing	Environment Partnership Housing Partnership
Culture & Leisure	Culture, Leisure and Learning

	Partnership
Strengthening Communities	Hartlepool Community Network

Performance Management Group

Quarterly executive meetings are held with the new Performance Management Group who established their terms of reference in September 2006. The Chair of the Hartlepool Partnership and the Chair of each Theme Partnership meet on a quarterly basis to review progress and discuss key issues. These meetings enable the partnership to focus on the key area of performance in a joined-up approach to address issues. Traffic lights reports are used to show progress against indicators and reports are summarised to enable reporting by exception to focus on the key issues.

Floor Target Action Plans

The Hartlepool Partnership received additional NRF in 2004/06 to help accelerate progress towards meeting floor targets where there was furthest distance to travel. Government Office asked all LSPs in receipt of additional NRF to prepare Floor Target Action Plans (FTAPs) for areas of performance where they were ranked in the bottom 10 of the 88 NRF LSPs.

During 2004/05 Hartlepool was ranked in the bottom 10 for employment rate and the Worklessness FTAP was produced (Hartlepool moved out of the bottom 10 for Worklessness in 2005/06) this plan is being updated for 2007.

In 2005/06 Hartlepool was ranked in the bottom 10 for male life expectancy and the Health FTAP was produced in December 2006 led by the Director for Public Health.

Hartlepool Partnership Meetings

The Hartlepool Partnership meets at least 6 times a year to receive presentations, reports and information from the key partners delivering services and tackling the problems faced by the town. The partnership plays an important scrutiny role and is a key consultee in strategy development.

Hartlepool Partnership Annual Event

The Hartlepool Partnership held its fifth Annual Event in May 2006. This event provides an important opportunity for service users and providers to meet, celebrate achievements, report progress and find out more about the key areas of work of the Hartlepool Partnership.

Performance Management Workshops

Theme Partnership Workshops⁷ are held annually. These information workshops enable community representatives, Board Members and others involved in the work of the Theme Partnerships to find out more about how each themed partnership is working. The workshops cover the progress made against targets, key issues and the actions for improvement identified.

These workshops provide the opportunity to question targets and progress as well as putting forward suggestions for future work of Theme Partnerships and also facilitate the progression of the LAA outcome and indicators framework.

Neighbourhood Action Plan Reporting

The Neighbourhood Renewal Strategy, which forms part of the Community strategy, identifies 7 disadvantaged neighbourhoods and provides the strategic context for improvements in those communities of the Borough.

Within each of the disadvantaged neighbourhoods a more detailed framework for improvement is set out in the Neighbourhood Action Plan (NAP) that has been developed in consultation with residents and service providers. In each neighbourhood a NAP forum has been established to oversee the implementation of the NAP.

The NAPs are arranged in the same seven Community Strategy themes. Progress on Priority Actions for each of the themes are reported to local forums who drive the NAPs. NAP monitoring reports are also taken to each of the Theme Partnerships and to the Hartlepool Partnership on an annual basis, where progress is discussed and actions still to be delivered are considered further.

⁷ Hartlepool Partnership Performance Management Framework Workshops, Hartlepool Partnership Support Team, February 2006 and March 2007

6. Progress on Issues Raised in Government Office Performance Management Report Annual Review 2006

<i>Reviewing Delivery</i>	<i>Issues to be Addressed/ Taken Forward</i>	<i>Progress</i>	<i>Further Action Required</i>	<i>LAA Delivery Plan Reference</i>
Health (Green)	<p>The Partnership rate themselves Amber/Green on Health. Initially marked Amber Red by GO due to lack of sub borough data. Additional info provided on NRS & NEPHO report upgraded to Amber/Green</p> <p>Both Male and Female Mortality rates have remained fairly static and the gap with the England average has increased slightly and the Partnership needs to take forward actions from the NEPHO Report to address the issues raised.</p> <p>Although Hartlepool's Under 18 conception rate is highest in region and shows a slight increase from last year, good progress was made in previous years. Despite this the gap has still narrowed with the England average. Plausibility is strong through the Teenage Pregnancy Strategy and hot spots have been identified and specialised contraceptive and sexual health service is being developed.</p>			

<i>Reviewing Delivery</i>	<i>Issues to be Addressed/ Taken Forward</i>	<i>Progress</i>	<i>Further Action Required</i>	<i>LAA Delivery Plan Reference</i>
Education (Green)	<p>Hartlepool have targeted boys across all key stages as their priority at KS2 & KS3 the gap is narrowing however at GCSE the gap has widened considerably especially in English where targeted intervention is being made.</p> <p>Hartlepool to maintain performance across all Key stages.</p>			
Crime (Green)	<p>Partnership is to be commended on the findings of the review of the crime theme, particularly as this a key area of focus for the NRU and on which they have improved performance enough to merit a green status.</p> <p>The Partnership should look to taking forward outcomes learned from successful work which has been piloted in deprived neighbourhoods.</p> <p>It is important from that the Partnership captures the learning and progress they have made in this area for the benefit of best practice sharing across our regional partners and key organisations such as IGNITE; SELD and Regen Exchange. Priority for the Partnership for 06/07 is tackling anti-social behaviour and criminal damage as these cause the most problems</p>			

Reviewing Delivery	Issues to be Addressed/ Taken Forward	Progress	Further Action Required	LAA Delivery Plan Reference
	to the police and the community.			
Worklessness (Amber/Green)	<p>FTI shows a decrease in Vat registrations 16.9% however the gap has reduced slightly against the England average 39.3% to -22.4. The Partnership has provided numbers of VAT registrations which show a similar pattern.</p> <p>Amber/Green is a fair rating however the Partnership needs to focus on their priorities and local targets. The Partnership should continue to strengthen and building relationships with key partners, e.g. Job Centre Plus and Children's Centre.</p> <p>The employment rate of those aged 50 and over shows marginal signs of improvement.</p> <p>In the PMF no targets have been set for disadvantaged groups other than young people. Partnership needs to explain the rationale for this approach, e.g. description of Hartlepool's demography etc.</p>			
Liveability (Green)	BV89 is not included – satisfaction with cleanliness of the area . In the last survey carried out in 2003/04 Hartlepool had a satisfaction rate of 55% which is below the national average of 60% and the national aspiration of 67%. The satisfaction rating			

<i>Reviewing Delivery</i>	<i>Issues to be Addressed/ Taken Forward</i>	<i>Progress</i>	<i>Further Action Required</i>	<i>LAA Delivery Plan Reference</i>
	<p>does not reflect the good performance for BV199a – sites with litter, which was only 8% in 2003/04 and 5% in 2004/05. The next BV89 survey will be during 2006/07 so we would expect to see a higher satisfaction rating to reflect the low number of sites with litter etc</p> <p>Lack of data (including at a borough and neighbourhood level) has made measuring performance against this theme more difficult although interventions are in place to build on successes to date.</p> <p>The LSP needs to ensure that the Liveability agenda continues to be taken forward in its structures.</p>			

Jobs and the Economy

LAA Delivery Plan and Actions for Improvement 2007/08

Please read the accompanying
guidance note before
completing/updating this outcome

Outcome 1 Increase skill levels of the local population with clear reference to local business need

Background and context

Hartlepool has the highest level of residents with no qualifications in the Tees Valley. This has a direct impact on employment rates, with people qualified below Level 2 less likely to have a job than someone with at least a Level 2 qualification. In addition those in employment but with low skills are more likely to be less productive and an unskilled workforce stifles businesses ability to deliver higher value goods and services.

There is also a culture of educational underperformance compared to the England average, in 1997 the number of young people leaving education at 16 with 5 GCSE's A*-C was 29.1%, compared to the England average of 45.1%. In 2004, the level of education attainment had improved significantly, with 48.6% of young people leaving school with 5 GCSE's A*-C, however it still compares unfavourably with the England average of 53.7%⁷. In addition to this the town is in the worst 10% of Local Authority areas for adult numeracy and literacy problems⁸, whilst the number of adults without any qualifications is 39.2%, the highest in the Tees Valley and 10% higher than the national level⁹. (Source: ⁷ – DFES; ⁸ – Basic Skills Agency; ⁹ – Census 2001).

Outcome 1 Increase skill levels of the local population with clear reference to local business need		
Lead Person Steve Wright (LSC)		Lead Body Learning & Skills Council
Key LSP groups and partners involved Learning & Skills Council Job Centre Plus Business Link Hartlepool College of Further Education Life Long Learning Partnership Hartlepool Borough Council Hartlepool Voluntary Development Agency		
LAA Funding 2007/08	Aligned No specific budget, funding follows the learner	Pooled Neighbourhood Renewal Fund £146,906

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
JE 1. Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent (Hartlepool)	472 (2005-06)	TBC	520	?	Train to Gain Work Based Learning ESF Co-financing (Tees Valley Works) Adult & Community Learning New Deal Essential Skills Objective 2 Projects
JE2. Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent (Neighbourhood Renewal narrowing the gap)	279 (2005-06)	TBC	305	?	Train to Gain Work Based Learning ESF Co-financing (Tees Valley Works) Adult & Community Learning New Deal Essential Skills Objective 2 Projects

Barriers to achieving targets

- Employer Engagement to increase learner take up
- Skills for Life – Support Mechanisms are not sufficiently developed.
- Timescale and scope of Job Centre Plus programmes in relation to length of delivery
- Benefit restrictions do not allow for qualification attainment.

Possible Solutions

- Closer integration with employer demand / Integration of Train to Gain within Job Centre Plus Employer Engagement Strategy.
- Support with Skills for Life Assessment through Train to Gain / Essential Skills roll out
- Higher Level Basic Skills with clear progression routes
- Integration of Adult Community Learning
- Occupational Skills programme Job Centre Plus (ESF)
- Hartlepool College of Further Education Access Pilot

Target areas and groups

- Train to Gain – targeted at employed status residents
- Work Based Learning – all 16-24 year olds eligible to access provision
- ESF Co-financing – All ages normally jobless and resident in all areas
- Benefit Eligibility determines access to Job Centre Plus provision
- Geographically – ESF Objective 2 areas are restricted to NRF whilst Objective 3 and mainstream provision eligibility is Hartlepool wide

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	Increase the completion rates of learners in Hartlepool and in particular in the Neighbourhood Renewal Area	Learning & Skills Council	<ul style="list-style-type: none"> ▪ Effective Contract Management ▪ Payment by Results ▪ Inspection results ▪ Collaboration with partners in Hartlepool ▪ Co-financing Delivery Plan – Learning & Skills Council 	Ongoing action to be reviewed in March 2008	In accordance with the LSC's Annual Statement of Priorities
2	Engagement with Local Authorities to improve skill levels amongst employees	Learning & Skills Council	<ul style="list-style-type: none"> ▪ Train to Gain funding ▪ Work Based Learning ▪ 1st Level 2 entitlement ▪ European Social Fund Co-financing funding 	Ongoing action to be reviewed in March 2008	In accordance with the LSC's Annual Statement of Priorities
3	Ensure that training provision is aligned with the key priority sectors	Learning & Skills Council	<ul style="list-style-type: none"> ▪ Effective Contract Management ▪ Learning and Skills Council North East Regional Commissioning plan ▪ Payment by Results ▪ Co-financing Delivery Plan – Learning & Skills Council 	Ongoing action to be reviewed in March 2008	In accordance with the LSC's Annual Statement of Priorities

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
4	Hartlepool College of Further Education Access Trial Pilot to overcome barriers to learning created by benefit system	Learning & Skills Council / Job Centre Plus / Hartlepool College of Further Education	Mainstream Learning & Skills Council Funding Service Level Agreement with LSC / JC+ / HCFE	September 2006 (should this not be 2007?)	Delivery during pilot lifecycle.

Please read the accompanying guidance note before completing/updating this outcome

Outcome 2 To attract appropriate inward investors and support indigenous growth, making use of local labour resource and supporting local people in gaining maximum benefit from the economic regeneration of the town, including all people of working ages especially the young

Background and context

The economy of Hartlepool continues to develop and evolve. Over the last decade there has been considerable investment in a series of capital projects that have improved the physical infrastructure of the town. This investment and the associated job creation related to these developments has seen unemployment in the town reduce from a high of over 10,000 working age adults in 1985 to 2,200 in 2004. However whilst this has since risen during 2006-07, overall levels of employment have also increased as the labour market becomes more flexible and residents not classed as unemployed secure employment.

Projects funded by the Economic Forum have assisted over 1400 young people and adults gain employment, whilst over 1,600 young people and adults have undertaken work related training and over 800 residents have improved numeracy and literacy skills since 2001. The Economic Forum has also taken a lead role in the development of projects delivered through the Sub-Regional Partnerships Single Programme.

However there is still a large proportion of working age adults that are economically and socially excluded from the increasing prosperity that the town has experienced over the last few years.

- The number of working age adults in receipt of disabled and health related benefits is in excess of 13% of the working age population, a legacy in part of the heavy industrial heritage of the town.
- 32% of working aged adults do not work, compared to 25% nationally.
- The proportion of young people who are unemployed is higher than the sub-region, region and national rates and has increased during 2006-07
- The level of business creation continues to lag behind that of other districts and the country as a whole.
- Qualification at Level 2 and above continues to be significantly lower than other parts of the Tees Valley.

Outcome 2. To attract appropriate inward investors and support indigenous growth, making use of local labour resource and supporting local people in gaining maximum benefit from the economic regeneration of the town, including all people of working ages especially the young		
Lead Person Diane Martin		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Job Centre Plus Learning & Skills Council Hartlepool Economic Forum Business Link One North East Hartlepool Borough Council Connexions Tees Valley Hartlepool Voluntary Development Agency		
LAA Funding 2007/08	Aligned New Deal for Communities £82,00 Building Futures Single Programme £187,114 Tees Valley Works £61,686	Pooled Neighbourhood Renewal Fund £636,814

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
JE3 Employment rate (Hartlepool)	66.2% - March 2005	67.7% March 2006 APS	67%	Reduce the gap between Hartlepool & GB Employment Rate to 3%age points by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Action Team for Jobs – Until 30/9/06 Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre
JE4 Employment rate (Neighbourhood Renewal narrowing the gap)	58.5% - August 2005	60% November 2006 TVJSU	63.6%	67% by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Action Team for Jobs – Until 30/9/06 Deprived Area Fund – post Action Team Hartlepool Working Solutions NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

JE5 Unemployment rate (Hartlepool)	3.9% - November 2005	4.9% January 2007 ONS	3.75%	Reduce the gap between the Hartlepool & GB unemployment rate to 1 percentage point by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Action Team for Jobs – Until 30/9/06 Deprived Area Fund – post Action Team Hartlepool Working Solutions NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre
JE6 Unemployment rate (Neighbourhood Renewal narrowing the gap)	5.5% - August 2005	6.7% January 2007 TVJSU	4.3%	3.1% by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Action Team for Jobs – Until 30/9/06 Deprived Area Fund – post Action Team Hartlepool Working Solutions NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

JE7 Youth Unemployment rate (Hartlepool)	36% – November 2005	33.4% January 2007 TVJSU	30.5%	29% by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Action Team for Jobs – Until 30/9/06 Deprived Area Fund – post Action Team Hartlepool Working Solutions NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre
JE8 Youth Unemployment rate (Neighbourhood Renewal narrowing the gap)	36% - August 2005	33.9% January 2007 TVJSU	31%	29.2% by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Action Team for Jobs – Until 30/9/06 Deprived Area Fund – post Action Team Hartlepool Working Solutions NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

Barriers to achieving targets

- Scale of worklessness in NRF areas and level of benefit dependency.
- Level of job density, i.e. the proportion of available jobs to working age adults.

Possible Solutions

- Deprived Area Fund - £338K allocated to Hartlepool 2007-08.
- Development of Jobs Mart Employment Consortium.
- Neighbourhood Employment Awareness Programme (NEAP) to identify residents needs; unemployment hotspots and barriers to employment.

Target areas and groups

- **General** - Benefit Eligibility will determine eligibility of Job Centre Plus mainstream and co-financed provision. However freedoms and flexibilities sought to allow NRF residents to have day one access.
- **Pathways to Work** – Eligibility initially is restricted to new Incapacity Benefit Claimants
- **Neighbourhood Renewal Area** Residents are specifically targeted through NRF funded projects, as are ESF Objective 2 Areas.
- **Deprived Area Fund** Targeted provision at the seven most deprived neighbourhoods.
- **Specific Groups**
 - Care leavers
 - Homeless
 - Young people
 - Ex-offenders
 - Drug users
 - Carers

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	Redesign Targeted Training to develop routeways in construction; retail, manufacturing and Customer Care for the benefit of NRF residents.	Diane Martin Hartlepool Borough Council	<ul style="list-style-type: none"> Neighbourhood Renewal Fund. 	31 March 2008	<p>Identification of growth sectors. – April 2007</p> <p>Development of employment and training charters with specific employers / developers. October 2007</p>
2	Establish the Jobs Mart Employment and Skills Consortium as the key driver for increasing employment in the NRF areas.	Diane Martin Hartlepool Borough Council	<ul style="list-style-type: none"> Neighbourhood Renewal Fund Deprived Area Fund Job Centre Plus mainstream provision European Competitiveness fund 	31 March 2009	<p>Transfer to York Road – April 2007</p> <p>Establish protocol with partners – May 2007</p> <p>Introduce core branding – July 2007</p> <p>Allocate DAF funding – July 2007</p>

3	Undertake comprehensive neighbourhood awareness programme targeting workless households in the NRF area.	Kevin Cranney – Owton Fens Community Association	Deprived Area Fund	30 June 2007	Survey completed – April 2007 . Results analysed and reported to Economic Forum – July 2007
4	Design and roll out new programmes that focus on family case-loading which will address 2nd and 3rd generation worklessness	Diane Martin	Neighbourhood Renewal Fund Hartlepool Borough Council core funding	1 June 2008	Funding secured – April 2007 Service level agreement between partners agreed – May 2007 Operational delivery – June 2007

Please read the accompanying guidance note before completing this template

Outcome 3 To support the sustainable growth, and reduce the unnecessary failure, of locally-owned business, promoting the growth and sustainability of enterprise and small businesses and to increase total entrepreneurial activity amongst the local population

Background and context

Hartlepool's economic underperformance today is a legacy of the changing industrial landscape from the 1960's through to the early 1990's. Heavy industry was the life blood of the town, particularly in ship building, steel fabrication and high volume manufacturing, however declining market opportunities resulted in a severe constriction of these sectors, resulting in high levels of unemployment and occupational skills that were obsolete. As a result the proportion of all jobs in Hartlepool in the manufacturing sector has fallen from 23.2% in 1994 to only 17.4% in 2003⁵.

The infrastructure of Hartlepool's economy is now dominated by the public sector, which provides 33% of all employment, whilst the private sector is dominated by a few large employers such as CJ Garlands, Stadium, Expanded Metal Limited, Heerema Fabrication Group and the Yuill Group⁶. (Source: ⁵ – Annual Business Enquiry 2003; ⁶ - Bureau Van Dijk DASH).

SBS reported that the number of VAT registrations achieved in Hartlepool during 2005 was 145 and represents a 21%

increase on the 2004 data and resulted in Hartlepool achieving the third best performance in the North East and ninth highest increase in the country. In addition the net change in VAT business stock was achieved with an overall increase of 30 VAT registered businesses. This represents an overall increase of VAT stock of 2% on the previous year which places Hartlepool in the top quartile nationally for overall VAT stock increases for 2005 and overall represents a 6% increase in stock levels since 2002. However overall de-registrations increased by 35% compared to 2004 and highlights the need to ensure that wherever possible VAT registered business receive support to maintain turnover above the VAT threshold of £61,000.

Productivity levels have declined in relation to the national average over the last decade. In 1995 the indices of GVA for Hartlepool & Stockton NUTS 3 level area was 98, significantly higher than the North East figure of 84 and not far behind the UK figure of 100. However the latest figures for 2002 show that this advantage has now eroded away

Outcome 3 To support the sustainable growth, and reduce the unnecessary failure, of locally-owned business, promoting the growth and sustainability of enterprise and small businesses and to increase total entrepreneurial activity amongst the local population.		
Lead Person Antony Steinberg		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Business Link UK Steel Enterprises One North East New Deal for Communities Job Centre Plus OFCA Hartlepool Borough Council Hartlepool Voluntary Development Agency		
LAA Funding 2007/08	Aligned New Deal for Communities £1,562,987	Pooled Neighbourhood Renewal Fund £231,280

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
JE9. VAT Registrations (Hartlepool)	120 - 2004	145	140	Increase number of business start ups by 50% by 2012	<ul style="list-style-type: none"> ▪ UK Steel Enterprise Innovation Centre ▪ Business Link Start up programme ▪ Brougham Enterprise Centre ▪ NRF Incubation System ▪ Hartlepool Enterprise Development Agency ▪ Hartlepool Capital Grants Programme ▪ Get Serious ▪ New Deal for Self Employed ▪ Women's Development Fund ▪ Enterprise Awareness in Schools ▪ Longhill / Sandgate Improvement Scheme ▪ NDC Commercial Areas Programme ▪ Passport Group / Restaurant Association
JE10. Net change in business stock (registrations – de-registrations) (Hartlepool)	25 – 2004	30	35	New Target	
JE11. Number of new businesses created (Hartlepool)	116 – March 2005	80 (HBC – December 2006)	130	LPI RP8 – 130 2007-08	

Barriers to achieving targets

Ambition and Aspiration

- General enterprise culture within the local authority area, low youth aspirations, poor educational attainment in some communities, lack of working role models, worklessness, traditional reliance on large employers, general attitude towards risk.
- Benefit issues around non-Job Centre Plus provision
- Lack of aspiration to become VAT registered

Business Support Services

- Some confusion over central point of access to support.
- Inconsistent quality of delivery – lack of professional accreditation for some services.
- Some evidence of problems with access to finance, particularly for areas with deprivation problems and early stage rapid growth funding.

Possible Solutions

Support industry

- Reaffirmation of Business Link as the central access brand to support services to help reduce customer confusion.
- Requirement for all professional support service to have accreditation if used by customers.
- Exploit opportunities to access fund to provide early stage finance for certain disadvantaged communities and early stage companies looking to grow.
- Incubation Support

Target areas and groups

- All NRF residents with the potential to develop business ideas provided with additional support through the Incubation system.
- All individuals living within the Hartlepool area and thinking of setting up a business.
- All business from all sectors.
- **General** - Benefit Eligibility will determine eligibility of Job Centre Plus mainstream and co-financed provision

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	Targeted interventions to support non-VAT registered businesses increase turnover and become VAT registered	David Carr – Business Link Mick Emerson-Hartlepool Borough Council	Multi-agency event with resources from mainstream BL funding and Neighbourhood Renewal	30 October 2007	Timetable of events identified – May 2007 Partners agree content of event – June 2007 Marketing campaign undertaken – July 2007
2	Additional support to VAT registered businesses to reduce de-registrations	David Carr – Business Link Mick Emerson-Hartlepool Borough Council	Multi-agency event with resources from mainstream BL funding and Neighbourhood Renewal	30 November 2007	Timetable of events identified – June 2007 Partners agree content of event – July 2007 Marketing campaign undertaken – August 2007
3	Continue to support the development of the social enterprise sector	Kevin Cranney – Owton Fens Community Association	Neighbourhood Renewal Fund	31 March 2008	Continuous delivery of ESP programme – April 2007

Please read the accompanying guidance note before
completing this template

Outcome 4 For those living in the wards with the worst labour market position in areas in receipt of NRF, significantly improve their overall employment rate and reduce the difference between their employment rate and the overall employment rate for England

Background and context

The economy of Hartlepool continues to develop and evolve. Over the last decade there has been considerable investment in a series of capital projects that have improved the physical infrastructure of the town. This investment and the associated job creation related to these developments has seen unemployment in the town reduce from a high of over 10,000 working age adults in 1985 to 2,200 in 2004. However whilst this has since risen during 2006-07, overall levels of employment have also increased as the labour market becomes more flexible and residents not classed as unemployed secure employment.

Projects funded by the Economic Forum have assisted over 1400 young people and adults gain employment, whilst over 1,600 young people and adults have undertaken work related training and over 800 residents have improved numeracy and literacy skills since 2001. The Economic Forum has also taken a lead role in the development of projects delivered through the Sub-Regional Partnerships Single Programme.

However there is still a large proportion of working age adults that are economically and socially excluded from the increasing prosperity that the town has experienced over the last few years.

- The number of working age adults in receipt of disabled and health related benefits is in excess of 13% of the working age population, a legacy in part of the heavy industrial heritage of the town.
- 32% of working aged adults do not work, compared to 25% nationally.
- The proportion of young people who are unemployed is higher than the sub-region, region and national rates and has increased during 2006-07
- The level of business creation continues to lag behind that of other districts and the country as a whole.
- Qualification at Level 2 and above continues to be significantly lower than other parts of the Tees Valley.

Outcome 4 For those living in the wards with the worst labour market position in areas in receipt of NRF, significantly improve their overall employment rate and reduce the difference between their employment rate and the overall employment rate for England		
Lead Person Paul Johnson		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Job Centre Plus Learning & Skills Council Hartlepool Economic Forum Hartlepool Borough Council Connexions Tees Valley Hartlepool Voluntary Development Agency		
LAA Funding 2007/08	Aligned £0	Pooled £0

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
JE4. Employment rate (Neighbourhood Renewal narrowing the gap)	58.5% - August 2005	60% - November 2006	63.6%	67% by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
JE6. Unemployment rate (Neighbourhood Renewal narrowing the gap)	5.5% - August 2005	6.7% - (January 2007 TVJSU)	4.3%	3.1% by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre
JE8. Youth Unemployment rate (Neighbourhood Renewal narrowing the gap)	36% - August 2005	33.9% - (January 2007 TVJSU)	31%	29.2% by 2012	Pathways to Work New Deal Job Centre Plus Co-financing programme Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre

<p>New Indicator: Within Hartlepool a reduction by 2007-8 of at least 1.6⁵ percentage points in the overall benefits claim rate⁶ for those living in the Hartlepool wards identified by DWP as having the worst initial labour market position.</p>	<p>May 2006 24.35% Hartlepool</p>	<p>May 2006 24.35% Hartlepool</p>	<p>22.75%</p>	<p>21.15% (08/09)</p>	<p>Pathways to Work New Deal Job Centre Plus Co-financing programme Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre</p>
<p>New Indicator: Within Hartlepool a reduction by 2007-8 of at least 1.6 percentage points in the difference between the overall benefits claimant rate for England and the overall rate for the Hartlepool wards with the worst labour market position.</p>	<p>Hartlepool 24.35% GB 13.2% Gap is 11.15%</p>	<p>Hartlepool 24.35% GB 13.2% Gap is 11.15%</p>	<p>Gap of 9.55%</p>	<p>Gap 7.95%</p>	<p>Pathways to Work New Deal Job Centre Plus Co-financing programme Deprived Area Fund NRF Incubation System Hartlepool Enterprise Development Fund 'Get Serious' Hartlepool Capital Grants Programme Brougham Enterprise Centre UK Steel Enterprise Innovation Centre</p>

Barriers to achieving targets

- Scale of worklessness in NRF areas and level of benefit dependency.
- Level of job density, i.e. the proportion of available jobs to working age adults.

Possible Solutions

- Deprived Area Fund - £338K allocated to Hartlepool 2007-08.
- Development of Jobs Mart Employment Consortium.
- Neighbourhood Employment Awareness Programme (NEAP) to identify residents needs; unemployment hotspots and barriers to employment.

Target areas and groups

- **General** - Benefit Eligibility will determine eligibility of Job Centre Plus mainstream and co-financed provision. However freedoms and flexibilities sought to allow NRF residents to have day one access.
- **Pathways to Work** – Eligibility initially is restricted to new Incapacity Benefit Claimants
- **Neighbourhood Renewal Area** Residents are specifically targeted through NRF funded projects, as are ESF Objective 2 Areas.
- **Deprived Area Fund** Targeted provision at the seven most deprived neighbourhoods.
- **Specific Groups**
 - Care leavers
 - Homeless
 - Young people
 - Ex-offenders
 - Drug users
 - Carers

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	Redesign Targeted Training to develop routeways in construction; retail, manufacturing and Customer Care for the benefit of NRF residents.	Diane Martin Hartlepool Borough Council	<ul style="list-style-type: none"> Neighbourhood Renewal Fund. 	31 March 2008	<p>Identification of growth sectors. – April 2007</p> <p>Development of employment and training charters with specific employers / developers. October 2007</p>
2	Establish the Jobs Mart Employment and Skills Consortium as the key driver for increasing employment in the NRF areas.	Diane Martin Hartlepool Borough Council	<ul style="list-style-type: none"> Neighbourhood Renewal Fund Deprived Area Fund Job Centre Plus mainstream provision European Competitiveness fund 	31 March 2009	<p>Transfer to York Road – April 2007</p> <p>Establish protocol with partners – May 2007</p> <p>Introduce core branding – July 2007</p> <p>Allocate DAF funding – July 2007</p>

3	Undertake comprehensive neighbourhood awareness programme targeting workless households in the NRF area.	Kevin Cranney – Owton Fens Community Association	Deprived Area Fund	30 June 2007	Survey completed – April 2007 . Results analysed and reported to Economic Forum – July 2007
4	Design and roll out new programmes that focus on family case-loading which will address 2nd and 3rd generation worklessness	Diane Martin	Neighbourhood Renewal Fund Hartlepool Borough Council core funding	1 June 2008	Funding secured – April 2007 Service level agreement between partners agreed – May 2007 Operational delivery – June 2007

Please read the accompanying guidance note before completing this template

Outcome 5. Achieve Economic Well Being

Background and context

Our vision for this outcome in Hartlepool 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 adult lives. Also, that all services will work collaboratively to ensure children and young people will have opportunities to succeed in their chosen career and live in households free from poverty.

- **Things that Hartlepool, through partnership working does well:**
- The quality of education for 14-19 year olds is good.
- Average point scores for students entering GCSE, A/AS and vocational education are well above statistical neighbours.
- The number of care leavers in education, employment and training is good.
- 14-19 education is planned and delivered in a co-ordinated way.
- Significant increases in young people accessing higher education.
- Good progress made in reducing the number of young people classified as NEET.

- Quality of SEN provision including vocational education.
- Innovative practice in developing vocational education.
- Strategies to support teenage parents.
- Community improvement initiatives.
- The range of childcare provision available.

To continue to improve, Children's Services across Hartlepool will work through the Children & Young People's Strategic Partnership and the 14-19 Strategic Board to:

- ensure that education and training is planned in a co-ordinated manner involving all partners;
- ensure that childcare opportunities are available for all residents of Hartlepool;
- ensure that all Key Stage 4 pupils have opportunities for vocational studies and work experience;
- ensure that all young people aged 13-19 have impartial careers advice and guidance.
- ensure that all young people are prepared for working life;

- continue to support regeneration initiatives which support the needs of children and young people;
- continue to take action to improve the quality of housing;
- continue to support looked after children to achieve economic well-being;
- continue to support children who have learning difficulties and or disabilities to achieve economic well being

The key priorities for improving the economic well being of young people n 2006/07 are

- Reduce the number of young people classified as not in education, employment or training (NEET). (CYPP Reference 5.3.4)
- Improve the number of young people engaged in education, employment or training from disadvantaged groups. (CYPP Refernece5.3.3)
- Increase the number of young people having the opportunity to access higher education. (CYPP Reference 5.3.6)
- Continue to improve the quality of housing to meet the Decent Homes Standard. (CYPP Reference 5.5.1)
- Increase the number of children and their families accessing Direct Payments. (**CYPP Reference 5.7.5**)
- Ensure that all children with disabilities aged 14+ have a transition plan to support their move to Adult Services. (**CYPP Reference 5.7.1**)

In taking forward this outcome as part of the Local Area Agreement, the partnerships will deliver the national priorities for children and young people and contribute to the delivery of the Hartlepool Community Strategy. In particular this outcome will:

1. Action is taken by partners to support families in maximising their economic well-being.
2. Young people 11-19 are helped to prepare for working life.
3. Action is taken to ensure that 14-19 education is planned and delivered in a coordinated way and to ensure that education and training (16-19) is of good quality.
4. Community regeneration initiatives address the needs of children and young people.
5. Action is taken to ensure that young people have decent homes.
6. Children and young people who are looked after are helped to achieve economic well-being.
7. Children and young people with learning difficulties and/or disabilities are helped to achieve economic well-being.
8. Implement the 14-19 Strategic Board Operational Plan

Outcome 5. Achieve Economic Well Being		
<u>Lead Person</u> Tom Argument		<u>Lead Body</u> Hartlepool Borough Council
Key LSP groups and partners involved The staff of the Children's Services Department, as well other agencies and organisations Connexions Tees Valley Hartlepool Connexions Local Management Group and staff Tees Valley Education Business Link Organisation (EBLO) Learn 2 Work Enterprise Task Force Enterprise Advisory Service Tees Valley Local Learning and Skills Council Head Teachers of Hartlepool Secondary Schools Principals` of Hartlepool Colleges Hartlepool Work Based Training Providers Hartlepool Voluntary Development Agency Voluntary and Community sector organisations Hartlepool Economic Forum Parents and carers Children and young people of Hartlepool New Deal for Communities Neighbourhood Renewal Fund		
LAA Funding 2007/08	Aligned £0	Pooled Connexions £1,070,239

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
JE12. Young people are supported in developing self confidence, team working skills and enterprise	2005/06 actuals	Audit shows that all secondary schools offer team working and enterprise skills	96%	100%	The national curriculum in schools should provide the opportunity to develop self-confidence, team working and enterprise as part of the school working day. These activities will be enhanced by initiatives such as Aimhigher and Gifted and Talented, Playing for Success, University of the First Age and Enterprise Task Force
JE13. Hartlepool enterprise activities are available to all key stage 4 pupils in Hartlepool Secondary schools	2005/06 actuals	Audit shows that all secondary schools offer enterprise skills However The pupil referral unit does not offer a structured enterprise Programme. but does have some activities which contain elements of enterprise.	96%	100%	Targeted at key stage 4 pupils, all Hartlepool secondary school received additional standards funds in 2005/06 to support the development of enterprise activities. There is a national minimum requirement of 5 days of enterprise activities at key stage 4
JE14. All key stage 4 pupils undertake work related learning and useful work experience	94 % in 2004 -05	86% Manor school statistics are not included in the return as the time for work experience has been changed, school's who have pupils who did not attend work experience have been challenged to explain why young people did not participate.	99%	100%	All young people in Hartlepool are entitled to 10 days work related learning and useful work experience. The work experience is organised by Learn 2 work on behalf of the schools

JE15. Impartial Careers education and guidance is provided to all young people aged 13-19	2005/06 actuals	All young people who are in the age group 13-19 are able to access impartial careers education and guidance from connexions, school college or work based learning staff. Connexion PAs predominately work with young people who have challenges in their personal situation and includes careers counselling	99.5%	100%	All young people receive impartial advice and guidance (IAG) in school and colleges. This support includes work with Connexions Personnel Advisors (PA), school and college mentors and tutors. The balance of the support will vary depending upon the individual young person needs. It will be on the continuum from specialist careers advice to life counselling.
JE16. Provision is planned to ensure the number of young people classified as Not in Education Employment or Training (NEET) is reduced	9.8% 2004	11.1% 1 .12.06 is above the expected outcome, the Connexions Locality Manager LSC and 14-19 co-ordinator are working to collectively to reduce the number of young people classified as NEET .New projects have been introduced in conjunction with Economic Development including Hartlepool "Connect to Work" and "the Hartlepool NRF Hot Project"	8.4%	7.6% (2010)	Connexions staff work closely with school colleges and work based training providers to target young people at danger of becoming classified as NEET. This includes monthly meetings to ensure the smooth operations of the referral process from Connexions to training providers. A weekly drop in session is provided to support vulnerable groups, including young people Leaving Care, to ensure that they are supported to make positive progress.

Barriers to achieving targets

The main barriers to achieving targets are:

The ability to collect accurate data for targets JE12 and JE13 and the absence of protocols which assign responsibility for collecting this information

- JE12. Young people who do not regular attend school. This would include groups such as travellers and children of migrant workers; as well families who need support to ensure their children attend school.
- JE13 This would include some young people who miss sessions on enterprise, due to holidays and illness, including young people supported by the home and hospital services and tutored away from school
- JE 14 The key barriers to achieving this target is the number of young people who do not attend school or are absent from the block work experience placement organised by Learn 2 Work
- JE15 The key barrier is the small proportion of young people who disengage from education, employment and training provision
- JE16 The key barriers to achieving the reduction in NEET are low aspirations amongst a small proportion of young people, a 'mismatch' between what is desired upon leaving school and what is available, and factors which can lead to social exclusion

Possible Solutions

- There is a need to develop protocols for collecting data, which has not previously been collected. As part of the Joint Area Review (JAR) process, a data team has been developed in Hartlepool Children's Services to collect data for JAR. This will be able to support the collection of data and inform the progress being made towards the Economic Well Being targets.
- JE 14 JE 16 The development of strategies to engage young people on extended work experience placements and the development of alternative education provision e.g. GoalZ Project
- JE 16 The development of the pre E2e project between Hartlepool Work Based Training Providers to support the reduction in the number of young people classified as NEET.
- JE 15 The development of the Hartlepool protocol for IAG for 14-19 year old young people will support the development of an integrated system of impartial advice and guidance including careers education.
- JE 12 JE 13 The continuation of the education and employability themes from NDC and the appointment of an AST in enterprise to ensure all young people at key stage 4 have enterprise activities.

Target areas and groups

- All young people aged 13-19 in Hartlepool, there is likelihood that young people will reside in NRF wards
- NRF wards –all young people with an emphasis on under achieving boys
- NDC area all young people as part of the general educational achievement programme including the employment and education themes

Vulnerable young people including those who are

- Looked after
- Leaving care
- Special education needs and or disabilities,
- Young offenders
- Black and minority ethnic
- Mobile
- Have English as additional language
- Disaffected and disengaged –at risk of exclusion and becoming NEET (not in education, employment or training)
- Permanently excluded
- Priority target group is underachieving boys across all phases of education

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1					
2					
3					
4					

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Outcome 6 Improving training and employment prospects for targeted groups

Background and context

Homeless people face a complex range of problems exaggerated by chaotic lifestyles that prevent them from realising their full potential in society. Many face a range of problems that make them particularly vulnerable including substance and alcohol misuse, mental health, victims and perpetrator of crime, educational underachievement and unemployment. The aim of the STEP project is to provide a increase level of integrated support mechanisms that assist in the rehabilitation of offender behaviour, enable tenancies to be secured and assist in the transition to independent living with clear pathways to training, education and employment

There are over 2,600 people in Hartlepool who are defined as being a carer providing over 50 hours per week of unpaid care, whilst nearly 12,000 local people provide some sort of unpaid care. The implications of caring are significant in relation to income, employment prospects and physical and mental well-being. The aim of the Positive Choices for Carers project is to provide the support necessary to enable jobless carers and those people whose caring responsibility has now ended to enter training, education or employment, thereby enabling them to contribute towards the economic prosperity

of Hartlepool. The project will also provide help for carers who are in employment to continue with their caring role through receiving appropriate support and promoting carer friendly employment practices.

Prevention of offending is one of 7 objectives within the Safer Hartlepool Partnership's strategy 2005 – 2008, which aims to reduce crime, disorder and drugs misuse within the town. There is much research and evidence which shows that education or training opportunities, that lead to improved skills and ultimately, employment, are key success factors to reducing re-offending. Many offenders in Hartlepool are misusing drugs, so we are aiming to enhance and improve the current support provided for these vulnerable and often chaotic individuals

Outcome 6 Improving training and employment prospects for targeted groups		
Lead Person Paul Johnson/Alison Mawson		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Hartlepool Borough Council Hartlepool College of Further Education Hartlepool Carers Housing Hartlepool Disc Registered Social Landlords Safer Hartlepool Partnership		
LAA Funding 2007/08	Aligned £0	Pooled Reward Element £50,606

Indicators	Baseline and Year	Actual 2006/07	Target 2008/09	Longer Term Target	Current activity to meet target
JE17.Number of Carers completing education or training and achieving NVQ Level 2 or equivalent, or higher (Performance expected with reward)	13 – 2004/05		43	43 – 2008-09	Positive Choices for Carers Tees Valley Works Hartlepool Working Solutions Train to Gain Hartlepool College of Further Education Access Pilot
JE18. Number of Carers remaining in employment for a minimum of 16 hours per week, and for at least 32 weeks in the year. Performance expected with reward	25 – 2004/05		62	62 – 2008-09	Positive Choices for Carers Pathways to Work Tees Valley Works Hartlepool Working Solutions Train to Gain

Indicators	Baseline and Year	Actual 2006/07	Target 2008/09	Longer Term Target	Current activity to meet target
					Hartlepool College of Further Education Access Pilot
JE19. Numbers of drug users given structured work experience/employment opportunities of at least 13 weeks (Performance expected with reward)	15 (2004/05)		127	127 cumulative (2006-09)	DISC NACRO Action team for jobs
JE20. Number of offenders from Hartlepool being helped into employment with the assistance of HBC and being sustained in the job for a minimum of 4 weeks for a minimum of 16 hours per week (Performance expected with reward)	25 (2004/05)		75	75 cumulative (2006-09)	Probation HOPE project Work Route ILM project Community payback
JE21. Number of offenders that have gained basic skills at entry level 3,2 and 1 and level 1 or level 2 (Performance expected with reward)	13 (2004/05)		79	79 cumulative (2006-09)	Probation HOPE project Hartlepool College of Further Education
JE22. Employment Rate (16-24) % (Performance expected with reward)	48.9% - March 2005		53.8%	53.8% - 2008-09	STEP project Tees Valley Works

Barriers to achieving targets

- Benefit eligibility
- Caring Responsibilities
- Chaotic lifestyles
- Lack of work experience and employment opportunities

Target areas and groups

- Carers of adults and children with health problems and disabilities
- Homeless people without permanent tenancies
- Drug users who are accessing treatment
- Offenders on Community Orders from the Court

Possible Solutions

- Adult Care support allowing carers to re-engage with the labour market
- Floating Support Work that helps homeless people address chaotic lifestyles, secure accommodation and develop pathways to employment.
- Organisations delivering the projects to have experience of working with same/similar client groups and knowledge of local employment opportunities

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	Commission the delivery of Connect to Work and provide integrated support for 16-24 year olds.	Diane Martin Hartlepool Borough Council	Neighbourhood Renewal Fund Hartlepool Borough Council core funding	1 June 2008	Funding secured – April 2007 Service level agreement between partners agreed – May 2007 Operational delivery – June 2007
2	Additional bespoke employability programmes for STEP project	Patrick Wilson Hartlepool Borough Council	Neighbourhood Renewal Fund Local Area Agreement pump prime grant	31 March 2009	Programme developed – April 2007 First programme delivered – May 2007

Lifelong Learning and Skills

LAA Delivery Plan and Actions for Improvement 2007/08

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Outcome 7 Enjoy and Achieve - raise achievement and standards of children and young people in the early years, primary and secondary phases of education.

Background and context

The vision for this outcome in Hartlepool is that children are given the best start in life through high quality early years provision and support for parents and carers. This will ensure that they are well prepared and ready for school, where they will enjoy their education and have opportunities to achieve their potential. It is important that children and young people, especially those who are vulnerable, develop personally and socially and for them to safely enjoy recreation and leisure time away from school.

Things that Hartlepool, through partnership working, does well:

- Quality of provision in early years;
- Increased provision for childcare;
- Working in collaboration;
- Progress in tackling absence from school;
- Improvement in standards especially at Key Stage 2 and GCSE 5A*-C;
- Strategy for school improvement;

- Implementation of the Primary and Secondary National Strategies;
- Targeting resources to priority areas;
- Capacity of management in education to improve is good;
- Manage attendance and exclusions;
- Provision of out of school hours learning and recreational activities in school and other settings;
- Provision of recreational activities by the voluntary sector and other providers;
- Provide good value for money;
- Inclusion of children and young people with special needs.

To continue to improve, Children's Services across Hartlepool will work through the Children & Young People's Strategic Partnership to:

- develop Children's Centres and Extended Schools as part of an integrated childcare strategy for under 5s;
- ensure all children aged 0-14 have access to good quality childcare;

- support parents and carers in helping their children to enjoy and achieve;
- ensure that early years provision promotes children's development and well-being and helps them meet early learning goals;
- monitor school performance and challenge and support them to improve the quality of provision through an agreed School Improvement Strategy;
- support schools in developing robust self evaluation in order to ensure continuous improvement;
- monitor underperformance amongst vulnerable and underachieving groups and target resources to meet their needs (eg) LAC, boys;
- enable and encourage children and young people to attend and enjoy school;
- Improve the quality of provision which is made for those children and young people who do not attend school;
- ensure all children and young people can access a range of recreational activities including play and voluntary learning;
- work with the voluntary sector and other agencies to improve the range and quality of recreational and learning opportunities for children and young people;
- ensure vulnerable children and young people are helped to enjoy and achieve.

The key priorities for raising achievement and standards in 2006/07 are:

- improve the performance of children and young people across all key stages, but in particular Key Stage 1, Key Stage 3 English, science and ICT and Key Stage 4 English and maths; (CYPP Reference 3.3.1)
- improve the performance of boys across all key stages but especially at Key Stage 3 where the gap is widest; (CYPP reference 3.3.4)
- increase the number of excluded pupils who are successfully reintegrated into mainstream settings; (CYPP reference 3.5.1)
- improve the educational achievement of Looked After Children and young people; (CYPP reference 3.7)
- work more closely with partners, including the voluntary sector, in order to improve the quality and range of recreational activities for children and young people in school and other settings. (CYPP reference 3.6.2)

In taking forward this outcome as part of the Local Area Agreement, the partnership will deliver the national priorities for children and young people and contribute to the delivery of the Hartlepool Community Strategy. In particular this outcome will:

- support parents and carers in helping children to achieve;
- ensure early years provision promotes development and well-being;

- ensure that educational provision 5-16 is of good quality;
- maximise attendance at schools and enable children and young people to enjoy school and to achieve highly;
- enable children and young people to enjoy out of school activities and recreation in a variety of settings and celebrate the learning and development that these provide;
- ensure that provision for those who do not attend school is good and support children and young people in being included in mainstream settings where appropriate;
- make sure that children and young people have access to a wide range of recreational activities including play and voluntary learning in school and other settings;
- further develop the range and quality of recreational activity by drawing upon the skills and expertise of the voluntary sector and other agencies;
- ensure that children and young people who are vulnerable, such as looked after children and those who have learning difficulties and/or disabilities, are helped to enjoy and achieve.

Outcome 7 Enjoy and Achieve - raise achievement and standards of children and young people in the early years, primary and secondary phases of education.

<p>Lead Person John Collings Assistant Director Children's Services (Performance & Achievement)</p>	<p>Lead Body Hartlepool Borough Council</p>
<p>Key LSP groups and partners involved</p> <ul style="list-style-type: none"> • Lifelong Learning and Skills Theme Partnership incorporating HLLP, SureStart Partnership and the Education Partnership • Children & Young People's Strategic Partnership • Health & Social Care Partnership • Economic Forum • Culture & Leisure Theme Partnership • Community Safety Partnership • The children and young people of Hartlepool • The UK Youth Parliament representative • Parents and carers • The staff of the Children's Services Department, as well as other agencies and organisations • Hartlepool Police • Durham Diocesan Board of Education • Diocese of Hexham & Newcastle • North Tees & Hartlepool NHS Trust • Headteachers • Learning & Skills Council Tees Valley 	<ul style="list-style-type: none"> • Hartlepool Voluntary Development Agency • Voluntary and community sector organisations • West View Project • UNISON • Barnardo's North East • Hartlepool Governors Association • Tees & North East Yorkshire Mental Health NHS Trust • New Deal for Communities • Connexions Hartlepool • Hartlepool Youth Offending Service • Hartlepool SureStart Partnership • Hartlepool Primary Care Trust • Cleveland College of Art and Design • Local Safeguarding Children Board • Probation Service • Housing

LAA Funding 2007/08	Aligned £		Pooled £	
	NDC	291,812	Children's Services Grant Key Stage 3 Behaviour & Attendance Key Stage 3 Central Coordination Neighbourhood Support Fund Primary Strategy Central Coordination School Development Grant (to be confirmed in line with pupil numbers in January 2007) Neighbourhood Renewal Fund	430,252 68,300 106,822 190,451 97,753 Approx 250,000 430,000

Indicators	Baseline 2005	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
LLS1. Early Years Improve children's communication, social and emotional development so that by 2008, 50% of children reach a good level of development at the end of the Foundation Stage	36.1%	38.6%	45%	In line with or above national averages	Delivery of CYPP and Children's Services SureStart Team Operational Plan including: <ul style="list-style-type: none"> ensuring all parents have access to information regarding childcare and other children's services; development of Children's Centres and Extended Schools Strategy; development of the Early Years and Childcare Workforce Strategy which will ensure that all childcare practitioners are highly trained and effective; development of a Play Strategy which will ensure free access for children to play opportunities; working with partners to target vulnerable families and maximise benefits of funding streams including NRF, NDC etc.
LLS2. Early Years (Neighbourhood Renewal narrowing the gap) Improve children's communication, social and emotional development so the gap between NRS and Hartlepool is reduced for a good level of development at the end of the Foundation Stage.	23.5% gap = 12.6%	7%	Gap = 8%	0%	
LLS3. Early Years Increase the percentage of 3 year olds who attend an early years and childcare place to 96%	93.4%	100%	96%	96%+	
LLS4. Early Years (Neighbourhood Renewal narrowing the gap) Reduce the gap between NRS and Hartlepool for participation rates of 3 year olds in good quality, free early years education to 3% by 2007 and 0% by 2012.	6%	4%	3%	0%	

Indicators	Baseline 2005	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
LLS5. Key Stage 2 Increase the percentage of children achieving Level 4 or above at age 11 in: - Mathematics (BVPI 40) - English (BVPI 41)	78% 80%	79% 80%	86% 83%	In line with or above national averages	Delivery of CYPP and Children's Services Operational Team Plan for Early Years and Primary Schools, including: <ul style="list-style-type: none"> challenge and support to schools to improve outcomes for all children; development of an integrated strategy for under 5s; support for primary schools in self-evaluation to ensure continuous improvement in teaching and learning; monitoring patterns of under-performance amongst vulnerable groups and taking actions to address inequalities, eg underachieving boys, LAC, disaffected; working with partners to maximise the benefits of funding streams for targeted pupils, eg NRF NDC etc.
LLS6. Key Stage 2 (Neighbourhood Renewal narrowing the gap) Reduce the gap between children from NRS area and Hartlepool to under 5% by 2012 for those achieving Level 4 or above in: - English - Mathematics	6% 5.2%	5% 4%	4% 4%	0% 0%	

Indicators	Baseline 2005	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
LLS7. Key Stage 3 Increase the percentage of children achieving Level 5 or above at age 14 in: - English (BVPI 181a) - Mathematics (BVPI 181b) - Science (BVPI 181c) - ICT (BVPI 181d)	71%	69%	72%	In line with or above national averages	Delivery of CYPP and Children's Services Operational Team Plan for Secondary Schools, including: <ul style="list-style-type: none"> challenge and support to schools to improve outcomes for all children; support for secondary schools in self-evaluation to ensure continuous improvement in teaching and learning; monitoring patterns of under-performance amongst vulnerable groups and taking actions to address inequalities, eg underachieving boys, LAC, disaffected; working with partners to maximise the benefits of funding streams for targeted pupils, eg NRF, NDC etc.
LLS8. Key Stage 3 (Neighbourhood Renewal narrowing the gap) Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in: - English - Mathematics - Science	10.6%	8%	8%	<5%	
	8.6%	7%	6%	<5%	
	9.5%	7%	7%	<5%	

Indicators	Baseline 2005	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
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Indicators	Baseline 2005	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
LLS9. Key Stage 4 Increase the percentage of young people aged 16 achieving: - 5+ GCSE A*-C (BVPI 38) - 5+ GCSE A*-G including English and Maths (BVPI 39) - 5+ GCSE A*-C including English and Maths	53%	58%	54%	In line with or above national averages	Delivery of CYPP and Children's Services Operational Team Plans for Secondary Schools, 14-19 Education and Employability, including: <ul style="list-style-type: none"> challenge and support to schools to improve outcomes for all children; support for secondary schools in self-evaluation to ensure continuous improvement in teaching and learning; monitoring patterns of under-performance amongst vulnerable groups and taking actions to address inequalities, eg underachieving boys, LAC, disaffected; working with partners to maximise the benefits of funding streams for targeted pupils, eg NRF, NDC etc.
LLS10. Key Stage 4(Neighbourhood Renewal narrowing the gap) Reduce the gap between young people from the NRS area and Hartlepool to under 5% by 2012 for those achieving: - 5+ A*-C - 5+ A*-G (including English and maths) - 5+ A*-C (including English and maths)	10.4% ***	10% 3%	8% ?	<5% <5%	
	***	12%	?	<5%	

Indicators	Baseline 2005	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
<p>New Indicator:</p> <p>By 2008 all schools located in Local Authority Districts in receipt of NRF to ensure that at least 50% of pupils achieve level five or above in each of English, maths and science.</p>	No Schools with less than 50% of pupils achieving level five or above in each of English, maths and science (2006)	No Schools with less than 50% of pupils achieving level five or above in each of English, maths and science.	No Schools with less than 50% of pupils achieving level five or above in each of English, maths and science.	No Schools with less than 50% of pupils achieving level five or above in each of English, maths and science.	

Barriers to achieving targets

Early Years

- Variation in quality of care and education in settings and schools.
- Parents not using 3 and 4 year old free early education place.

Key Stage 2

- Boys' underachievement especially in writing
- Lack of identification of vulnerable and/or underperforming pupils or groups in schools

Key Stage 3

- Boys' underachievement especially in English
- Variable quality of transition activity
- Lack of identification and targeting of vulnerable and/or underperforming pupils or groups in schools
- Lack of reintegration opportunities for permanently excluded pupils

Key Stage 4

- Boys' underachievement
- Limited curriculum offers available to young people 14+
- Lack of identification and targeting of vulnerable and/or underperforming pupils or groups in schools
- Lack of reintegration opportunities for permanently excluded pupils
- Tensions in collaborative/partnership working in delivering the 14-19 agenda

Possible Solutions

- Ensure information re free entitlement is publicised – CIS, Children's Centres.
- Childcare Development Officer and Early Years Co-ordinator working closely together to provide training and support to raise quality.
- LA co-ordinated approach to tackling boys' underachievement cross-phase. Working group established, headteacher-led projects and use NRF funding to drive through change.
- Improved use of data and other information to challenge and support schools in identifying vulnerable children and young people. Use regeneration funding, eg NRF, to target pupils, eg underachieving boys in Y6 and Y11.
- Work more closely with partners, including the voluntary sector, to improve the quality and range of educational and recreational activities for children and young people.
- Review Access 2 Learning service in meeting the needs of disaffected/permanently excluded/vulnerable pupils.
- Re-affirm 14-19 Strategy for Hartlepool and agree an operational plan which seeks to extend the curriculum offer to young people 14+.

Target areas and groups

- NRF wards – all children, with an emphasis on children and young people who will be in Years 6 and 11 in 2006/07 and 2007/08, especially boys.
- NDC area – all pupils as part of the general educational achievement project, but in addition specific targeting via other projects, eg emotional well being.
- Vulnerable children and young people, including those who are:
 - looked after
 - special educational needs, have disabilities and/or learning difficulties
 - young offenders
 - black and minority ethnic
 - mobile
 - have English as an additional language (EAL)
 - disaffected and disengaged – at risk of exclusion and becoming NEET (not in education, employment and training)
 - permanently excluded
- Priority target group is underachieving boys across all phases of education

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Outcome 8 Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice.

Background and context

The Government's Further Education White Paper: Raising Skills, Improving Life Chances (March 2006) outlines its intention to tackle long standing skills weaknesses that undermine the levels of productivity on which the country's economic future depends. The White Paper includes the Government's response to Sir Andrew Foster's report on the future role of FE colleges, and represents a sweeping programme of reform for FE. It includes provisions to drive up the quality of teaching, to reward colleges for success and to make the sector more responsive to the skills needs of individuals and employers. Further Education colleges are to be the engines of social and economic growth, providing young people and adults with the right skills to meet the demands of our economy. "Our economic future depends on our productivity as a nation", the report states, "That requires a labour force to match the best in the world."

The FE White Paper is the latest in a series of reforming papers that include:

- Success for All (November 2002)
- 14-19 Education and Skills White Paper (February 2003)
- Learning and Skills Council's Agenda for Change (2004)
- The Foster Report: Realising the Potential (November 2005)
- The Lord Leitch Interim Report on Skills (December 2005)
- The Regional Economic Strategy (RES, 2005, 2006)
- Regional Skills Partnership: Skills Action Plan (2005, 2006)

The Regional Skills Action Plan (2006) identifies the priorities for partnership focus, three of which were identified in the 2005 plan and a fourth added following the publication of the government's 14-19 White Paper. These are:

- Developing management and leadership skills and capability
- Increasing the proportion of the workforce qualified to level 3
- Supporting individuals not currently participating in the labour market to access learning and sustainable employment
- Ensuring young people are motivated and skilled in order to enter and succeed in an increasingly knowledge-based labour market.

The Regional Skills Partnership acknowledges sub-regional and local variations in the skills and employment needs that exist and the distinct responses that are required to meet such needs. The Hartlepool context is unique and is characterised by both strengths and weaknesses. The weaknesses are articulated in the Community Strategy analysis and in terms of education and skills relate to:

- Overall low levels of academic and vocational achievement, in particular:
 - high % of individuals with no qualifications
 - low % of individuals with advanced and higher level skills and quals
- Lack of ambition and aspiration amongst large sections of the school leaver and adult population
- Limited enterprise education and entrepreneurial activity
- Decline in the population of 'working age' as skilled workers migrate south

Outcome 8 Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice.		
Lead Person Chair: Lifelong Learning and Skills Partnership 16+		Lead Body Lifelong Learning and Skills Partnership 16+
Key LSP groups and partners involved Learning and Skills Council, Hartlepool Borough Council, Post 16 Providers, Schools, Connexions, Voluntary Sector, Private Sector Training Providers, University of Teesside		
LAA Funding 2007/08	Aligned £0	Pooled Neighbourhood renewal Fund £215,000

Indicators	Baseline 2004-2005	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
LLS11.No. of new Skills for Life qualifications (Hartlepool)	1071	1545 (2005/06)	1600 (2006/07)	1800	LSC funding is targeting this area as a main priority. Town wide Skills for Life strategy in place.
LLS12. No. of new Skills for Life quals. (Neighbourhood Renewal Area)	574	815 (2005/06)	880 (2006/07)	990	NRF projects funded to assist in meeting the target
LLS13. Level 1 Qualifications (Hartlepool)	3271	2740 (2005/06)	2880 (2006/07)	3600	Town wide strategy needed at L1
LLS14. Level 1 Qualifications (Neighbourhood Renewal Area)	1628	1427 (2005/06)	1530 (2006/07)	1980	NRF projects funded to encourage uptake by NEET group
LLS15. Level 2 Qualifications (Hartlepool)	1879	2540 (2005/06)	2540 (2006/07)	2320	LSC funding priority to encourage those in employment and unemployed to achieve level

LLS16. Level 2 Qualifications (Neighbourhood Renewal Area)	865	1234 (2005/06)	1300 (2006/07)	1276	LSC funding priority to encourage adults in employment and unemployed to achieve level
LLS17. Level 3 Qualifications (Hartlepool)	2576	2537 (2005/06)	2720 (2006/07)	2900	Progression to L3 encouraged
LLS18. Level 3 Qualifications (Neighbourhood Renewal Area)	835	859 (2005/06)	1037 (2006/07)	1247	NRF projects funded to encourage progression to L3 and achievement of target
LLS19 Level 4 Qualifications (Hartlepool)	112	45 (2005/06)	140 (2006/07)	160	University of Teesside encouraging the development of Foundation degrees and other HE qualifications in Hartlepool
LLS20. Level 4 Qualifications (Neighbourhood Renewal Area)	35	11 (2005/06)	52 (2006/07)	66	Town wide strategy to increase numbers progressing to HE qualifications
LLS21. Modern Apprentices Framework Completions (Hartlepool)	236	343 (2005/06)	360 (2006/07)	346	16-19 AMA progression encouraged Adult apprenticeships need support
LLS22. Modern Apprentices Framework Completions (Neighbourhood Renewal Area)	94	150 (2005/06)	162 (2006/07)	187	Town wide strategy on apprenticeships
LLS23. Number of learners participating in Adult Learning Programmes	2830	3100 (2005/06)	3129 (2006/07)	3500	Partnerships in place to widen participation.

Barriers to achieving targets

- Need to refocus activity on skills, enterprise and the government's agenda
- Need to establish a more productive town wide employer/provider interface to ensure employer involvement in driving the content of provision
- Limited collaboration amongst providers and support agencies that inhibits the co-ordination of activities and the focusing of resources
- Lack of aspiration and ambition in some sections of the community

Possible Solutions

- LSP agreement on the establishment of a Hartlepool Skills and Enterprise strategy that will address the Government's agenda and Hartlepool's needs
- Restructuring of 'theme partnerships' to take account of the increased emphasis on skills and enterprise development with a more direct interface between employers and providers
- Consideration given to infrastructure development in the light of the Town Centre Strategy and the LSC's intention to develop 'world class buildings'
- Use 'centre of excellence' brand to drive forward partnership activity to raise standards of delivery, success and participation rates

Target areas and groups

The scale of the problems outlined in the government's white papers on skills suggests that all sections of the Hartlepool Community should be targeted either to develop the potential solutions or to benefit from the activity or indeed both. The challenge to change the economic landscape in Hartlepool is as much for employers, providers and support agencies as it is for the individuals any strategy is intended to help. The targeted areas and groups should therefore include:

- Employers and employer representatives
- Providers of education, training and skills and their partners and support agencies
- Geographically – socially disadvantaged areas
- Disaffected and excluded groups in the community
- Individuals in employment and those unemployed

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Health and Care LAA Delivery Plan and Actions for Improvement 2007/08

Please read the accompanying guidance note before
completing this template

Outcome 9 Improved health - reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods

Background and context

The major causes of premature deaths (those under 75 years old) in Hartlepool are cancer and cardiovascular disease (CVD). There is a National Service Framework (NSF) for Coronary Heart Disease (CHD) and a National Cancer Plan which set out standards for treatment and prevention. Local services and initiatives have been developed which aim to achieve these standards.

The current local trends in reduction in mortality, if maintained will achieve a 50% reduction in CVD and a 33% reduction in cancer by 2010 which exceeds the national targets. However, even if these reductions are achieved, the modelling undertaken by the North East Public Health Observatory indicates it will not be enough to stop the widening gap between Hartlepool and the national average life expectancy. The modelling indicates that what is required, to stop the life expectancy gap widening further, is a 20% reduction in all cause mortality across all ages. Interventions will therefore need to include activities which target older ages (those over 75 years old) as well as those in younger age groups.

In order to impact upon the short-term life expectancy targets, interventions need to both add a few months average life expectancy to a very large number of older people, as well as saving a small number of lives amongst far younger age groups, where each younger life saved contributes a large number of 'added years lived' to life table statistics.

Whichever age group, geographic location and condition interventions are targeted at, they need to deliver within the time frame set by government life expectancy targets (2010). For example, schemes to encourage healthier eating amongst younger school children, whilst providing long term benefits, are unlikely to have an effect on average life expectancy (or CHD & cancer mortality rates) for many years. Smoking cessation services, unless directed at older people, and those who are already ill, may similarly not achieve short-term gains.

Please see the life expectancy floor target action plan for more details.

Outcome 9 Improved health - reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods		
Lead Person Peter Price		Lead Body Hartlepool Primary Care Trust
Key LSP groups and partners involved Health & Care Strategy Group, Public Health Strategy Group, Cancer Locality Group		
LAA Funding 2007/08	Aligned Specialist NHS Smoking Cessation Service £107,000 New Deal for Communities £309,689	Pooled Neighbourhood Renewal Fund £319,800 Neighbourhood Element £35,124

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
HC1. Life Expectancy Females (Hartlepool)	78.0 1995-1997	Not yet available	79.3 2003-2005	80.5 years by 2009-2011	Reduce premature deaths from the major killers by implementing the CHD NSF and National Cancer Plan.
HC2. Gap in Hartlepool and England life expectancy - female	1.8 years 1995-1997	Not yet available	1.9 2003-2005	1.8 2009-2011	Reduce premature deaths from the major killers by implementing the CHD NSF and National Cancer Plan.
HC3. Life Expectancy Males (Hartlepool)	72.5 1995-1997	Not yet available	74.0 2003-2006	75.7 years by 2009-2011	Reduce premature deaths from the major killers by implementing the CHD NSF and National Cancer Plan.

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
HC4. Gap in Hartlepool and England life expectancy - male	2.3 years 1995-1997	Not yet available	2.8 years 2003-2005	2.9 2009-2011	Reduce premature deaths from the major killers by implementing the CHD NSF and National Cancer Plan.
HC5. Life Expectancy Females (NRA)	77.5 2001-2003 <i>(analysis not available for previous years)</i>	Not yet available	77.8 2003-2005	78.6 2009-2011	Targeted community-based prevention programmes in the NRA.
HC6. Gap in NRA and Hartlepool Females	1.4	Not yet available	1.4	1.4	Targeted community-based prevention programmes in the NRA.
HC7. Life Expectancy Males (NRA)	70.6 2001-2003	Not yet available	70.9 2003-2004	71.8 2009-2011	Targeted community-based prevention programmes in the NRA.
HC8. Gap in NRA and Hartlepool Males	2.8	Not yet available	2.8	2.8	Targeted community-based prevention programmes in the NRA.
HC40. All Age, All Cause Mortality – Males	995 per 100,000 2002-2004	995 per 100,000 2002-2004	961 per 100,000 2003-2005	784 per 100,00 2009-11	
HC41. All Age, All Cause Mortality – Females	692 per 100,000 2002-2004	692 per 100,000 2002-2004	669 per 100,000 2003-2005	550 per 100,00 2009-11	
HC9. Mortality rates from heart disease, stroke and related diseases in people under 75	185 per 100,000 1995-1997	Not yet available	127 per 100,000 2003-2005 (2004)	91 per 100,000 2007-2009	Implement CHD NSF.

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
(Hartlepool)					
HC10. Mortality rate from cancer amongst people aged under 75 (Hartlepool)	184 per 100,000 1995-1997	Not yet available	151 per 100,000 2003-2005 (2004)	139 per 100,000 2007-2008	Implement National Cancer Plan
HC11. The prevalence of smoking among adults (Hartlepool)	40% 2000 MORI Survey	31% 2006 MORI Survey	32% (2008) [next MORI survey]	30% 2010	Develop community-based smoking cessation support. Develop smoking campaigns and education programmes. Develop smoke-free public places.
HC12. The prevalence of smoking among adults (NRA + NDC)	43% 2002	42% 2006 MORI Survey	40% (2008) [next MORI survey]	38% 2010	Targeted smoking cessation support in NRA.
HC13. Number of 4 week smoking quitters (NRA + NDC)	(DoH Target Hartlepool-wide 576) 646 (2003/4)	Not yet available	400 (2007-2008)	415 2008-2009	Targeted smoking cessation support in NRA.
HC14. Number of 4 week smoking quitters (rest of Hartlepool)	(DoH Target Hartlepool-wide 576) 432 (2003/4)	Not yet available	300 (2007-2008)	285 2008-2009	Smoking cessation 'clinics'.
HC15. Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation (Performance expected with reward)	333 (2004/05)	Not yet available	The 1350 is a 3-year cumulative target	1350 (April 06 – Mar 09)	Deliver a co-ordinated exercise referral scheme.

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
HC16. Of those completing a 10 week programme, the percentage going onto mainstream activity (Performance expected with reward)	?	Not yet available	225 (50%)	675 (50%) (April 06 – Mar 09)	“Exit” consultations with clients and appropriate mainstream activities identified.

Barriers to achieving targets

If current trends in reduction in cancer and circulatory disease mortality are maintained then the targets are likely to be met. However, even if these reductions are achieved the modelling undertaken by the North East Public Health Observatory indicates it will not be enough to stop the widening gap between Hartlepool and the national average life expectancy. The modelling also indicates that what is required, to stop the life expectancy gap widening further, is a 20% reduction in all cause mortality across all ages. Interventions will therefore need to include activities which target older ages (>75) as well as those in younger age groups. The levels of deprivation in the Town and high prevalence of lifestyle risk factors are major challenges to achieving targets.

Possible Solutions

Initiatives need to be developed which:

- impact upon the life expectancy in the shorter term
- aim to tackle the underlying causes of health inequalities, the outcomes of which, in terms of impact upon life expectancy, will be significant, but will not be seen until a long time into the future
- complement the work undertaken in the NHS to improve outcomes in relation to the major killers: cardiovascular disease and cancer
- balance care and treatment with prevention of ill-health and health
- are evidence-based and/or based upon best practice
- target individuals and communities in greatest need
- are better coordinated and inter-linked
- adopt a community development approach
- link to the neighbourhood action planning process
- address emotional and mental well-being
- prevent accidental deaths

Target areas and groups

People who already have a disease diagnosis (long term condition) need to be targeted with care and support to better manage their condition and make lifestyle changes to prevent deterioration and progression of the disease.

Older people (over 75's) need to be targeted

The most disadvantaged wards (neighbourhood renewal area) need to be targeted to improve access to care and increase community-based support for lifestyle change.

Health promotion and 'prevention' programmes also need to target older people (over 75's).

Please see the life expectancy floor target action plan for further details on key actions.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	To support the implementation of the Government legislation on the banning of smoking in public places	Carole Johnson HPCT	Smoke Free Hartlepool multi-agency Group Regional Tobacco Control Agency – FRESH Teeswide Smoking Cessation service Neighbourhood Renewal Fund Local Authority grant for supporting the implementation of the legislation	April 2007 July 2007 May 2007	Develop an awareness programme for local businesses and organisations Deliver awareness programme Develop a marketing strategy to promote smoking cessation services leading up to and after the implementation of the ban
2	To develop an integrated obesity management programme	Elizabeth Shassere, HPCT	Obesity Working Group Healthy Eating Working Group Public Health Strategy Group	December 2007 December 2007	Develop a network of accredited trained weight management support workers Develop protocols for referral into the most appropriate

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
				March 2008	obesity support service Deliver a seminar session for primary care staff on the use of the obesity protocols
3	Develop and deliver Public Health Strategy Annual Action Plans	Peter Price HPCT/HBC	Public Health Leads from PCT and HBC Public Health Strategy Group Public Health Working Groups Mainstream resources from HPCT and HBC Neighbourhood Renewal Fund	April 2007 July, October 07, January 08	Action Plans agreed by Public Health Strategy Group Progress Reports submitted on a quarterly basis to Public Health Strategy Group
4	Develop a model for an integrated health and wellbeing support network (Social Prescribing)	Peter Price HPCT/HBC	"Social Prescribing Group" Public Health Strategy Group Neighbourhood Renewal Fund	May 2007 October 2007	Disseminate the Consultant's report on the development of "Social Prescribing" Develop an Action Plan for the delivery of the model

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
5	To develop the capacity within the Cardiac Rehabilitation Exercise Referral Scheme to receive referrals from a wide range of healthcare professionals for patients with a range of long term conditions	Pat Usher, HBC Elizabeth Shassere, HPCT	Neighbourhood Renewal Fund	June 2007 July 2007 September 2007	Provide training for an additional 5 accredited instructors in cardiac rehabilitation phase 4 Develop referral pathways from additional healthcare professionals into the "cardiac rehab" programme Provide additional exercise sessions delivered by the specialist instructors for clients with: <ul style="list-style-type: none"> ○ Chronic Obstructive Pulmonary Disease ○ Diabetes ○ Angina

Please read the accompanying guidance note before completing this template

Outcome 10 Be Healthy

Background and context

The Children's Act 2004 identifies five outcomes for children's services, one of which is 'Be healthy'. 'Be healthy' refers to physical, mental, emotional and sexual health, with an emphasis on healthy lifestyles and making positive choices not to take drugs.

The Local Authority have the responsibility for preparing and publishing Children and Young People's Plan in conjunction with partner organisations. This Plan is the over-arching strategic plan that covers all services available to children and young people. It identifies the high level strategic priorities for the next 3 years (2006-2009) in each of the 5 outcome areas.

Planning and evaluation working groups have been formed to oversee the implementation of the different sections of the Children and Young People's Plan and one exists for the 'Be healthy' outcome.

The national priorities within the 'Be healthy' outcome are:

- Ensure that parents and carers receive support to keep their children healthy.

- Ensure that healthy lifestyles are promoted for children and young people.
- Take action to promote children & young people's mental and emotional health.
- Ensure that looked after children's health needs are assessed.
- Ensure the health needs of children and young people with learning difficulties and/or disabilities are addressed.

In addition the Department of Health has developed a National Service Framework for Children, Young People and maternity Services which identifies 11 standards.

Outcome 10 Be Healthy		
Lead Person Peter Price		Lead Body Hartlepool Primary Care Trust
Key LSP groups and partners involved Children & Young people’s Strategic Partnership, ‘Be Healthy’ Planning and Evaluation Working Group.		
LAA Funding 2006/07	Aligned NDC £126,981 CAMHS Grant £TBA	Pooled Teenage Pregnancy Grant £144,000 Neighbourhood Renewal Fund £316,200 Reward Element £30,323

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
HC17. Immunisation rates - % uptake of 2 doses of MMR at 5 years of age (Hartlepool)	79% (at Oct 2005)	2006/07 full year not yet available	87%	90% 2008/09	Commission GP Practices to deliver the childhood immunisation programme.
HC18. Immunisation rates - % uptake of 2 doses of MMR at 5 years of age (NRA)	74% (at Oct 2005)	2006/07 full year not yet available	83%	87% 2008/09	Targeted interventions to improve immunisation uptake in Sure Start programmes.
HC19. U18 conception rates (Hartlepool)	75.6 per 1000 (1998)	78 per 1000 – 2005	58 per 1000 (2006)	34 per 1000 (2010)	Development and delivery of sex and relationships education in schools. Development and delivery of contraception services for young people.

HC20 U18 conception rates (NRA)	97 per 1000 (1998)	Not yet available	76 per 1000 (2006)	44 per 1000 (2010)	Development of accessible contraception services in wards with the highest conception rates.
HC21. Increase the number of schools achieving National Healthy Schools Status (NHSS) (performance with reward element)	Level 3 old standard 23 in 2005 NHSS new standard 0 in 2005	Level 3 old standard reduced to 9 NHSS new standard 14	32 schools to achieve the new NHSS standard	NHSS new standard 36 by July 2009	Implementation of the National Healthy Schools Action Plan.

Barriers to achieving targets

MMR immunisation rates have been dropping nationally because of scares linking MMR to autism. This downward trend has also been seen locally.

It is difficult to target geographic areas (NRA) through GP Practices because patients from across the Town are registered with each Practice.

Local research, which was undertaken in 2005 and looked in detail at the circumstances in which young people were becoming pregnant and choosing to become young parents, found that most teenage pregnancies were not actively being prevented. There are many different reasons why young people were choosing to become parents and it was clear that this is an active and positive choice rather than the result of a lack of knowledge or access to contraceptive services.

Decreased funding available for development and delivery of the local Healthy Schools programme.

Possible Solutions

Education campaigns to reassure parents of the safety of the MMR vaccine and the risks associated with not having your child vaccinated. Also incorporate into immunisation training programmes for health professionals, how to address these issues with parents.

Raise young people's aspirations by supporting access to further/higher education and opportunities to develop a career. Further develop sex & relationships education and access to contraception services for young people.

Undertake further local research to inform targeted action to address teenage conceptions.

Target areas and groups

The wards with the highest teenage conception rates need to be targeted, eg Stranton, Dyke House, Jackson, Owton.

Young people most at risk of getting pregnant need to be targeted, eg children/young people in care or leaving care. Local research will inform other local targeting of at risk groups and hot-spot areas.

The GP Practices and wards with the lowest uptake of childhood immunisations.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	Pilot a new whole school approach to SRE in secondary schools responding to the results of the evaluation of existing provision	Deborah Gibbin, HPCT	The Prevention Sub-Group of the Teenage Pregnancy Partnership Board Teenage Pregnancy grant	June 2007 July 2007 March 2008 June 2008	Develop new programme Deliver Continuing Professional Development for teachers Deliver the pilot programme Produce evaluation report
2	Undertake local research to inform key actions to target "local" at risk groups and hot-spot areas	Deborah Gibbin, HPCT	Teenage Pregnancy Partnership Board Teenage Pregnancy grant Neighbourhood Renewal Fund	April 2007 May 2007 Sept 2007 October 2007	Develop a research proposal Commission the research Publish research findings Develop action plan to respond to results of research

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
3	Market the dedicated young people's contraception and sexual health services	Deborah Gibbin, HPCT	Prevention sub-Group of the Teenage Pregnancy Partnership Board Teenage Pregnancy grant	June 2007 Ongoing throughout 2007-08 Ongoing but final evaluation report March 08	Develop a marketing strategy informed by local research Deliver the strategy Evaluate the impact of the marketing
4	Further develop the multi-agency approach to supporting schools complete their self-validation form to achieve the new national Healthy Schools status	Sandra Saint, Childrens Services, HBC	Hartlepool Healthy Schools Steering Group Quality Assurance Sub-Group Health Education Partnership Standards fund	April 2007 June 2007 October 2007 November 2007	Develop Action Plan Submission of self-validation forms by 6 schools Organise "Celebration of Success" event Submission of self-validation forms for a further 11 schools

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
				March 2008	Submit self-validation form for one other school

Please read the accompanying guidance note before completing this template

Outcome 11 Exercise of choice and control and retention of personal dignity

Background and context

Achievement of this outcome will enable the residents of Hartlepool to have increased choice over where they live their lives and in the way they chose to live their lives when they have assessed social care and or health needs. In achieving these outcomes people will more realistically be able to stay in their own home and have more control over their package of care and support.

Vulnerable Adults Helped to Live at Home (*Mainly Older People*)

The Hartlepool Older Peoples Strategy outlines how older people in Hartlepool want to be regarded as citizens whether in receipt of health and social care services or not. With this in mind a range of health and social care services have been developed in Hartlepool to support older people to live at home. These include rehabilitation and rapid response services to prevent admission to hospital and long-term care in the event of a crisis. In addition there are services, which are available on a longer terms basis, which include intensive home care services, overnight care, district nursing and community matrons. To complement the care and support services strategies such as the Extra Care Strategy and Supported Living Options for Older People are driving forward the development of appropriate accommodation for older people

Intermediate Care

The NHS Plan and the National Service Framework for Older People clearly outline the requirement to provide high-quality pre-admission and rehabilitation care to older people to help them live as independently as possible by reducing preventable hospitalisation and ensuring year on year reductions in delays in moving people over 75 years on from hospital. In response to this requirement and the needs of the local population Hartlepool PCT, Adult and Community Services and the Acute Trust have developed a comprehensive range of community intermediate care services complemented by some short residential placements. The service consists of rapid response nurses, social workers, occupational therapists, physiotherapist and care support workers. This team provides Intermediate Care to clients in their own home or other settings such registered facilities. This service has been recognised nationally having won an Intermediate Care Service Award.

Direct Payments/In Control

A key theme of the Governments White Paper "Our Health Our Care Our Say", is putting people at the centre of services in Adult Social Care. Direct payments are available to enable people to manage and purchase their care. We are also developing a "Individual Budgets", which are about people getting control over their support and their lives, via self-directed support.

Outcome 11 Exercise of choice and control and retention of personal dignity		
Lead Person ??????	Lead Body Older Persons Local Implementation Team (HC 22 [C32] and HC24)	
Key LSP groups and partners involved Health and Care Strategy Group, Learning Disability Partnership Board, Mental Health Local Implementation Team, Direct Payments Working Group, Intermediate Care Management Board.		
LAA Funding 2007/08	Aligned Learning Disability Development Fund £ TBC New Deal for Communities ??????	Pooled Neighbourhood Renewal Fund £134,226

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
HC22. Vulnerable Adults helped to live at home per 1000 population:	2004/05			2008/09	Ensuring access to existing services such as home care, day care and respite care is maintained and access promoted to recent and new developments such as direct payments, telecare and extra care.
- physical disabilities under 65 years (C29)	9.71		11.0	11.0	
- learning disability under 65 years (C30)	3.45		3.7	4.0	
- mental health problems under 65 years (C31)	3.37		4.5	4.3	
- older people (C32)	118.8		125	125	
HC23. Vulnerable adults, or their carers receiving direct payments per 100,000 adults (C51)	45.53		149	2008/09 184	Establishment of internal Steering Group to drive improvements Specific targets for each team and monitoring arrangements established Champions nominated to drive developments.
HC24. Number of people receiving intermediate care: (HBC only)	2004/05 900		1200	2008/09 1300	Provision of access to overnight care, short-term flexible home care, intensive social care and transitional placement in residential care.

Please note: Currently being reviewed though Business Planning Process

Barriers to achieving targets

- Risk of agencies developing segmented services
- Limited resources
- Changing needs and service development means that services are no longer focused where there is greatest need
- Low level support could be marginalized
- HC22. Mental Health. Not completing Day Service Review or implementing recommendations.
- Direct payment – Developing and changing staff skills and knowledge appropriate location of support services.

Target areas and groups

- Vulnerable Older People who are at risk of admission to hospital or long term residential or nursing homes
- Vulnerable people who have assessed social care and or health needs

Possible Solutions

- Development of a long term care strategy for older people – implement action plan for Older People Strategy
- Use the Older Persons Local Implementation Team to monitor progress
- Move towards joint commissioning
- Review of intermediate care services
- Develop assistive technology (link with access target D54)
- HC22. Mental Health. Completion of Day Service Review and implementation of recommendations. Monitoring and reviewing Support Time and Recovery Service
- Direct payments:
 - Continue to train staff
 - Internal Steering Group
- Home care: recruit more people with disabilities and have male staff also.
- In Control – Implementation of project

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestone (s)
1	Progressing the integration of the health and social care operational teams	Linda Watson HPCT & Ewen Weir HBC	Joint commitment by Hartlepool PCT and Hartlepool Borough Council	April 2008	<p>South Team to be co-located - September 2007</p> <p>Development of an Integrated Management Structure – December 2007</p> <p>Delivery of one Team Development course commencing May 2007 and to be completed by November 2007</p> <p>District Nursing Teams caseloads to be fully aligned to localities – September 2007</p>
2	To ensure all service developments have involvement from service users and their carers.	HBC Ewen Weir		March 08	<ul style="list-style-type: none"> • Involve service users & carers in commissioning service development evaluation. • Review of advocacy services • Protocols for transition

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestone (s)
3	To increase the proportion of people who commission their own services.	HBC EW		March 08	<ul style="list-style-type: none"> • Increase number of people using DP
4	To work with landlords & supporting people to increase the number and range of supported accommodation options	HBC EW/AD		March 08	<ul style="list-style-type: none"> • Progress Hartfields development • Implement the Telecare strategy • Increase nature and range of housing options for vulnerable adults
5	To ensure a culture of person centred practice so that service users and their carers are at the centre of planning their support	HBC EW		March 08	<ul style="list-style-type: none"> • Ensure all assessments are person centred & outcome focused

Please read the accompanying guidance note before completing this template

Outcome 12 Mental Wellbeing

Background and context

Improving mental well being is a core issue that is reflected in both local and national priorities is key to delivering Our Health, Our Care, Our Say; The National Service Framework (1999 and 2005); and the addressing problems with Social Exclusion which reinforces the need to reduce the exclusion often experienced by mental health service users and directs local authorities and PCT's to effectively address this issue.

Locally the Common Mental Health Needs Strategy, initially focusing on Primary Care and Access to Services which was ratified by the PCT Board in 2006 has identified strategies for improving access to interventions and new opportunities including social prescribing and self help with the aim of ensuring interventions are equitable across the town. Delivering the 10 High Impact Changes to Mental Services underpin this stepped care approach to mental health interventions.

Mental Health Day Services have been reviewed and implementation plans need to be developed and implemented to ensure that services and resources are fit for purpose and relevant to service users and carers. These include the

socially inclusive interventions that will allow people with mental health needs to access a range of opportunities to enhance social well being including promoting independence. The Visioning Day held in 2006 reinforced this and highlighted 3 key areas that service users and carers wanted to see improvements in;

1. Service Users will be more empowered and have more choice over services
2. There will be easy access to information to enable people to make choice.
3. The Mental Health Community will work closer together to improve services

The Hartlepool Social Inclusion and Mental Health Strategy will be delivered with all partners working collectively to address the identified issues that cause social exclusion and develop plans has led to the development of a long term Action Plan for the town. The principles of the Strategy reinforce the need to address to include those excluded from mainstream services and achieving recognised social and vocational outcomes which will enable improved mental health and wellbeing for local residents

Outcome 12 Mental Wellbeing		
Lead Person Carl Bashford		Lead Body Hartlepool Adult Mental Health NSF Local Implementation Team
Key LSP groups and partners involved Health and Care Strategy Group Hartlepool PCT Hartlepool Integrated Mental Health Services Adult and Community Services Tees, Esk and Wear Valleys NHS Trust Hartlepool MIND Hartlepool Carers		
LAA Funding 2007/08	Aligned NDC £85,000	Pooled NRF £181,159

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
HC25. Reducing Suicide rates (per 100,000 population)	10.4 1996 i.e. 95-97 3 year average		8.9 (2007)	8.9 latest figs available 2007 (3 yr average 2006-2008)	Implementation of the Tees wide Suicide Prevention Strategy
HC26. Prescribing of high level antidepressants (ADQ*/PU) (Hartlepool)	1755.12 (2005/06)		419.17	1720.20 (2008/9)	Strategic direction agreed and planning underway. Early action includes NRF project with TEWV and MIND to improve access to alternative treatments for common mental health needs and engagement with GP

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
					practices to promote pathways for depression treatment
HC27. Number of emergency psychiatric re-admissions as a percentage of discharges (A6)	15.71 (2004) Information collected on a calendar year basis		9	6 2008/9	Delivery and evaluation of a wide range of community based interventions to support people away from the need to stay in hospital
HC28. Adults aged 18-64 with mental health problems helped to live at home per 1,000 population aged 18-64 (C31)	3.4 (2004/05)		4.5	4.3 2008/9	Delivery and evaluation of a wide range of community based interventions to support people away from the need to stay in hospital
HC29. Increase Direct Payments to people with mental health needs	1 (2005/06)		8	50 2008/9	An action plan to improve uptake of direct payments is currently being devised

Barriers to achieving targets

HC25. Suicide Rates. Given the small number of figures within this target area, small variance in activity will effect achievement of the target. A suicide prevention action plan is being developed across the Tees area and compliance with this plan is required.

HC26. Lack of availability of alternatives to antidepressants
No engagement with Prescriber's.

HC27. Changes in the delivery of effective community resources to support people away from inpatient services

HC28. Not completing Day Service Review or implementing recommendations.

HC29. Lack of awareness on the value of Direct Payments
Staff not promoting and facilitating use of direct payments

Possible Solutions

HC25. Active involvement in the development and monitoring the Suicide Prevention Action Plan with a focus on reducing hanging, improving safety in custody and promoting improved reporting of suicide in the media

HC26. Development of implementation plan for Common Mental Health Needs Strategy and engagement with TEWV pathways work.

Implementation and Monitoring of the Joint NRF initiative between TEWV and MIND Common Mental Health Needs Project

Engagement of PCT and GP practices in improving access and pathways for interventions that address depression

HC27. Continued development of effective community based interventions and monitoring the effectiveness of said services that support people away from inpatient services

Implementation of Advance and modernisation of Outpatients and development of Liaison Psychiatry Service

HC28. Completion of Day Service Review and implementation of recommendations. Monitoring and reviewing Support Time and Recovery Service

HC29. Establish and implement specific planning to improve uptake of Direct Payments including raising awareness, establishing a lead for direct payments, and linking into regional networks

Target areas and groups

HC25. General Population, People in custody

HC26. Health and Social Care Providers including Primary Care

People experiencing common mental health needs.

HC27 People from the Black and Minority Ethnic Communities

Females experiencing mental health problems

HC29 People eligible for receipt of Direct Payments

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before completing this template

Outcome 13 Access to Services

Background and context

- The delivery of timely access to services and greater patient choice and diversity of provision, are key national and local priorities aimed at the improvement of health and care outcomes and patient/client experience.
- The Local Delivery Plan delivers a maximum wait of 20 weeks for all inpatient and day case admissions by March 2007 and a maximum wait of 11 weeks for all outpatient appointments.
- The National Cancer Plan sets out standards in relation to the early detection and treatment for cancers including:
 - A maximum of 2 week wait from an urgent referral from a GP who suspects a patient may have cancer, to the first appointment with a specialist.
 - A maximum of 1 month wait from a diagnosis of cancer to the first definitive treatment.
 - A maximum of 2 months from the original urgent referral by the GP to the first treatment.
- Such demanding targets will require the redesign of patient pathways, increases in capacity and new approaches for the management of demand.
- Demand management will be the major focus of Practice Based Commissioning plans which will need to identify key Invest to Save developments that deliver services in the community where appropriate and relieve pressure on secondary care services.
- There may be some opportunities to manage demand by reviewing criteria for referral, scoring systems, triage systems as well as developing alternative primary care based provision.
- Measurement of diagnostic services did not commence until February 2006. Delivery of diagnostic targets will require additional capacity, which may be sourced by the national independent sector procurement currently taking place.
- Key to improved access will be the integration of Health and Social Care teams and developing projects, such as Connected Care.

Outcome 13 Access to Services		
Lead Person Karen Gater		Lead Body Hartlepool PCT
Key LSP groups and partners involved Health and Care Strategy Group, Integrated Community Equipment Service Partnership Board, Older Persons Local Implementation Team		
LAA Funding 2007/08	Aligned Carers Grant £394,000 Preventative Technology £101,000 As part of the New Deal for Carer's £25m will be allocated from October 2007, from central Government funds to develop "ongoing services for carers". Local allocation not yet available.	Pooled NRF £60,000

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
HC30. Emergency Bed Days	58,146 (2003/04)		54,456	Maintain Level	Work ongoing with PBC group LTC strategy in place includes Community Matrons case management and rapid response scheme Community Discharge Liaison post

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
					funded from NRF appointed.
HC31. Waiting times in A& E	96.8% (2004/05)		98%	Maintain Level	Developing model to divert attendance from A and E
HC32. Outpatient waiting times:					
No. waiting longer than 11 Weeks	110 * (Dec 05)		0	Maintain level	Referral Management initiatives in place e.g. M/S Service. – key area of work for PBC group.
No. waiting longer than 5 Weeks	607 * (Dec 05)		0	Maintain level	
HC33. Diagnostic waiting times:	March 2006				
No. waiting longer than 13 Weeks	113		?	0	Regular reports re monitoring and identification of independent sector capacity
No. waiting longer than 6 Weeks	Not measured until 07/08 on achievement of 13 week target		?	0	
HC34. MRI/CT waiting times:					
No. waiting longer than 26 Weeks	N/A		?	0	Regular reports re monitoring and identification of independent sector capacity
No. waiting longer than 13 Weeks	89 (Mar 06)		?	0	
HC35. Inpatient and Daycase waiting times:					
	58			Maintain	Referral Management schemes

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
No. waiting longer than 20 Weeks	(Dec 05)		0	Level	contribution
No. waiting longer than 11 Weeks	323 (Dec 05)		0	Maintain Level	
HC36. Cancer waiting times:					Tracking systems developed to identify patients in danger of breaching the standard and appropriate action taken. System for early tertiary referral developed. Prioritization of diagnostic tests for possible cancer.
31 days	91.4% (Mar 05)		98%	Maintain Level	
62 days	61.5% (Mar 05)		95%	Maintain Level	
HC37. Access to Equipment and Telecare:	2004/05			2008/09	
- % equipment delivered in 7 days (D54)	73		86	87	Telecare figures are based on figures in relation to community alarms for 2004/05 and subsequently in the years after the development of Telecare in Intermediate Care and the Hartfields development
- users with telecare eqpt	3392		200	3654	
HC38. Access to social care services:					A revised care management manual has been developed
- % receiving services following assessment or review (E50)	32.22		35	Maintain Level	
HC39. Services provided to carers:					A carers strategy has been developed. We have set up a carers database for
- Carers receiving service as a % of Community based	7.6		20%	Maintain	

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
clients (C62)	2004/05			Level	Hartlepool Carers to help us collect information about assessments and services provided by them. A multi agency carers strategy is in place. To ensure the implementation of the strategy, a Multi Agency Carers Strategy Group meets every six weeks to inform the planning and delivery of services to meet local carers needs

- calculation required – actual based on pro rata estimates

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PLEASE NOTE: The figures highlighted in yellow are currently being reviewed through business planning processes

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Barriers to achieving targets

- Limited Resources – Human and Financial.
- Co-ordination of developments contributing to the achievement of targets e.g. no formal carers group to coordinate activity of all subgroups
- Organisational change
- Failure to redesign services to deliver additional capacity

Possible Solutions

- Development of an integrated project plan
- Engagement of GPs through Practice Based Commission initiative
- Development of alternative primary care services
- Partnership arrangements to ensure appropriate coordination of work
- Conclude the development of the Assistive Technology Strategy
- Maintain good partnership working within the ICES Partnership Board
- Ensure assistive technology is a priority in the Hartlepool supporting people strategy
- Additional Orthopaedic capacity may be required with alternative providers to ensure delivery for spinal and scoliosis procedures. This may be delivered through an interim Independent Sector

Target areas and groups

- Vulnerable people who are at risk of admission to hospital or nursing homes
- Vulnerable people who have assessed social care and or health needs
- The initial phase of the use of assistive technology is aimed people using the intermediate care service
- Patients accessing services in acute sector that can receive appropriate care through primary and community care services

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1.	Increase capacity in primary care through Independent Sector procurement of additional GP practices.	Neil Nicholson	<ul style="list-style-type: none"> Part of National Independent Sector Procurement process which ensures DH project management and technical support. Resources to be approved by PCT Board via LDP process. 	Dec. 2007	<ul style="list-style-type: none"> Develop service specification. Approve Business Case and secure revenue implications. Contract letter
2.	To work with the community in Owton ward to develop and implement the Connected Care scheme.	E. Wier (HBC)/Ali Wilson (PCT)	Some funding secured through NRF. Additional resources or reallocation for working to principles of connected care new roles e.g. Project transformation co-ordinator and connected care workers. Support required from integrated steering group, Joint Directorate, PBC Group.	March 2007	Service implementation plan developed & first connected care workers in post by October 2006.
3.	Work with neighbouring PCTs and local Acute provider to ensure delivery of 18 week referral to treatment target	Carole Langrick	Commissioning Function	Ongoing to March 2008.	Achievement of 2007/8 targets
4.	I.S. Procurement Increase capacity in primary care	Ali Wilson	<ul style="list-style-type: none"> Secure resources via LDP. I.S. procurement process. Develop service specification 		
5.	Finalise assistive Technology Strategy	Ray Turnbull	Older People LIT Assistive Group	March 2008	

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
6.	Implement telecare/telemedicine	John Lovatt/Phil Hornsby/Liz Bruce		March 2008	Ongoing review of progress
7.	Implement Carers Strategy	Janet Wistow	Carers Strategy Group	March 2008	Ongoing review of progress
8	To implement Vision for Care in conjunction with Hartlepool Care Trust	E. Weir (HBC)/Alison Wilson (PCT)			<ul style="list-style-type: none"> • Progress the integration agenda • Develop joint commissioning teams.
9	To ensure services are culturally sensitive and are able to respond flexibly to the diverse needs of the community.	E. Weir (HBC)			<ul style="list-style-type: none"> • Ensure assessment and care management processes reflects Hartlepool's diverse community
10	To support easier access to universal and targeted services.	E Weir (HBC)		March 08	<ul style="list-style-type: none"> • Develop a strategy for neighbourhood working.

Community Safety

LAA Delivery Plan and Actions for Improvement 2007/08

Please read the accompanying guidance note before
completing/updating this outcome

Outcome 14 Reduced total crime (as measured by 10 BCS comparator crimes) and narrow the gap between Neighbourhood Renewal area and Hartlepool

Background and context

During 2004 the Community Safety Partnership, Drugs Action Team and Youth Offending Steering Group merged to form the Safer Hartlepool Partnership. This Partnership is now the thematic partnership for community safety. During 2004/05, an audit of crime, disorder and drugs was conducted in the borough. The results of this audit informed the current Crime, Disorder and Drugs Strategy 2005-2008. The strategic priorities for 2005-2008 will be:

- Drugs Treatment
- Acquisitive Crime (e.g burglary and theft)
- Domestic Violence
- Violence associated with alcohol
- Anti-social Behaviour
- Reassurance
- Prevention of Offending
-

The targets set are challenging and they direct work to those areas considered the highest priority by the people of Hartlepool. Attached to each target outcome are a number of activities, which will contribute towards its achievement.

From 1999 to 2005, the Safer Hartlepool Partnership had two different multi-agency Task Groups covering domestic burglary and vehicle crime, but with the new strategy these were merged and form the basis for the Acquisitive Crime agenda. Both domestic burglary and vehicle crime have reduced significantly during the past two years (approx. 50%) from the Partnership's original baseline set in 2003/04).

Violent crime has risen during 2004/05 and 2005/06. This is attributed in part to Cleveland Police's improving compliance with the National Crime Recording Standard during these two years. The level of recorded 'common assault' and 'wounding' seems to have levelled out towards the end of 2005/06. the multi-agency Task Group now needs to draw together its expertise to tackle this violent crime with a variety of interventions.

Outcome 14 Reduced total crime (as measured by 10 BCS comparator crimes) and narrow the gap between Neighbourhood Renewal area and Hartlepool		
Lead Person Joe Hogan, Hartlepool Borough Council		Lead Body Safer Hartlepool Partnership
Key LSP groups and partners involved Hartlepool Council, Cleveland Police, Probation, Primary Care Trust, North Tees & Hartlepool NHS Trust, NDC, residents		
LAA Funding 2007/08	Aligned NDC £264,857 BCU Fund £? BCU Budget £ Undetermined proportion of annual 8.5m budget	Pooled NRF £384,847 Reward Element £56,066

Indicators	Baseline 2004/05	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS1. Total Crime (10 BCS comparator crimes)	6841		6667	6337	Targeted Partnership resources to reduce crime in those areas identified though analysis and consultation
CS30. Total Crime (10 BCS comparator crimes) Neighbourhood Renewal Area	?	?	?	?	
CS2. Domestic burglary (Hartlepool)	821		751	701	All repeat and vulnerable victims to be contacted and receive crime prevention advice and target hardening Neighbourhood Watch Walk-in Burglary Campaign including publicity, crime prevention advice, target hardening and awareness raising with residents groups

Indicators	Baseline 2004/05	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS3. Domestic burglary (NRS)	584		503 (67.04%)	456 (65%)	All repeat victims and those living in NRF areas, in addition to above, receive funding for appropriate security improvements. Alleygates. Street lighting.
CS4. Vehicle crime (Hartlepool) (theft of and theft from motor vehicle)	1271		1161	1101	Targeted publicity campaigns Targeted resources
CS5. Vehicle crime (NRS) (theft of and theft from motor vehicle)	819 (64.4%)		714 (61.47%)	661 (60%)	Targeted publicity campaigns Targeted resources
CS6. Local Violence (common assault and wounding)	1826		1865	1790	Police enforcement Targeted publicity campaigns Targeted resources
CS7. Number of domestic burglaries. Performance expected with reward.	821		?	2099 (cumulative over 3 years)	All repeat and vulnerable victims to be contacted and receive crime prevention advice and target hardening Neighbourhood Watch Walk-in Burglary Campaign including publicity, crime prevention advice, target hardening and awareness raising with residents groups. (The Partnership will continue with this type of activity and intervention in order to achieve targets)
CS8. Vehicle crime (theft of and from a motor vehicle). Performance expected with reward.	1271		?	3298 (cumulative over 3 years)	Targeted publicity campaigns Targeted resources (The Partnership will continue with this type of activity and intervention in order to achieve targets)
CS9. Reduce the incidents of local violence (common assault and wounding) Performance expected with reward	1826		?	5300 (cumulative over 3 years)	Police enforcement Targeted publicity campaigns Targeted resources (The Partnership will continue with this type of activity and intervention in order to achieve targets)
CS31. Reduce the proportion of					

Indicators	Baseline 2004/05	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
adults who re-offend					
CS 32. Reduce the proportion of young offenders who re-offend					
CS33. Reduce the proportion of prolific and other priority offenders who re-offend					
CS34. % people who think using or dealing drugs is a very or fairly big problem in their area (BVPI general survey)					

Barriers to achieving targets

Lack of resources
Lack of engagement with night-time revellers.
Un-co-operative Licensed trade and taxi companies
Media coverage of violent crime.
Residents lack of security considerations for their homes and vehicles.

Possible Solutions

Continue to improve Partnership working to use resources more effectively

Environmental improvements
Improved Police enforcement
Education/awareness raising of health implications and dangers of excessive drinking.
Targeted security improvements.

Target areas and groups

Target areas

Whole town
Crime 'hot spots' identified through analysis
NRF area
Town Centre

Groups

Night time economy users
All residents
Vehicle owners.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before completing this template

Outcome 15 Reduced harm caused by illegal drugs and alcohol

Background and context

The misuse of substances particularly illegal drugs and excessive alcohol has a significant negative impact on the individuals, their families, neighbours and the wider community. This impact manifests itself in numerous ways which may include deterioration of peoples' health, anti social behaviour, criminal activity and causes costly pressure across front line services such as police, criminal justice system, health, and the local authority whilst disrupting community cohesion and progress in the regeneration of Hartlepool.

Safer Hartlepool Partnership takes a lead in coordinating action for this outcome at a number of levels due to its role in regards to Youth Offending Service, Drug Action Team, Crime and Disorder Reduction, Anti Social Behaviour and Community Safety.

There are a number of inter-related Strategies that seek to address this outcome which include the National Drug Strategy, Alcohol Harm Reduction Strategy, Domestic Violence Strategy, the RESPECT Agenda and as a cross cutting issue all the key partners having performance indicators and targets to tackle and redress the situation.

There are national interventions that have been successful over the past two years in working with substance using offenders such as the Drug Intervention Programme (DIP) and Prolific and Persistent Offender Programmes (PPO). New national projects like the Family Intervention Programme (FIP) are also being introduced in Hartlepool and through multi agency working will seek to have a positive relationship with families having complex needs some of which will include substance misuse and will therefore assist with this outcome.

At a local level performance related to addressing drug use is positive. The Partnership is assessed as green against its drug strategy targets, enforcement action has increased and models of operation within particular programmes are acknowledged as best practice. In many aspects there has been an effective integration of the crime and drug agenda which will continue to be consolidated in 2007/08 as the National 10 year Drug Strategy concludes in March 2008 and new priorities are advised.

During 2006/07 additional support services were commissioned to complement drug treatment with a focus on harm minimisation, increased education, training and

employment opportunities and assistance to families and children affected by substance misuse.

To ensure effective treatment outcomes Housing continues to be a priority into 2007/08 linked to other initiatives that will offer tenancy management, address neighbour nuisance and tackle anti social behaviour. The alignment of criminal justice teams from April 1st and the introduction of Conditional Cautioning is also intended to increase numbers of substance misusing offenders into appropriate treatment.

Problems with alcohol remain a major issue. National evidence confirms the growing health pressures, links between alcohol and violent crime including domestic violence, there is an irresponsible culture towards binge drinking and young people are often drinking to excess at an early age.

Hartlepool has an Alcohol Harm Reduction Strategy directed by a Working Group that encompasses:-

- environmental improvements some of which were undertaken in Church Street
- licensing activity prosecuting those involved in under-age sales
- preventative work with young people through Straightline

with no additional resources however there are few treatment services currently in place.

Applications have been made to secure funding and consideration is being given to reconfiguration of services with the intent to develop appropriate treatment and support for alcohol misuse during 2007/08.

Outcome 15 Reduced harm caused by illegal drugs and alcohol		
Lead Person Chris Hart, Planning and Commissioning Manager		Lead Body Safer Hartlepool Partnership
Key LSP groups and partners involved Primary Care Trust, Police, Probation, Hartlepool Borough Council, NDC, Voluntary Organisations, Self help groups, Residents and Community Groups		
LAA Funding 2007/08	Aligned BCU % of annual budget £8.5 m Pooled Treatment Budget Drug Intervention Programme	Pooled Drug Strategy Partnership Support Grant £64,745

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS10. Number of problem drug users in treatment	533 (2004/05)	585 (end Jan 07) Plus 71 Young People	750	750	<ul style="list-style-type: none"> Increased clinical capacity to ensure access to treatment within week DIP and PPO engaging drug using offenders Assertive Outreach to re-engage unplanned discharges Service User involvement in service delivery

CS11. % problem drug users retained in treatment for 12 weeks or more	71% (2004/05)	91% (end of Jan 07)	Subject to agreement by NTA 84%	84%	<ul style="list-style-type: none"> • Proactive Home visits and outreach support • Throughcare and Aftercare services in place e.g. diversionary, sports, arts, self help groups • Case conferencing and care coordination • Family services in place
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CS12. Determine appropriate indicator following final approval of Alcohol Harm Reduction Strategy in April 2006 and development of action plans during 2006/07	N/A				
	Baseline 45 in 2006/07				
	Baseline 85 in 2006/07				
	Baseline 11.5 2005/06	Forecast 9.8 at year end			
	Baseline 4.18 2005/06	Forecast 4.3 at year end ** Checking forecast and actual			
			<p>To be set in 2006/07.</p> <p>Reduce readmissions to Ward 5 by 2% year on year</p> <p>Reduce Ward5 detoxification programmes by 5% by 2010</p> <p>Reduce level of violent crime committed under influence of intoxicating substance per 1000 population</p> <p>Reduce violent crime committed in and around licensed premises per 1000 population</p>	To be set	<ul style="list-style-type: none"> Working Group and sub groups in place planning action and linking to regional and sub regional activity Increased policing and enforcement at hotspots and times. Increased licensing activity prosecutions for underage sales Publicity and Campaigns Environmental changes and work with taxi firms re late night transport

Barriers to achieving targets

National 10 year Drug Strategy to finish March 2008 awaiting further guidance as to next strategy, priorities and resource allocation.

Procurement of Primary Care and Specialist Drug Treatment tendering exercise from April 08 awaiting expressions of interest.

Results of applications for additional resources for Alcohol treatment and support not known until April 08. Limited potential within current finance.

Limited opportunities for Housing and Accommodation
With negative support from community and residents for development of facilities and services

Continue joint work with Housing to develop accommodation protocols and floating support packages to secure tenancies whilst allaying community concerns

Ensure regular media coverage of enforcement and treatment activity with regular targeted interface with community to improve understanding and address prejudice

Reconfigure services to incorporate alcohol where possible,
With PCT identify finance for alcohol treatment.
Promote sensible drinking, education and prevention work with youngsters

Possible Solutions

New Drug Strategy likely with similar activity related to engaging problematic substance misusers. Align mainstream services to maximise resources.

In addition to Procurement process develop Supported Shared Care with current GP's and Pharmacists through training and use of outreach nursing staff.

Target areas and groups

Target areas

Focus on areas of problem drug use activity and residence which tend to coincide with NRF Areas

Stranton, Grange, Dyke House
Owton, Brus/Central, Headland

Groups

Offenders and problematic drug user's
Young People
Residents Groups
Voluntary sector and Community groups
Parents and Carers

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
CS10	With PCT develop Procurement documentation and participate in process	Chris Hart Hartlepool Borough Council	Dept Health procurement expertise being provided. Mainstream funding/Pooled Treatment Budget	March 08	Expressions of interest advertised April 07 Pre Qualify Questionnaire June 07 Tender from July 07 Implement from March 08
CS11	Align DIP/PPO/DRR operation	Chris Catchpole Hartlepool Borough Council	Joint work with Probation/DIP DIP/PPO Budgets with negotiation with NDC/NRF contributions	September 07	Team planning April 07 and quarterly Training programme across initiatives May and July 07
CS12	If new resources secured commission three tier alcohol treatment service	Chris Hart Hartlepool Borough Council	Invest to Save and LDP	July 07	Confirm model and establish management group in line with funding regime April 07 Confirm Business

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	if unsuccessful Reconfigure existing services to provide basic counselling for alcohol		SHP Officers,PCT Finance and Development Officers and JCG Mainstream PCT budget LPSA Reward	Sept 07	<p>plan and costings April</p> <p>Commission and Negotiate with providers May 07</p> <p>Integrate into system with training for linked services June 07</p> <p>Publicise and generate referrals July 07</p> <p>Analysis of current activity and pathways March – April 07</p> <p>Analysis of cost efficiencies within PCT budgets April 07</p> <p>Training for GP's</p>

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
					<p>and front line staff re brief interventions June 07</p> <p>Confirm specification for alcohol counselling June 07</p> <p>Negotiate SLA amendments with providers August 07</p> <p>Establish service</p>

Please read the accompanying guidance note before
completing this template

Outcome 16 Improved neighbourhood safety and increased public reassurance leading to reduced fear of crime and anti-social behaviour

Background and context

Within the Community Strategy is an objective to introduce measures to reduce the fear of crime by increasing awareness and providing support, particularly to community groups that feel vulnerable.

The new Crime, Disorder and Drugs Strategy 2005-08 includes a strategic objective to promote reassurance and improve public confidence in all sections of the community.

Locally and nationally recorded crime levels are falling, and the British Crime Survey also reports falling crime levels.

With the introduction of Neighbourhood Policing to Hartlepool in April 2006, the Safer Hartlepool Partnership commissioned a survey of 400 households, to determine why residents report feeling unsafe or are worried about crime and drugs.

The NDC partnership also commissioned their biennial survey, which questioned 1249 people across the town.

Both surveys have some excellent results – residents report feeling safer out after dark, they are less worried about crime and satisfaction with the police service has improved.

But the Local Government user satisfaction survey, conducted in Autumn 2006 shows that only 28% residents feel very or fairly well informed about what is being done to tackle anti-social behaviour in the local area.

Outcome 16 Improved neighbourhood safety and increased public reassurance leading to reduced fear of crime and anti-social behaviour		
Lead Person Alison Mawson		Lead Body Safer Hartlepool Partnership
Key LSP groups and partners involved Police, Council, Fire Brigade, Victim Support, Residents Groups, 50+ Forum, Schools, Safe in Tees Valley		
LAA Funding 2007/08	Aligned Neighbourhood Policing Fund £375,000 BCU Budget £Undetermined proportion of annual 8.5m budget BCU Fund £Allocation Unknown NDC £271,216	Pooled Anti Social Behaviour £25,000 Building Safer Communities £167,411 NRF £183,500

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS13. % residents who feel very or fairly safe out in their neighbourhood after dark. (Viewpoint)	37% (03/04)	MORI 64% SHP survey 63%	32%	34% (08/09)	<ol style="list-style-type: none"> Promote good news stories Attend Residents' Assoc. Meetings when ever possible. Community Wardens patrol in some NRF areas <ul style="list-style-type: none"> Security improvements to streets & homes. Personal safety talks. Safer Hartlepool quarterly newspaper. (NB. Covers CS15 and 16 also)
CS14a. % people who are very or fairly worried about: - having home broken into (Viewpoint)	74% (03/04)	SHP survey 38.8%	67%	66%(08/09)	
CS14b. % people who are very or fairly worried about: -being mugged on street (Viewpoint)	66% (03/04)	Not measured	49%	48%(08/09)	

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS15. % people who are satisfied with the quality of service provided by the Police (Hartlepool) (MORI survey)	48%(2004)	55%	52%	54%(08/09)	
CS16. % people who are satisfied with the quality of service provided by the Police (NRS) (MORI survey)	48%(2004)	48%	52%	54%(08/09)	
CS17. Deliberate fires (Hartlepool)	1384 (03/04)	739 Dec 06	5% reduction on previous year	5% reduction year on year	<ul style="list-style-type: none"> • Swift removal of end of life vehicles. • Swift boarding up of empty dwellings in high risk areas. • Prosecution of businesses for burning rubbish. • Bonfire patrols • Fire education for known "fire setters."
CS18. Deliberate fires (NRS)	870 (03/04)	444 Nov 06	5% reduction on previous year	5% reduction year on year	
CS19. Accidental fire-related deaths	0 (03/04)	0	None	0	<ul style="list-style-type: none"> • Home fire safety checks. • Free smoke alarms
CS20. Criminal damage	2550(03/04)	1856 Dec 06	2330	2220(08/09)	<ul style="list-style-type: none"> • Graffiti removal as part of community sentence.

Barriers to achieving targets

- Residents won't engage with activities.
- Media stories – sensationalism in both local and national press.
- Police feedback on action undertaken is poor.
- Lack of resources.
- Youths hanging around.
- Residents fear of reprisals

Possible Solutions

- Continue to promote good news stories, with particular emphasis on local news
- Improve problem solving
- Better engagement with residents
- Improve feedback to residents, about what's going on in their area
- More diversionary activities for young people
- Improve 'Prevent & Deter' activity
- Increase and improve information to pupils in school

Target areas and groups

Target Areas

- Whole town.
- NRF area, specifically Brus,. Dyke House, Stranton, Grange & Owton wards.

Groups

All residents
All residents' associations
Young People.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1.	Establish Task Group (time limited) to focus on reducing Criminal Damage	Chris Catchpole HBC	Office time. Funding for posters and other promotional material	March 08	<ul style="list-style-type: none"> • Develop and implement Action Plan – June 07 • Maintain crime level below target – March 08
2.	Improve local communications with residents	Brian Neale, Safe in Tees Valley	Officer time Funding for local notice boards, literature, publicity campaigns	Dec 07	<ul style="list-style-type: none"> • Re-establish regular messages to Neighbourhood watch groups – June 07 • Include articles to reassure residents in local newsletters – Sept 07 • Identify local sites for message boards and introduce monthly articles – Dec 07
3.	Reduce deliberate small (rubbish) fires	Ian Harrington Fire Brigade	?	March 08	?
4.	Pilot the introduction of range activities and interventions at Clavering shops, to reduce nuisance associated with groups congregating	Alastair Simpson Neighbourhood Police Inspector	?	Sept 07	?

Please read the accompanying guidance note before completing/updating this outcome

Outcome 17 Build Respect in communities by reducing anti-social and criminal behaviour through improved prevention and enforcement activities

Background and context

To reduce Anti-social Behaviour is a key theme in the Community Strategy and the Safer Hartlepool Partnership's Crime, Disorder & Drugs Strategy 2005-2008.

Anti-Social Behaviour is a major issue for residents as is evidenced at most meetings of area based Police and Community Safety Forums and NAPs consultations

The Council and Police have a 'joint' Anti-social Behaviour Unit, whose mission statement is

We believe that the people of Hartlepool have the right to live their lives free from harassment alarm or distress.

It is the Unit's goal to work effectively with the public and partner agencies to deal with the factors that affect the quality of life of residents through prevention, diversion or enforcement.

The Youth Offending Service works with two specific targeted groups of young people

1. those aged 10-17 who are in the youth justice system and have received a final warning or a statutory order to prevent them re-offending
2. those young people aged 5-17 who are at risk of becoming involved in crime, anti-social behaviour or becoming socially excluded to prevent them entering the youth justice system.

All young people are assessed using a national assessment tool based upon risk factors which determines the plan of intervention for each individual.

Outcome 17 Build respect in communities by reducing anti-social and criminal behaviour through improved prevention and enforcement activities		
Lead Person Sally Forth		Lead Body Safer Hartlepool Partnership
Key LSP groups and partners involved Anti- Social Behaviour Unit; Youth Offending Service; Youth Service, FAST; Cleveland Police, Unite , New Deal wardens; RSLs; New Deal for Communities; Private Sector Housing Team , HBC Education; PCT		
LAA Funding 2007/08	Aligned BCU budget £Undetermined portion of £8.5 million New Deal for Communities £272,348 BCU Fund £TBC	Pooled NRF £630,840 Reward Element £28,033

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS21. Personal, social and community disorder reported to Police (Hartlepool)	9498 (2004/05)		9230	8769	<ol style="list-style-type: none"> 1. Police response 2. ASB Unit case investigations 3. RSL activity
CS22. Personal, social and community disorder reported to Police (NRS)	6773 (71.3%)		6193 (67.1%)	5700 (65%)	
CS23. Reduce year on year the number of first time entrants to youth justice system	289 (target for 2005/06 established by agreement with youth Justice Board based on previous year's performance)		Year on year reduction to be agreed with Youth justice board	Year on year reduction to be agreed with Youth justice board	<ul style="list-style-type: none"> ▪ Family Support Panel ▪ FAST ▪ Diversionary activities

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS24.% of residents stating that 'Teenagers hanging around on the streets' is a problem. Performance expected with reward.	66% (BVPI general survey 2003/04)		Not set	61%(2008/09)	
CS25. % of residents stating that 'People being drunk or rowdy in public places' is a problem Performance expected without reward. Performance expected with reward.	57% (BVPI general survey 2003/04)		Not set	52 %(2008/09)	Police response ASB Unit case investigations
CS 35. % residents who feel very or fairly well informed about what is being done to tackle anti-social behaviour in their local area					
CS 36. % residents who feel that parents in their local area are not taking responsibility for the behaviour of their children is very or fairly big problem					
CS 37. % residents who feel that people in their area are not treating them with respect and consideration is very or fairly big problem.					
CS 38. % residents who have high level of perceived ASB in their local area					

Barriers to achieving targets

Delays recruiting staff
Conflicting targets of different partners
Limited control of media portrayal of young people
Parents acceptance of need for intervention
Hot Summer nights (24 hour drinking)
Entrenched views of gatekeepers to accommodation
Resident resistance to interventions in their neighbourhoods.

Possible Solutions

Improved education and training
More Youth Activities
Improved Understanding between Partners
Increased understanding of impact of behaviour on community and on health of the individual.

Target areas and groups

Young People in the Dyke House and Owton Manor areas.
(YIP)

Young people are target group for ASBAD ; Straightline;
Prevent and Deter

Homeless Offenders and Drug Users are target group for
accommodation

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before completing/updating this outcome

Outcome 18 Stay Safe

Background and context

Providing safe and secure long-term stable placements for looked after children is essential to improving their life chance benefits. This indicator is designed to illustrate the relative effectiveness of Councils in achieving long-term stability. Stability and opportunity to develop and sustain strong attachments are fundamental in terms of improving outcomes for looked after children, particularly those who spend a considerable period of time in care.

The purpose of registration on the Child Protection Register is to devise and implement a multi- agency child protection plan, which leads to lasting improvements in the child's safety and overall well-being. Some re-registrations are essential in responding to adverse changes in circumstances, but high levels of re-registration may suggest that the professionals responsible for the child's welfare are not intervening effectively either to bring about the required changes in the child's family situation, or to make alternative plans for the child's long term care.

Outcome 18 Stay Safe		
Lead Person Phillip Warrilow		Lead Body HBC Children’s Services Department
Key LSP groups and partners involved NHS, Police, Local Safeguarding Children Board (LSCB) member organisations.		
LAA Funding 2007/08	Aligned	Pooled

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS26. Improve the long term stability of placements for Looked After Children PAF/D35	48.4%		65%	75%	<ul style="list-style-type: none"> • Discussions with Independent Agencies to improve partnership; • Review all matched placements against Special Guardianship Policy; • Monitor adoptions and special guardianship through Adoption Panel. • Monitor placement stability.

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS27. % of children on the Child Protection Register who have previously been registered PAF/A3	16.7%		14%	12%	<ul style="list-style-type: none"> • Review all re-registrations for 2006/07 to identify common features and improve practice. • Appoint additional Independent Reviewing Officer. • Implement programme of quality audits.

Barriers to achieving targets

CS26

- Rise in the number of looked after children;
- Improved performance in adoption, particularly special guardianship, could adversely affect this indicator;
- The small numbers involved cause disproportionate percentage changes.

CS27

- Inappropriate registration to ensure service provision;
- The length of time between registrations;
- The small numbers involved cause disproportionate percentage changes.

Possible Solutions

CS26

- Effective preventative strategy offering family support;
- Improve permanency planning to ensure the best interests of looked after children are pursued;
- Collate and monitor the individual circumstances contributing to any apparent change in performance.

UCS27

- Effective multi-agency decision making at conference;
- Effective monitoring of timescales;
- Collate and monitor the individual circumstances contributing to any apparent change in performance.

Target areas and groups

CS26

- Looked after children who are unlikely to return home during their childhood;
- Looked after children matched on a long-term basis with their current carers.

CS27

- Children & young people who's names have previously been included on the Child Protection Register;
- Children & young people living in households where standards of safety & care is inconsistent;
- Children & young people who are de-registered without sustainable improvements being achieved.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
CS26	Review all matched long-term placements with a view to special guardianship orders.	Jim Murdoch	Social Work Teams and Placement Team.	September 2007.	Number of special guardianship orders approved by the Adoption Panel.
CS26	Maintain performance in respect of adoptions.	Jim Murdoch	Placement Team	March 2008	Number of adoption applicants and children placed for adoption considered by the Adoption Panel.
CS26	Improve commissioning arrangements with independent providers.	Phill Warrilow	Planning and procurement.	March 2008	Determine nature of arrangements; Meet with providers; Project Plan; Procure appropriate partner(s).
CS27	Undertake quality audits to inform aspects for improvement.	Ann McMorris	Appointment of additional Independent Reviewing Officer and LSCB Development staff.	March 2008	Advertise and appoint Independent Reviewing Officer; Determine the nature of quality audits; Complete and report on audits; Appoint LSCB Development Officer.
CS27	Monitor the details of all re-registrations	Ann McMorris	Management Information Team	March 2008	Report on circumstances of all re-registrations.

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before
completing/updating this outcome

Outcome 19 Reducing incidents of Domestic Violence

Background and context

There is evidence both locally and nationally that despite the efforts of the various agencies involved many households are still suffering from the effects of domestic violence. This affects many women, some men, and can be particularly devastating for the welfare, safety and development of children.

The Safer Hartlepool Partnership conducted an audit of crime and disorder during 2004 and recognised that a significant proportion of violent crime in Hartlepool is related to domestic incidents. Therefore the Partnership's strategy for 2005 – 2008 includes an objective to “reduce the incidents of repeat victimisation, improve joint working between services and promote good practice responses to domestic violence”

This outcome consists of two projects to tackle domestic violence. One project involves setting up a dedicated perpetrator's programme in Hartlepool. This will be available to any man who identifies that he has a problem with his abusive or violent behaviour in his relationships with women. Men may be referred to the programme by statutory agencies such as Probation, Children's Services, GP's and the Family Courts or they may self refer. This service has not previously

existed in Hartlepool – the only way such a service could be accessed was through a court order which excluded many men who did not have a conviction. The new service can be accessed by all men on a voluntary basis.

The second project known as `Operation Outreach` aims to encourage more victims to engage with existing services for victims of domestic violence and to raise referrals to the various services through this route. North Tees Women's Aid workers will accompany Cleveland Police on domestic violence call outs and will have direct contact with victims shortly after incidents to discuss with them their choices and support available. It is hoped that the overall outcome would be to reduce referrals to the police regarding domestic violence as women will have support from the outset. Or to reduce the incidence of repeat victimisation by providing both immediate and follow up support to victims.

Outcome 19 Reducing incidents of Domestic Violence		
Lead Person Sheila O`Connor		Lead Body HBC, Children's Services Department
Key LSP groups and partners involved North Tees Women`s Aid Cleveland Police Safer Hartlepool Partnership		
LAA Funding 2007/08	Aligned Undetermined proportion of 8.5m (BCU) + £45,804 (NDC)	Pooled Reward Element: £27,954

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CS28. Number of repeat referrals to the police for incidences of domestic violence (performance with reward)	1731 (2005-2006)	Info. Required from the Police and it may be 1 st April before we can get the data.	Not measured until March, 2009.	1531 (08/09)	<p>Operation Outreach commenced in June, 2006. Since then North Tees Women`s Aid worked 88 shifts alongside police colleagues. 139 incidents have been attended and 65 individuals were referred onto North Tees Women`s Aid services.</p> <p>Contact has been made with 128 female victims and 11 male victims.</p>

CS29. Number of perpetrators attending a perpetrator programme not re-offending within 6 months of completing the programme (performance with reward)	0 (2005-2006)	Men who started the project initially will finish in Jan/Feb 2007. The indicator is that do not reoffend for six months after completing the programme. Hence it will be August/September before this indicator can be reported on.	Not measured until March, 2009	45	<p>North Tees Women`s Aid have set up a Perpetrator`s programme in Hartlepool which became operational in July, 2006. The project known as “Chrysalis” is for men who want to end violent and abusive behaviour towards a partner.</p> <p>The first 33 week rolling programme will end on 7th March, 2007. From the 19th July 2006 – 29th February, 2007 28 referrals have been received and 22 men have attended. Of these men 7 left the programme at the end of the pre assessment period and a further 4 re-offended and subsequently left the programme. 15 men, therefore, have attended both the pre-assessment and group work elements of the programme. Up to now 5 men have completed the full programme, 5 men are still on the programme, 5 men have dropped out of the group work element and 1 non-completer has re-offended while on the programme.</p> <p>4 non-completers have not re-offended since ending the programme.</p> <p>Of the 5 completers only 2 are known to the Police. 3 are self referrers who have had no involvement with the criminal justice system.</p>
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Barriers to achieving targets

- Men will be reluctant to engage in the perpetrator's programme.
- In the first year the programme will be new and will not have reached the stage where outcomes can be reported on. It is anticipated that agency referrals will be low initially but that it will improve in years 2 and 3 to meet the overall 3 year target.
- Victims will choose not to end violent relationships and refuse the support available.
- Overall acceptance and tolerance of domestic violence by victims.
- There may be an increase in repeat victimisation figures as the support received by victims serves to decrease their acceptance of domestic violence and increase their confidence and self esteem thus making them more likely to report further incidents to the Police.
- There has been a change in how the police record data in respect of repeat referrals which may impact on the original baseline data.

Possible Solutions

- Awareness raising across all agencies in respect of ensuring perpetrator's are aware of the programme and the support provided.
- Awareness raising to ensure victims are aware of the services available to them and their children.
- Promote the unacceptability of domestic violence by working with young people in education and in their leisure opportunities in order to promote 'healthy relationships'.
- Raising awareness by using the Life Channel operating from all GP surgeries and 'Despatches' programme. Plus additional campaigns utilising bus advertisements etc.
- 3 year domestic violence strategy produced with actions relating to access and take up of services.

Target areas and groups

Target areas

Whole town.

Also seasonal campaigns – Christmas and sporting events.

Groups

All residents of Hartlepool.

Court user open days

Conference arranged by NTWA and others targeting domestic violence in lesbian, gay, bisexual and trans gender relationships across the North East region.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Perpetrators programme is embedded within the Domestic Violence Strategy.	Lesley Gibson NTWA	None	Launched in May, 2007.	Completion of strategy (2007 – 2010)
	Improve take up of Perpetrators programme in Hartlepool – eg via Life Channel available to health service users via GP`s.	Lesley Gibson NTWA	Staff time, and funding to advertise in 23 GP surgeries in Hartlepool.	April, 2007.	Details of service is on the Life Channel. (April
	Targetted media campaign on local businesses plus a half day event.	Lesley Gibson NTWA	Staff time, funding	Feb, 2008.	Contact made with businesses and half day event organised.
	Rolling programme of evaluation of perpetrator`s programme.	Lesley Gibson NTWA	None, other than staff time.	April/May, 2007.	Initial intake of perpetrators have been evaluated and rolling programme put into place.
	Develop NTWA website to include Perpetrator`s programme.	Lesley Gibson NTWA	None other than staff time.	July, 2007.	Website set up.

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Encourage take up of outreach services by hard to reach groups such as older people, same sex partners, male victims, ethnic minority groups and people with a disability.	Lesley Gibson NTWA	None other than staff time.	June, 2007.	Sub-group set up – June, 2007 and targeted information distributed.

Environment

LAA Delivery Plan and Actions for Improvement 2007/08

Please read the accompanying guidance note before completing this template

Outcome 20 Delivering sustainable communities through protecting natural resources and enhancing the local environment and the community's enjoyment of it

Background and context

A diverse, attractive and healthy natural environment is essential to people's well being, both physically and mentally. In order to maximise the benefits of the environment it is necessary to both enhance the environment and enable people to engage with it.

The main driver in terms of enhancing the natural environment is the Local Biodiversity Action Plan.

A number of activities are undertaken in the Borough aimed at involving a wide range of people with the natural environment but it is likely that involving people as volunteers is a more direct form of engagement and hence this is what is measured. This voluntary activity also has concomitant benefits in terms of improved health and employability.

Outcome 20 Delivering sustainable communities through protecting natural resources and enhancing the local environment and the community’s enjoyment of it		
Lead Person Ian Bond		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Natural Environment sub-group of the LSP. Key partners in delivery include: Hartlepool Borough Council; Tees Valley Wildlife Trust; Natural England; The Tees Forest; Hartlepool Voluntary Development Agency; Hartlepool Natural History Society INCA; Teesmouth Field Centre		
LAA Funding 2006/07	Aligned £0	Pooled £0

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
E1. Number of volunteer days spent working on nature conservation in Hartlepool	220 in 2004/5	567 to Q3	350	350	Volunteer opportunities provided by partner organisations are provided by mutual arrangement on each day of the week offering different choices of activities.
E2. Number of Tees Valley Biodiversity Action Plan points relevant to Hartlepool achieved	11 in 2004/5	37 to Q3 (cumulative total)	49 (cumulative total)	50 by 2008 (cumulative total)	Partner organisations are working together to achieve listed actions.

Barriers to achieving targets

HBC countryside warden service is currently operating without a third full-time, permanent member of staff, which impacts directly on the extent to which they can recruit and work with volunteers.

Uncertainty as to whether the Natural England community liaison officer's post will continue in 2007/8

Possible Solutions

Increased involvement by other partner organisations in working with volunteer groups.

Target areas and groups

Designated sites throughout Hartlepool

Mental Health Groups who benefit from involvement in volunteering activities.

Unemployed people who gain work experience

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Access permitting, carry out detailed surveys of non-SSSI areas of dune systems	Ian Bond HBC	Training required (HBC training budget)	March 2008	Non-SSSI dune areas identified & mapped by Q1
	Map all areas of dune systems & transfer to GIS	Ian Bond HBC		March 2008	
	Map all areas of woodland and tree planting and transfer to GIS	Tony Dixon HBC		March 2008	
	Survey all areas of woodland in Council ownership to assess condition & wildlife value.	Derek Wardle HBC		March 2008	
	Survey 4 ponds in Hartlepool considered suitable for Great Crested Newts	J. Pounder Tees Valley Wildlife Trust		September 2007	

Please read the accompanying guidance note before completing this

Outcome 21 Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces and by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as whole, with a particular focus on reducing levels of litter and detritus

Background and context

This outcome relates to the liveability agenda which is about creating places where people choose to live and work.

Keeping the streets and open spaces of Hartlepool clean, green and safe is at the heart of the Councils environmental services strategy and helps to improve the quality of people's everyday lives. Services are delivered at an area level covering the North, Centre and South of the town.

Greater emphasis on enforcement in high residential areas and back streets is required to reduce the number of residents who continue to dispose of their waste in black bags and not the receptacles provided by the council which is classed as flytipping. We are introducing a Environmental/Enforcement strategy which will advise residents of their responsibilities, inform them of the services provided by the authority e.g. refuse collection, street cleansing and free bulky waste service, and where funding is available introduce the stencilling of wheeled bins with

property numbers to assist in identification and ownership, which will help to reduce bins being misplaced. EPA Section 46 notices will also be served to enable enforcement action to be taken where necessary.

The Area team continues to be productive in by the Neighbourhood Renewal Fund (NRF) Dyke House/Stranton/Grance NAP areas and also in the New Deal for Communities (NDC)

Outcome 21 Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces and by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as whole, with a particular focus on reducing levels of litter and detritus		
Lead Person Albert Cope		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Environment Partnership, Neighbourhood Environmental Issues Sub Group New Deal for Communities		
LAA Funding 2007/08	Aligned £90,000 (NDC)	Pooled £93,000 (NRF)

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
BV 199a The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level (Hartlepool)	17% fell below a satisfactory standard (2005/6)		11%	10%	

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
level.(Hartlepool)					
E4. The percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level. (Neighbourhood Renewal narrowing the gap)	19% fell below a satisfactory standard (2005/6)		12 %	10%	Resources have been redeployed in areas to assist in achieving targets. NRF Environment funding supporting the Dyke House area continues. NDC supporting the funding of Environmental Task Force for a further year.
E5. % of people who think litter and rubbish in the streets is a problem in their area	51% (2004)	46%	44%	42%	Operation Cleansweeps and spring cleans implemented to assist meeting targets. Ongoing reinvestment in new equipment.
E6. % of people who think litter and rubbish in the streets is a problem in their area (Neighbourhood Renewal narrowing the gap)	59% gap of 8% (2004)	57%	50%	48% (gap of 6%)	Greater emphasis on enforcement within the Neighbourhood Renewal Areas. Ongoing reinvestment in new equipment. Resources have been redeployed in areas to assist in achieving targets. NRF Environment funding supporting the Dyke House area continues. NDC supporting the funding of Environmental Task Force for a further year.
E7. Increase the proportion of people satisfied with their local area as a place to live (Hartlepool)	78% satisfied (2002)	83%	85%	87%	Operation Cleansweeps and spring cleans implemented to assist meeting targets.
E8. Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal narrowing the gap)	77% satisfied (2002)	78%	82%	85%	Operation Cleansweeps and spring cleans implemented to assist meeting targets Resources have been redeployed in areas to assist in achieving targets.

Barriers to achieving targets

The redirection of resources to NRF areas is only a short-term solution.

Funding for additional resources is often limited over 12 or 24 month's which does not resolve the long term problem.

Possible Solutions

Machinery investment and redeployment of resources.

Production and development of Education and Enforcement strategy for NRF areas. Raising awareness of services available to residents with respect to the free bulky waste collection service.

NRF funding for Environmental Enforcement

Main Stream funding of teams to return the standards that have been attained and to meet longer term targets.

Target areas and groups

Target areas are N.R.F areas.

NRF Community forums, Neighbourhood consultative forums, residents associations and groups.

Groups are residents, children, green space users, visitors to Hartlepool.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Mainstream funding of area teams	A. Cope – Neighbourhood Services	HBC	March 2008	
	Reduction in dog fouling through Enforcement, use of the new classification powers on new by-laws. Education	A. Cope – Neighbourhood Services	Working with Neighbourhood Enforcement Team, C. Thellwell	March 2008	Sep 2008

Please read the accompanying guidance note before completing this template

Outcome 22 Provide a safe, efficient, effective and accessible transport system

Background and context

Hartlepool's local transport vision for the year 2021 is that:

'Hartlepool will have a high quality, integrated and safe transport system that supports continued economic growth and regeneration. It will provide access to key services and facilities for all members of society, promote sustainable patterns of development and movement and minimise the adverse effect of traffic on local communities and the environment. The development of transport services and infrastructure will represent best value for money for the users, operators and the council.'

Achieving this vision means that:

- People will have wider choices for travel into, out of and around Hartlepool
- People will be able to easily access a range of key services, facilities and opportunities including jobs, education and training and health care
- These travel choices will be more sustainable
- Hartlepool's continued economic growth and regeneration will be supported

- Businesses will be able to link to other businesses and businesses able to link to markets
- People and businesses will be able to enjoy freer flowing local roads with delays kept to a minimum
- People are, and feel, safer through reduced risk of injury caused by road traffic accidents
- The impact of transport on the environment will be minimised

This vision reflects the central role of transport in contributing towards the long-term vision and priorities for Hartlepool's community. It will be achieved through delivery of a transport strategy that forms the basis of the second Local Transport Plan (LTP). It has been set within the national, regional and local policy context to ensure that the strategy supports the wider objectives as part of the Hartlepool Community Strategy.

Improving access to key services and facilities for those most in need, improving safety and security, managing the forecast increases in traffic growth and congestion and minimising the adverse impacts of traffic on air quality and climate change are the key priorities of the second LTP.

Outcome 22 Provide a safe, efficient, effective and accessible transport system		
Lead Person Ian Jopling		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Jobs & the Economy, Lifelong Learning & Skills, Health & Care, Community Safety, Environment & Housing, local bus operators, Cleveland Police, Cleveland Fire and Rescue Service, neighbouring local authorities, schools, Highways Agency, North Tees and Hartlepool NHS Trust, Hartlepool Primary Care Trust, Sustrans, All Ability Forum, Northern Rail, Network Rail.		
LAA Funding 2007/08	Aligned Organisation (Hartlepool BC LTP Capital Allocation) £2,015,000 Organisation (Hartlepool BC Revenue Support – Provisional) £3,442,000	Pooled School Travel Advisors £35,000

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
E9. Number of bus passenger journeys in Hartlepool	6,527,710 (2003/04)	Not available	6,285,040	5,578,820 (2010)	Delivery of Hartlepool Bus Strategy
E10. % of respondents satisfied with the provision of local bus services	65% (2003/04)	Not available	65%	65% (2009/10)	Delivery of Hartlepool Bus Strategy
E11. Number of people killed or seriously injured	46.2 (1994-98 Avg.)	Not available	32.34 (2007)	27.7 (2010)	Delivery of Hartlepool Road Safety Strategy
E12. Number of children killed or seriously injured	11.8 (1994-98 Avg.)	Not available	7.37 (2007)	5.9 (2010)	Delivery of Hartlepool Road Safety Strategy

E16. The percentage annual increase in the number of schools with an approved school travel plan required to achieve 100% STP coverage by March 2010	57.5% 23 Schools (March 2006)	65% 26 Schools (31 st March 2007)	77.5% 31 schools (31 st March 2008)	90% 36 schools (31 st March 2008/09)	Delivery of Hartlepool School Travel Strategy
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Barriers to achieving targets

E9/E10

- Bus operators withdrawing commercial bus services
- Bus operators increasing fares
- Bus operators failing to deliver the required service improvements
- Delays to delivery of bus stop infrastructure
- Continued increase in the level of car ownership and use
- Increased traffic congestion affecting bus punctuality
- Failure to market and promote a positive image of bus services

E11/E12

- Occurrence of multiple injury crashes
- Increase in traffic flows
- Delays or failure to deliver highway safety improvements
- Increase in use of more vulnerable modes of transport such as walking, cycling and motorcycling

E16

- Developing a school travel plan is not a statutory requirement and it may become more difficult to engage the remaining schools into the programme, once all of the keener schools have developed plans.
- As the number of schools in the programme increases, this will put pressure on resources available to engage and support new schools

Possible Solutions

E9/E10

- Development of a core network of high frequency bus services on major corridors
- Continued support for a supplementary network of non-commercial but socially necessary bus services
- Improved safety of bus travel throughout the whole journey
- Improve quality and coverage of travel information in a range of formats
- Marketing of bus travel to residents, businesses and visitors
- Provision of a broad range of appropriately priced and flexible tickets
- Improved customer care through helpful drivers and staff
- Upgrade of bus stop infrastructure
- Improved interchange between different bus services
- Improved vehicle standards, including low floor vehicles
- Improving bus reliability and punctuality of services

E11/E12

- Targeting physical highway engineering measures at known accident 'hot-spots' including local safety, mass action schemes and traffic calming schemes
- Influencing driver behaviour and improving the skill of all road users
- Encouraging individuals to accept responsibility for their own and others safety through road safety training and publicity
- Enforcing speed limits and traffic regulation orders through safety camera sites

Target areas and groups

E9/E10

A strategic aim of the second LTP over the next five years is to ensure that everyone can access the key services and facilities that they need. The priority is to target those areas and groups of people in greatest need. This includes access to employment, education and training and health care from areas in Hartlepool classified as the most deprived as well as for socially excluded groups of people. The development of an integrated local bus network is central to delivering this aim.

People with Disabilities

Improving physical access to mainstream bus services and enhancing existing door-to-door transport services.

Vulnerable Adults and the Elderly

Enhancing the concessionary travel scheme.

Children and Young Adults

Investigating the provision of concessionary travel for 16-18 year olds.

BME/Disadvantaged Groups

Identifying local needs and requirements for local improvements through consultation with local groups.

E11/E1

A strategic aim of the second LTP is to improve the overall safety and security of the transport system for everyone. The priority is to target road users disproportionately involved accidents.

A disproportionate number of road accidents occur in deprived areas and there are particularly clear links between deprivation and child pedestrian casualty levels. This linkage was highlighted in the Social Exclusion Unit's report, *Making the Connections: Transport and Social Exclusion*, in February 2003.

The Department for Transport (DfT) has a number of actions and programmes underway to improve road safety for all those living in deprived areas, and the Council supports these as outlined below.

Hartlepool Borough Council continues to work in partnership with all agencies to deliver a comprehensive strategy of road safety education, training and publicity to target all road user groups. Through local and regional working, radio/ TV advertising is purchased in order to deliver road safety messages to the wider general public.

Children and Young Adults

Children in Hartlepool receive a programme of practical on-road cycle, pedestrian and general awareness road safety training in schools throughout the year. This training is reinforced with media campaigns to highlight seatbelts and child seats, pedestrian behaviour, school gate parking and conspicuity campaigns to promote safer road user behaviour. In addition, through school travel plans all schools are encouraged to develop schemes to promote walking and cycling as an alternative to the private motor car.

Vulnerable Adults and the Elderly

Elderly and vulnerable adults benefit from media articles and advertising campaigns aimed at defensive walking, conspicuity and driver awareness in relation to talking medication.

People with Disabilities

In all special education needs schools in Hartlepool, road safety education and training is delivered in the form of on-road pedestrian and cycle training. The road safety unit continues to work with these establishments to develop education initiatives to protect all pupils and young adults.

BME/Disadvantaged Groups

In partnership with Surestart, safety books have been produced and translated into various languages, and distributed to the ethnic communities, which highlight road, personal and fire safety amongst this often hard to reach group.

The Council works closely with the New Deal for Communities regeneration programme, which covers disadvantaged areas across the town centre. Appropriate safety schemes are identified for implementation, with the aim of best utilising NDC funding towards casualty reduction, with a number of schemes also being match funded by NDC/ LTP budgets.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
E9/E10	Deliver highway infrastructure improvements on core bus routes	I.Jopling Hartlepool BC	HBC Local Transport Plan	31 st March 2008	Submission of Tees Valley Major Bus Scheme to DfT by 31 st July 2007
E9/E10	Negotiate reimbursement arrangements with local bus operators for national concessionary fares scheme	I.Jopling Hartlepool BC	HBC Revenue	31 st March 2008	Review concessionary fares patronage by 31 st December 2007
E11/E12	Deliver highway engineering schemes for the protection of vulnerable road users, including 20mph limits and school safety zones	P.Frost Hartlepool BC	HBC Local Transport Plan	31 st March 2008	Review 2006 accident casualty data by 31 st July 2007
E11/E12	Deliver child pedestrian and cycling training at schools linked to School Travel Plan programme	P.Watson Hartlepool BC	HBC Revenue	31 st March 2008	Deliver cycle training to the national standard by 31 st July 2007
E16	Update the Sustainable School Travel Strategy to discharge the sustainable travel element of the Education & Inspections Act	K.Wilkinson Hartlepool BC	HBC Local Transport Plan DfT/DfES School Travel Advisor	31 st September 2008	Draft strategy to be circulated for consultation by 1 st July 2008
E16	Host an annual / celebration training event for School Travel Plan Coordinators	K.Wilkinson Hartlepool BC	HBC Local Transport Plan DfT/DfES School Travel Advisor	31 st October 2007	Identify new schools for Sept 2007 programme by 1 st June 2007

Please read the accompanying guidance note before completing this

Outcome 23 Make better use of natural resources, reduce greenhouse gases, minimise energy use and reduce the generation of waste and maximise recycling

Background and context

We have a responsibility to reduce, recycle and compost household waste generated to minimise the amount of material sent to landfill and help to save natural resources. Hartlepool is fortunate in its waste disposal contract as the majority of waste is incinerated and energy recovered from this process is sold on to the national grid. However, the plant has regular shutdowns and waste is then diverted to landfill. We have promoted home composting in partnership with Waste & Resources Action Program by providing composters at a subsidised cost for 2006/07 and 2007/08.

Climate change is the most significant environmental challenge facing society this century.

If we don't take action the climate will change by:

- Annual summer temperatures will be warmer, high summer temperatures will become more frequent, very cold winters will become rarer, winters will become wetter...and Sea levels will rise

- Society will need to adapt to these changes but also needs to mitigate the effects by reducing greenhouse gas emissions such as Carbon Dioxide.

In the Local Area Agreement we intend to monitor the reduction in greenhouse gas emissions as an indicator of the work that is being undertaken in Hartlepool to combat Climate Change.

We have also established a baseline figure for greenhouse gases and are able to now set short and long term targets for reduction of these gases.

A Climate Change Strategy and Action Plan will be launched this year and full consultation will take place on these documents.

Outcome 23 Make better use of natural resources, reduce greenhouse gases, minimise energy use and reduce the generation of waste and maximise recycling		
Lead Person Colin Ogden		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Neighbourhood Environmental Issues sub-group, Environment Partnership, Climate Change sub-group, Tees Valley Climate Change Steering Group, Joint Waste Management Team, Tees Valley Joint Strategy Unit		
LAA Funding 2007/08	Aligned Tees Valley Climate Change Officer Funding contributions £10,000	Pooled Waste Performance and Efficiency Grant £186,054 NRF £16,270

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
E13. Tonnage of household waste recycled or composted	2003/04 6605.41tonnes	8511.93	9590.00	13500.00 by 2010/11	Alternate weekly collection of domestic waste introduced town wide. Ongoing separation of waste at Transfer Station for recycling
E17. Reduction in the percentage of municipal waste land filled.	2005/06 18%		17%	16%	All materials, which can be disposed of at the Energy from Waste Plant, are delivered to site. Diversion to landfill are kept to a minimum working in conjunction with SITA

E18. Increase in the percentage of municipal waste recycled.	2005/06 22%		23%	24%	Alternate weekly collection of domestic waste introduced town wide. Ongoing separation of waste at Transfer Station for recycling
E14. Improve the energy efficiency of housing stock	59.2 as at March 2005	SAP 59.99 at end March 2006	61	65 by 2010/11.	Housing Hartlepool investing to meet Decent Homes Standard which includes energy efficiency works. Council working with partners and agencies to encourage take up of grants for measures. Govt. SHIP funding secured until 2007/8 to support Fuel Poverty project. Additional funding for insulation programme levered in from British Gas. Funding may be available from ONE through Community Energy Solutions for gas main extensions and renewables.
E15. Climate Change indicator – reduction in Greenhouse Gas emissions (CO ₂ e)	The baseline figure agreed in the (draft) Hartlepool Climate Change Strategy and the Tees Valley Climate Change Strategy: 735,690 Tonnes CO ₂ e (2000)	Latest figure available 693,364 Tonnes CO ₂ e (2004)	Average annual reduction required 2006-2012 = 1.25% annual decrease or 9191 Tonnes CO ₂ e per annum	Total reduction required 2006-2012 (8.75) 64,338 TonnesCO ₂ e	A draft Climate Change Strategy has been produced and is out for consultation. A series of consultation events have been arranged to ensure participation and encourage local action.

Barriers to achieving targets

- Lack of public participation in Alternate weekly collection scheme.
- Energy from waste plant shutdown impacting on the waste sent to landfill
- Financial investment in recycle markets
- Current levels of subsidy from utilities reducing for “able to pay” customers which may reduce incentive to invest.
- Difficult to treat homes (older properties with solid walls) are more costly to improve, often owned by those on low income unable to invest. [Some homes not on the gas main.](#)
-
- Resources for staffing may be a barrier if mainstream funding cannot be gained to assist with work on Climate Change locally.

Possible Solutions

- Education campaign to raise awareness and increase participation.
- Council are committed to roll out of alternate weekly collections.
- Enforcement and education strategy to reinforce alternate weekly collection scheme.
- [Enforcement and education of, zero waste to landfill policy, from Household Waste Recycling Centre and Transfer Station](#)
- Encourage competition amongst solid wall insulation companies to try and reduce prices (currently only two).
- Work with Energy Saving Trust Advice Centre (ESTAC) to publicise grants, including those for renewables, and raise awareness. [Examine projects with Community Energy Solutions \(CES\) for gas mains extensions and Air Source Heat Pumps.](#)
- [Continue working with Eaga/Warm Front to provide central heating to vulnerable households.](#)
- Develop partnership with other agencies that can help identify clients in Fuel Poverty (Benefits Agency, Revenues & Benefits, Pensions Service, Health Visitors, PCT)
- Work regionally to lobby DEFRA to increase subsidies available
- Work with utilities to encourage development and take up of other energy efficiency products (heating controls)
- Sources of funding for Climate Change work are being sought.

Target areas and groups

- Increases in recycling will benefit everyone in Hartlepool, Tees Valley and Nationally
- Energy efficiency measures specifically target those households on low income, in ill health or where there are older or vulnerable people, or those in older housing which tends to be less energy efficient. Improvements in energy efficiency will provide benefits to individual householders in terms of lower fuel bills and healthier homes. Wider benefits can be achieved for the regional economy and environmentally across Hartlepool, Tees Valley and Nationally in the medium and long term.
- Activities on Climate Change will affect everyone in Hartlepool, regional, nationally and internationally.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Introduce last two refuse rounds onto Alternate Weekly Collection system	Colin Ogden	HBC financial investment and WPEG grant	November 2007	Round 1 and 3 start October 2007
	Climate Change Strategy Public Consultation event to be undertaken	Sylvia Tempest HBC	Funding for event	May 2007	
	Final Climate Change Strategy to be produced	Sylvia Tempest HBC	Need support from all partners on the Local Strategic Partnership	June 2007	
	Climate Change Action Plan to be produced	Sylvia Tempest HBC	Need support from all partners on the Local Strategic Partnership – particularly in relation to actions which can be supported and delivered.	May 2008	
	Provide free insulation measures to qualifying households in Hartlepool	David Morgan (Private sector housing)	Project managed by TADEA Ltd.Funding from SHIP (@£214k with matched funding for measures from British Gas.	March 2008	Target of 600 households to receive measures by end March 2008
	Assist with the provision of central heating measures to vulnerable and priority households.	David Morgan Eaga / Warm Front	Funding from Defra maximum of £2700 per qualifying household. Additional top up funds needed from HBC resources of £25k.	March 2008	Target of 320 households to receive measures end March 2008 with spend of £400k.

Housing

LAA Delivery Plan and Actions for Improvement 2007/08

Please read the accompanying guidance note before
completing this template

Outcome 24 As part of an overall housing strategy for Hartlepool, improve housing conditions within the most deprived neighbourhoods/wards, with a particular focus on ensuring that all social housing is made decent by 2010

Background and context

Action on non-decent houses is part of the government's response to tackling deprivation in the poorest communities, an essential part of the neighbourhood renewal agenda, and seen as a top housing priority.

The government originally set a target to bring all social housing up to the decent homes standard by 2010. To be 'decent' a house must be free from major health and safety hazards, be in reasonable repair, have modern facilities and provide a reasonable degree of thermal comfort. This was subsequently extended to include an increase in the proportion of private housing in decent condition occupied by vulnerable households to 70% by 2010 and 75% by 2016

The Council transferred their stock to Housing Hartlepool in March 2004 – following an options appraisal and consultation with, and approval by, tenants.

Housing Hartlepool have a programme of planned maintenance and improvements, which will raise the standard of 98% their housing to a level well beyond the Decent Homes

Standard by 2010. Properties not reaching this standard will either have been designated as having a short life or the tenants will have refused to allow the necessary work to be carried out. Every property not reaching the standard by 31st December 2010 will have an asset management plan that will demonstrate compliance with the government's policy.

Other, traditional, RSLs have a business plan which also ensures achieving the target.

For social housing the assessment of stock produces an investment plan and planned programmes of work. The Council's strategic role is to monitor the performance of RSLs, including Housing Hartlepool, against their investment plans and to assist them where appropriate and possible.

In terms of meeting the target for vulnerable households in private sector housing, the challenge is greater. Considerably less information is held on individual private houses in terms of age of components, condition and occupancy than for

social housing, and this makes the identification of specific target areas and future monitoring more difficult. Resource availability to support the necessary works is also very limited.

The Government Ready-Reckoner has been used to evaluate the impact of expected demolition in the regeneration areas and overall private sector new-build to arrive at a realistic target for assisted improvements to the Standard in order to at least meet the national target by April 2010. This is based on an assumption that vulnerable households are not able themselves to make their homes decent. Based on the ready-reckoner figures, a target of at least 65 houses per year occupied by vulnerable households to 2010 will need to be made decent through improvement. Particular attention will be given to tackling non-decent houses in the regeneration areas where housing and environmental problems are known to exist.

During 2006/7 the grants regime changed to a hybrid of grants and loans in partnership with other authorities in the sub region. During 2007/8 a regional loans scheme is set to be implemented, it is likely that grants will only be available in exceptional circumstances. The impact of this will be assessed over the next 12 months.

Outcome 24 As part of an overall housing strategy for Hartlepool, improve housing conditions within the most deprived neighbourhoods/wards, with a particular focus on ensuring that all social housing is made decent by 2010		
Lead Person Penny Garner-Carpenter		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Housing Partnership and RSLs		
LAA Funding 2007/08	Aligned Single Housing Investment Pot allocation £800,000 Housing Hartlepool £16,500,000 Other RSLs £Unknown	Pooled £0

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
H1. Achieving decent homes standard in social housing sector	45% Council 98% RSL 2002	Not yet known	67% HH 85% RSL	98% by 2010	Housing Hartlepool is carrying out an extensive programme to achieve target, other RSLs also have a programme of work to achieve targets.
H2. Achieving decent homes standard in private sector housing	63.7% in 2005	Not yet known	estimated 68.53%	70% by 2010	Targeted SHIP funding for renewal assistance. Demolition in regeneration areas.

Barriers to achieving targets

High construction costs/lack of construction industry capacity

The number of properties falling below decency standard may affect numbers achieving decency standard

The identification of non-decent private houses occupied by vulnerable households. Considerably less information is available on individual private houses in terms of age of components, condition and occupancy than for social housing.

Private sector demolition/new build may not proceed as planned/expected.

Reduction in funding to provide assistance for improvements to the private sector.

Regeneration schemes (demolitions) in the town and the quality of some Housing Hartlepool homes will mean some homes will not achieve decent homes standards. However there will be a plan for demolition/change of use in place.

Possible Solutions

Promote partnering as a more effective way of procuring works to social housing.

Closely monitor numbers of demolitions, improvements and new-build.

Ensure sufficient funding is made available and that all options for funding are explored – potentially including NRF, prudential borrowing, private loans to owner-occupiers.

Align refurbishment works with regeneration schemes.

Target areas and groups

All social housing tenants living in non-decent houses

Private houses in regeneration areas (NDC and North Central Hartlepool (NRF areas)) not affected by demolition proposals.

Vulnerable households living in non-decent private houses across the town.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Carry out impact assessment of expanding loan package to replace grant regime.	HBC	To be done with regional partners by housing team	March 2008	Impact assessment of HBC's hybrid scheme by Dec 07
	Produce costed sub regional housing strategy to support bids to regional housing board for funds 2008-11	HBC	To be done with sub regional partners by the housing team	March 2008	Draft sub regional action plan by June 2007

Outcome 25 Meeting Housing and Support Needs

Background and context

This outcome reflects the Supporting People vision for support services. The overall strategic direction is outlined in the Community Strategy and it is from that Supporting People takes its lead “A good quality of life for all”. Identifying those who may need support has emerged as an issue that is being addressed through a range of mechanisms including policies and procedures around homelessness.

Priorities stated in the Supporting People 5 Year Strategy include the development of support services for people with mental health issues and the development of assistive technology to meet the low level support needs of vulnerable people and in particular the elderly. Work will also be undertaken by Supporting People with Registered Social Landlords to increase the number and range of supported accommodation options for vulnerable people. A current example of this work is the development of the Extra Care Village in partnership with the Joseph Rowntree Foundation.

The Supporting People strategy clearly sets out the commissioning intentions and work is progressing to implement these where funding has been identified. The introduction of the Telecare pilot has been achieved and is

being monitored to order to inform a more long term contract. The introduction of Supporting People handyperson service with the town’s Home Improvement Agency, Endeavour Housing has been successful.

The development of 6 units of shared ownership accommodation for people with learning disabilities is a scheme which is been developed in partnership with Supporting People, Adult Care and Three Rivers Housing. This will increase the choice of tenure available and will be the first of its kind in Hartlepool for this client group.

Vulnerable people with housing related low level support needs continues to be the target group for Supporting People. Vulnerable people are found across the town and require a wide range of support regardless of tenure.

The Supporting People Five Year strategy will be reviewed in August 2007 and updated accordingly. The Needs and Gaps analysis will be updated from a variety of information including the Local Needs Assessment survey, the results of which will be known in April. Data gathered will inform strategic Decisions by the Commissioning Body about existing and new services to be commissioned

Outcome 25 Meeting Housing and Support Needs		
Lead Person Pam Twells		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Health and Care Strategy Group, Housing Partnership, Probation, PCT, providers of accommodation and support services		
LAA Funding 2007/08	Aligned Single Housing Investment Pot allocation £280,000 Government DFG allocation £192,000 tbc Housing Hartlepool Minor Works & Adaptations £300,000 tbc	Pooled £0

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
H3. Increase support to enable residents to live independently in their own homes	2383	2427 will need updating end of march	2480	2621	Development of assistive technology to people living in their own homes in the community regardless of tenure has been explored and a Telecare Strategy agreed. Existing services reconfigured to better meet strategic aims. Extra care services have been developed regardless of tenure.
H4. Increase the number of people receiving floating support services	352	405 will need updating end of march	450	786	Supporting People working in partnership with Adult and Community Services to provide low level services to older people living in the community and people with mental health issues living in the community
H5. Increase the number of adaptations carried out to enable vulnerable people to remain living independently in their own home	743	645	767	833	Further investment from Supporting People into the Home Improvement Agency Handyperson services for low-level adaptations. Floating Support services increased across all vulnerable groups regardless of tenure.

Barriers to achieving targets

Funding for adaptations reduced

Insufficient move on accommodation from supported accommodation

Possible Solutions

Identify other sources of funding

HBC commissioned consultants to address the issue of move on accommodation. A steering group has been set up with HBC staff and reps from all Housing associations to agree protocols and joint agreement to progress. Work with partners to encourage move on.

Target areas and groups

The whole of Hartlepool is seen as the target area for the projects which will enable target to be met. The main aim of developing assistive technology to meet low level support needs is to widen take up across all tenures and not only in the public sector. The main target group will be older people, however, all vulnerable people will be able to access this service.

There are several handyperson projects funded in the town which are area specific for example through NRF. The Supporting People funded handyperson service is to plug the gaps to ensure fair access to this service across the town.

The Supporting People Strategy identifies that whilst we have a limited number of supported accommodation for people with mental health issues, floating support for this client group is particularly important when moving on into more independent accommodation.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	SP to jointly commission with A&CS Extra Care Services.	Pam Twells, HBC	Identify both care and SP support needs. A&CS to fund care services. SP to fund support service.	March 2008	Contract agreed, signed and implemented – March 2008
	Develop Extra Care Housing units.	Pam Twells, HBC	Joseph Rowntree Trust developing. Supporting People funding support Adult Care funding care DoH and Housing Corporation funding capital development	Showhomes May 2007 Units for Occupancy May 2008	Monitor progress with Joseph Rowntree Scheme –
	Increase Community Alarm provision	Pam Twells HBC	SP Funding to Housing Hartlepool	March 2008	Increase in units available
	Development of shared ownership accommodation for people with learning disabilities	Pam Twells HBC	SP to fund support DoH capital grant for development Three Rivers Housing and developers	January 2008	

Please read the accompanying guidance note before completing this template

Outcome 26 Improving the advice and support provided to homeless people and helping them to access employment, training and educational opportunities

Background and context

This outcome is intended to strengthen and support the work to prevent homelessness within the town and reflects the aims of the Homelessness Strategy which was implemented in 2003 and continues to be developed.

Homelessness is often a manifestation of social exclusion. Action to tackle or prevent it needs to focus increasingly on the personal and social problems that cause homelessness.

Outcome 26 Improving the advice and support provided to homeless people and helping them to access employment, training and educational opportunities		
Lead Person Lynda Garbutt		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Housing Partnership, Homelessness Forum, DISC and RSLs		
LAA Funding 2007/08	Aligned Homelessness Grant (subject to confirmation) £52,000	Pooled Reward element pump priming grant £25,000

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
H6. BV 213 the number of households considering themselves homeless who approached the housing advice service and where intervention resolved their situation, target to increase from baseline figure	New Indicator	306 (number)	25%	35% by 2010	Provision of thorough and effective housing advice service.
H7. The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months	2005/6 = 70%	100%	80%	95% by 2012	Provision of a tenure blind floating support service to assist people vulnerable to homelessness to access and maintain a successful tenancy
H8. The percentage of RSL tenants evicted without personal contact from their landlord	Figure not yet established currently	Not currently available – hope to	80%	Nil % by 2010	Continuing to develop and establish information sharing protocols between RSL's and Housing Advice Team, provision of advice and information

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
	working with RSL's	have by end of March			literature and court liaison work
H9. Employment Rate (16-24) % (Performance expected with reward)	48.9% - March 2005	?	?	53.8% 2008/09	Tees Valley Works project activity
H10. Number of failed RSL tenancies (Performance expected with reward) target is to reduce the number of tenancies failing as a % of all terminations	80 (7.8%) 2005	?	6% in 2007/08	183 (relates to 7% in 2006/07, 6% in 2007/08 and 5% in 2008/09)	Improved access and take up of floating support services, provision of thorough and effective Housing Advice Service.

Barriers to achieving targets

Data Protection Act constraints related to the sharing of confidential information without consent

Possible Solutions

Develop information sharing protocols with RSL's

Targeted provision of advice and information literature at key locations

Target areas and groups

The whole of Hartlepool is seen as the target for this area of work with particular emphasis towards those groups more vulnerable to homelessness and its causes.

Key Actions for Improvement 2006/07

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Develop and implement formal protocols with specialist advice agencies for client referrals (such as in depth debt counselling)	Lynda Igoe HBC	Identify key agencies with expertise and capacity to accept referrals –no additional funding required	December 2007	Protocol to be developed by September 07 with full implementation and monitoring by December 07
	Develop and implement eviction protocols with all RSLs and accredited private landlords	Lynda Igoe HBC	No additional resources required	March 08	Protocol developed with Housing Hartlepool May 07, remaining RSL's by December 07 and accredited private landlords by March 08
	Develop formal referral protocols to Housing Advice and monitor outcomes	Lynda Igoe HBC	No additional resources required	September 2007	Develop Protocol by July 2007, develop IT solution to monitor outcomes of each agencies referrals by September

Please read the accompanying guidance note before completing this template

Outcome 27 Improving the energy efficiency of houses

Background and context

Improving the energy efficiency of housing stock will reduce fuel bills for Hartlepool residents and help ensure that vulnerable people including the elderly and families on benefits with young children can keep warm during winter. It will also make an important contribution towards reducing the numbers of households across the borough in fuel poverty.

Government commitments, under the Kyoto agreement, to reduce carbon emissions resulted in the Home Energy Conservation Act (HECA). HBC have a responsibility under the act to improve the energy efficiency of homes across the borough to help achieve these commitments.

From a baseline year of 1996 the target set for Hartlepool is for a 30% improvement in energy efficiency and a corresponding drop in carbon emissions.

Outcome 27 Improving the energy efficiency of houses		
Lead Person David Morgan		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Energy Saving Trust Advice Centre(ESTAC), energy providers, TADEA , Tees Valley Energy Savers (TVES), Energy Education North , Housing Hartlepool and other RSLs, Warm Front		
LAA Funding 2007/08	Aligned Single Housing Investment Pot allocation £191,360 Power companies contributions £95,000 (est)	Pooled £0

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
H11. Improve the energy efficiency of housing stock - (monitored in SAP ratings)	Average SAP 59.2 as at March 2005	61 (to be confirmed)	62	65 by 2010/11	<p>HBC are working with all partners to encourage grants take-up for insulation measures, central heating installations, boiler replacement and renewable energy technologies.</p> <p>ESTAC provide free energy efficiency advice service with written reports to HBC residents and at public events.</p> <p>Housing Hartlepool and other RSLs continue to invest in energy efficiency measures to help meet the Decent Homes Standard.</p> <p>SHIP funding confirmed for 2007/8 to support energy efficiency projects.</p>

Barriers to achieving targets

- Budget constraints and reductions in subsidy levels from the utilities for able to pay (ATP) customers may reduce the incentive to invest in energy efficiency measures. DEFRA are also imposing a 3 to 1 priority to ATP ratio.
- Many remaining properties fall into the hard to treat category where measures are much more costly to install (e.g. solid walled homes and non-standard cavities). These homes tend to be owned or rented by lower income households with little spare money to invest in the necessary measures, which adds to the difficulties.
- Lack of awareness and willingness on grants take up, often amongst those most in need.
- Current levels of subsidy from utilities reducing for “able to pay” customers which may reduce incentive to invest.
- Maxim 3 database used to calculate and record SAP ratings may be in need of updating.

Possible Solutions

- Encourage competition amongst solid wall insulation companies to try and reduce prices (currently only two).
- Work with Energy Saving Trust Advice Centre (ESTAC) to publicise grants, including those for renewables, and raise awareness. Examine projects with Community Energy Solutions (CES) for gas mains extensions and Air Source Heat Pumps.
- Continue working with Eaga/Warm Front to provide central heating to vulnerable households.
- Develop partnership with other agencies that can help identify clients in Fuel Poverty (Benefits Agency, Revenues & Benefits, Pensions Service, Health Visitors, PCT)
- Work regionally to lobby DEFRA to increase subsidies available
- Work with utilities to encourage development and take up of other energy efficiency products (heating controls)

Target areas and groups

Energy efficiency measures specifically target those households on low income, in ill health or where there are older or vulnerable people, or those in older housing which tends to be less energy efficient. Improvements in energy efficiency will provide benefits to individual householders in terms of lower fuel bills and healthier homes.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Provide free insulation measures to qualifying households in Hartlepool	David Morgan	Project managed by TADEA Ltd. Funding from SHIP with additional funding from fuel providers	March 2008	Target of 600 households to receive measures by end March 2008
	Assist with the provision of central heating measures to vulnerable and priority households	David Morgan	Funding from Defra plus top up funds through SHIP	March 2008	Target 320 households to receive measures by end March with spend of £400k

Please read the accompanying guidance note before completing this template

Outcome 28 Balancing Housing Supply And Demand

Background and context

Effectively addressing the challenges presented by low and changing demand for housing across large areas of Northern England has been an increasingly important and developing element of the Government's national strategic housing and regeneration policy agenda over recent years.

Locally, the problem of low and changing demand, most particularly in some of the older terraced housing in the areas to the west and north of the town centre, has been a worsening problem for Hartlepool since the late 1990s. In response, the Borough Council has given priority within both successive Housing Strategies and the Local Development Plan/Planning Policy Framework to seek to deal effectively with these issues in a sensitive, coherent and managed fashion, through a combination of selective demolition, clearance and redevelopment, and housing improvement. The overall objectives are effectively to rejuvenate and regenerate these areas and achieve better balanced local housing markets by addressing those areas suffering with the most acute levels of housing vacancy and associated problems, and to help ensure these parts of the town have a sustainable future by facilitating the development of new, good quality, modern homes with contemporary features, design and build standards, together with the improvement of existing housing stock.

This Outcome has close strategic linkages to the other housing outcomes, particularly 24 (Decent Homes) and 27 (Energy Efficiency).

Outcome 28 Balancing Housing Supply And Demand		
Lead Person Mark Dutton		Lead Body Hartlepool BC
Key LSP groups and partners involved Housing Partnership		
LAA Funding 2007/08	Aligned Single Housing Investment Pot allocation -£1,016,600 Housing Market Renewal Fund £4,375,000 New Deal for Communities £315,142	Pooled £105,000 (NRF)

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
H12. Number of houses cleared in HMR intervention area	2005 baseline = 25	60	550	320 in 2008/9; Future clearances and new homes will be determined through a sensitive 'plan, monitor, manage' approach as advocated in the Housing Regeneration Strategy	Following successful outcomes at sequential CPO Public Inquires in the summer of 2006 three redevelopment sites (comprising over 600 properties) will be transferred to two developers (George Wimpey and Yuill Homes) in Spring 2007 - demolitions will start in April 2007, followed by the commencement of new build, which ultimately will result in the construction of over 330 new homes, of a range of sizes and types, all built to high standards of construction and environmental performance, for sale, rent, shared ownership and equity share.

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
H13. Number of new homes constructed in HMR intervention area	2005 baseline = 0	13	30	350 to 2010; additional as per the above	Preferred Partners (Yuill Homes and George Wimpey North East) have been selected to undertake the first phases of redevelopment
H14.	<div> <p>It is anticipated that Tees Valley Living will agree the finalised list of indicators relating to monitoring sub-regional HMR activity later in 2007. We will replicate the main core indicators from this list for Hartlepool (to ensure appropriate strategic alignment), and amend this outcome accordingly</p> </div>				

Barriers to achieving targets

- Accessing sufficient sources of aligned funding continues to be the major potential barrier to achieving targets (reference the recent reduction as described above)
- Potential additional barriers include the need to successfully negotiate key statutory processes, including Public Inquiries in respect of the use of CPO powers, in order to bring forward redevelopment, particularly when set against sometimes relatively inflexible funding regimes

Possible Solutions

- continue to play an active role within Tees Valley Living, to ensure the positive profile HMR work in Tees Valley has developed is maintained, ahead of the next Comprehensive Spending Review and SHIP (Single Housing Investment Pot) funding round
- continue to work with Housing Hartlepool, Hartlepool NDC, Hartlepool Revival, other RSLs, private sector and other partners to maximise additional leverage into supporting the programme
- continue to develop experience and capacity relevant to managing CPO and associated legal and planning processes to ensure successful progression and delivery of key projects

Target areas and groups

The Central Hartlepool Housing Market Renewal Intervention Area broadly targets Brus, Dyke House, Stranton, Grange, St Hilda, Burn Valley and Foggy Furze wards, and reflects the Tees Valley Living HMR area that was produced by TVL following the development of a sub-regional neighbourhood 'Vitality and Viability' Index. It covers the most deprived areas of the town, including the NDC and Neighbourhood Renewal areas, and those where housing market failure has been most acute.

A wide range of groups living in these neighbourhoods will benefit from new and improved housing and the associated general uplift in environmental conditions. Achieving sustainable housing regeneration in these areas will also require attracting new people from other parts of the town and further afield to choose to live in them, and therefore these new residents, as well as those currently living there, will ultimately benefit.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
LAA 28/1	Agree future funding priorities for next phases of HMR activity	Mark Dutton, HBC	Officer time – MD, Nigel Johnson, Colin Wilson (Housing Hartlepool), Julia Histon (Hartlepool Revival)	31.3.08	-agreement for targeting spend of residual 07/08 allocations – 30.9.07
LAA 28/2	Agree final redevelopment proposal and implementation strategy for Belle Vue	Mark Dutton, HBC	Belle Vue Steering Group (Hartlepool BC, Housing Hartlepool, Hartlepool Revival, Guinness Trust, Endeavour HA)	31.3.08	
LAA 28/3	Agree final redevelopment proposal and implementation strategy for Phase 2 North Central Hartlepool	Nigel Johnson, HBC	North Central Hartlepool Officer Group & Steering Group (Hartlepool BC, Housing Hartlepool)	31.3.08	

Culture and Leisure

LAA Delivery Plan and Actions for Improvement 2007/08

Please read the accompanying guidance note before
completing this template

Outcome 29 Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport

Background and context

Outcome 29 is an all embracing Quality of Life indicator which is by necessity supported and developed by a very wide range of organisations and groups. The Cultural and Recreational sector in Hartlepool is dominated by the services provided by the Local Authority. The Adult & Community Services Dept provides Libraries, Parks and Countryside, Sport and Recreation and Arts, Museums and Events. The total budget for these services is £6.1m, and some 300 staff are employed. These services not only respond to community interest in the core areas, but also play an important role in contributing to health and well-being, tourism, lifelong learning and environmental management within the Borough. Cultural Services feature in the upper quartiles of 'Best Value Performance Planning' annual national tables.

It is pleasing to report and confirm that strong partnerships exist with a variety of community and private sector organisations, the sporting infrastructure of the town has been enhanced by the development of private fitness and wellbeing centres along with integrated working with Hartlepool Utd. FC, the community managed Belle Vue Sports Centre and close working with Brierton Sports College to expand community access.

The closer working relationship with HMS Trincomalee Trust is establishing Hartlepool Maritime Experience as the North East's premier maritime attraction. This is complemented by the work of the Hartlepool Marina and the events team in the Maritime Festival and the bid for the Tall Ships in 2010.

The Studio is re-evaluating its services and the beneficial contribution it makes to the live music scene within town and is complemented by the increasing profile and splendid showcase of local talent performed in the Annual Hartlepool Arts & Music Festival.

The need for improvements to the cultural and sporting infrastructure of the town is assisted through developing partnerships, often along sports specific lines eg Bowls Consortium, whereby long awaited physical improvements are gradually being achieved such as the introduction of automatic pitch watering installations – thus improving green quality and playing standards.

Outcome 29 Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport

Lead Person

CL1 and CL2 – ?
CL3 – Pat Usher

Lead Body

Hartlepool Borough Council

Key LSP groups and partners involved

Football Foundation, Sports Council, Renaissance in the Regions (MLA), Culture and Leisure Theme Partnership, HMS Trincomalee

LAA Funding 2007/08

Aligned

Renaissance in the Regions £99,500
Sport England – Active England £35,645
Football Foundation (revenue) £8,653
NDC £63,522

Pooled

£ None

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CL1. Engagement in museum outreach activity by under-represented groups	271 2004/05		325	350	<ul style="list-style-type: none"> Targeted at young people with photographic and archaeological projects BME Community – contemporary collecting.
CL2. Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey)	39% 2004/05		41%	43%	<ul style="list-style-type: none"> Accessible exhibition programming Popular family activity programmes in holiday periods.

CL3. Number of individuals trained to deliver activities within clubs and the community (Local Indicator)	106 2004/05		150	250 by 2012	<ul style="list-style-type: none"> Football Development Officer in particular is having a beneficial effect – reduced numbers anticipated for LEVEL 2 Coaching.
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Barriers to achieving targets

- Limited funding for 2006 Museum outreach developments.
- Difficulty in getting target groups to engage
- Level 2 Coaching is anticipated to be delivered to reduced numbers
- Need to achieve capital grant match funding to deliver full project.

Possible Solutions

- Seek additional funding from other organisations, this would increase/match the existing budget to help increase delivery of further outreach projects in the community.
- Work in partnership with other organisation's leaders(youth organisation, mental health, community organisations etc) who will assist in working with potential new/targeted audiences.
- Maintain Level 1 Coaching throughout to help balance the reduced numbers going through the Level 2 standard.

Target areas and groups

- Renaissance outreach focuses upon young people and BME Community to engage with hard to reach groups
- Coaching targeted towards NRF and secondary town-wide remit.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before
completing this template

Outcome 30 Cultural and leisure services, including libraries, better meet the needs of the community, especially disadvantaged areas

Background and context

Opportunities for culture and leisure add greatly to the richness and diversity of neighbourhood life, so it is important that a wide range of accessible facilities and activities are on offer to promote greater involvement in leisure and culture activities. They provide an outlet and can be a powerful tool in tackling economic and social inclusion. The access and availability of culture and leisure facilities is a significant attraction for tourists.

The development and implementation of the Cultural Strategy for the Borough and the establishment of a Culture and Leisure Partnership is central to the achievement of the aim, objectives and outcomes of the Community Strategy and Neighbourhood Renewal Strategy. Networks will be expanded to ensure we get the best of our local talent and involve the community in the delivery of the cultural infrastructure.

Culture and Leisure complements lifelong learning and training, contributes to health and care, and helps to encourage economic investment and tourism, creating jobs and improving the local economy.

Outcome 30 Cultural and leisure services, including libraries, better meet the needs of the community, especially disadvantaged areas		
Lead Person CL4, 5, and 12 – Pat Usher CL6, 7, 8, 9, 10 and 11 – John Menenar		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Culture and Leisure Theme Partnership		
LAA Funding 2007/08	Aligned £None	Pooled £ None

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
CL4. Increase annual Leisure Centre attendances (Hartlepool)	397,479 2004/05		365000	375,000 by 2012	<ul style="list-style-type: none"> Implement Swim Development Strategy Physical Activity Action Plan in conjunction with Health Promote Headland Sports Hall
CL5. Increase annual Leisure Centre attendances (Neighbourhood Renewal narrowing the gap)	54% 2004/05		56%	60% by 2102	<ul style="list-style-type: none"> Headland Sports Activity Officer appointment
CL6. Increase proportion of residents satisfied with museums/arts (Hartlepool)	63% 2003/04		65%	67% by 2012	<ul style="list-style-type: none"> Popular exhibition programming and Theatre Programme Family orientated activity days
CL7. Increase proportion of residents satisfied with	9%		7%	6% by 2012	<ul style="list-style-type: none"> Targeting young people's groups in conjunction with youth and

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
museums/arts (Neighbourhood Renewal narrowing the gap)					community leaders.
CL8. Increase residents satisfaction with public parks and open spaces (Hartlepool)	67% 2004/05		75%	85% by 2012	<ul style="list-style-type: none"> Complete Burn Valley gardens development. Improve quality of open spaces e.g. Town Square and Recreation Ground e.g. Grayfields.
CL9. Increase residents satisfaction with public parks and open spaces (Neighbourhood Renewal narrowing the gap)	3%		2%	1% by 2012	<ul style="list-style-type: none"> Working with Parks Friends Groups to sustain improvement to Parks and Open Spaces.
CL10. Increase residents satisfaction with libraries (Hartlepool)	77% 2003/04		78%	80% by 2012	<ul style="list-style-type: none"> Host events which enhance literature enjoyment. Provide a customer focussed library stock. Host the Northern Children's Book Festival.
CL11. Increase residents satisfaction with libraries (Neighbourhood Renewal narrowing the gap)	2003/04		3%	2% by 2012	<ul style="list-style-type: none"> Bookstart initiative for under 4 yr olds Customer needs assessed and addressed.
CL12. Increase leisure card holders attendance (Hartlepool)	1348 2003/04		2000	2500 by 2012	<ul style="list-style-type: none"> Improvements Marketing Strategy and now includes Headland Sports Hall.

- **NOTE** – Resident satisfaction survey based on tri-annual assessment, due November 2006.

Barriers to achieving targets

- Difficulty of maintaining quality standards in ageing facilities e.g. Mill House Leisure Centre
- Increasing financial pressures on front-line service provision leading to potential reduction in quality
- Need to seek additional funding to ensure sustainability of the Disabled Sports Officer Post.

Possible Solutions

- Development of Headland Sports Hall and development of Service Level Agreement with Brierton College to manage sporting community facilities
- Completion of sports facilities improvements
- Business Process Re-engineering work in Contact Centre opportunities to expand access to facilities.

Target areas and groups

- Young people – Museums and Arts
- BME Communities – Museums and Arts
- GP Referral targets via LPSA2 and the Public Health Strategy and Physical Activities Co-ordinator
- Completion of Grayfields Recreation Ground changing facilities and pitch improvements to encourage improved quality standards achievement in the Football Community
- Targeted promotion of benefits of undertaking sport and physical activity to wider represented groups and disadvantaged communities.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Strengthening Communities

LAA Delivery Plan and Actions for Improvement 2007/08

Please read the accompanying guidance note before completing this template

Outcome 31 To empower local people to have a greater voice and influence over local decision making and the delivery of services

Background and context

The National Strategy for Neighbourhood Renewal launched in 2001 includes a commitment to ensuring that “communities’ needs and priorities are to the fore in neighbourhood renewal and that residents of poor neighbourhoods have the tools to get involved in whatever way they want”. This is reflected in Hartlepool’s Community Strategy under the aim to empower individuals, groups and communities, and increase the involvement of citizens in the decisions that affect their lives.

Neighbourhood Action Plans (NAPs) have been developed and community forums set up enabling residents together with elected members the opportunity to examine the issues within the NAPs, challenge and work with service providers to narrow the gap on specific issues.

Neighbourhood Renewal Funding has been set aside to develop community capacity we work in partnership with the Community Empowerment Network, the Primary Care Trust, Housing Hartlepool, and other agencies depending upon the issue we need to tackle

The progress and development of the NAPs is reported to the appropriate Neighbourhood Consultative forum and to the Hartlepool Partnership on an annual basis.

Outcome 31 To empower local people to have a greater voice and influence over local decision making and the delivery of services		
Lead Person Denise Ogden		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Hartlepool Borough Council, Community Empowerment Network, Neighbourhood Consultative Forums, 50+ Forum, NRF Community Forums, Resident associations and groups,		
LAA Funding 2007/08	Aligned NDC £240,676	Pooled NRF £133,000

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC1. Maintain the level of involvement in the Community Network (Hartlepool)	50 Groups and 70 People (2002)		Maintain at 2005 Level (75 Groups and 105 People)	Maintain at 2005 Level (75 Groups and 105 People)	<ul style="list-style-type: none"> Produce Community Network bulletins, information packs and grant information Maintain up to date contact list Provide training for network members
SC2. Percentage of adults who feel they can affect decisions that affect own area (Hartlepool)	26 % (MORI survey 2004)				<ul style="list-style-type: none"> Six neighbourhood renewal community forums have been developed working to deliver the issues raised in the NAPS. The forums meet on a monthly basis with membership of residents, elected members and service providers.

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC3. Percentage of adults who feel they can affect decisions that affect own area (Neighbourhood Renewal narrowing the gap)	27 % (MORI survey 2004)				<ul style="list-style-type: none"> ▪ Neighbourhood Managers attend resident associations and group meetings. ▪ Visual audits/ward walkabouts are carried out with residents, officers and members ▪ Community network support of Neighbourhood Action Plan delivery and Review

Barriers to achieving targets

- Lack of resident involvement/engagement
- Lack of appropriate staff to develop community capacity
- Unwillingness from service providers to engage the community and develop services to address local need
- Reduction of funding available due to Single Community Programme

Possible Solutions

- Improve problem solving
- Better engagement with residents.
- Improve feedback to residents.
- Employment of Development officers
- NRF provided £90,000 to support small grants scheme

Target areas and groups

Target Areas

- Whole town.
- NRF areas
- NDC area

Groups

All residents
All residents' associations and groups
Young People.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before completing this template

Outcome 32 Make a positive contribution

Background and context

Making a positive contribution is one of the five outcomes for children outlined in 'Every Child Matters' and forms part of the Independence, Well-being and Choice agenda on the future of adult social care.

Social Capital is key to making a positive contribution and is at generally means the social resources provided by friends, neighbours, families and organisations that help us get through life and contribute to our physical, social and economic well being. The Hartlepool Partnership is keen to know more about the level of Social Capital and introduction of the indicator SC4 will help in this understanding.

Volunteering has a big part to play in this agenda. The voluntary sector spans a huge range of interests, usually centred on particular groups of people or aiming to meet specific needs. Although attempts have been made to define the voluntary sector, there is no single agreed definition.

The activities volunteering contributes to is diverse, there is considerable activity concerning health and disability issues, including many self-help groups and there are many groups

serving the needs of children and young people and sports and community groups are also in large categories. It is clear that there is a core network of organisations aiming to meet a diversity of community needs in Hartlepool.

Research shows that most of Hartlepool's population will benefit from the services of at least one group in any one year.

Most voluntary organisations in Hartlepool are independent of other groups, some focusing on particular issues and others, such as community groups operating in particular neighbourhoods.

The active participation of Looked after children in planning their care should contribute to improved outcomes. To ensure that the views of looked after children and young people are listened to, good practice dictates that they should either attend and participate in the review meeting, or should at least be able to express their views by some other appropriate method."

Outcome 32 Make a positive contribution		
Lead Person Keith Bayley		Lead Body HVDA
Key LSP groups and partners involved Hartlepool Borough Council, Hartlepool PCT and NDC		
LAA Funding 2007/08	Aligned NDC £330,484	Pooled Positive Activities for Young People £141,681

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC4. Percentage of people who have been helped by others (unpaid and not relatives) i) over the past year and ii) one a month over the past year (Hartlepool)	To be established in MORI survey to be undertaken in 2006	Targets to be determined after baseline figures are known from 2006 MORI survey			<ul style="list-style-type: none"> HVDA operates a successful Volunteer Centre, which operates as a 'job centre' for voluntary work. HVDA also operates a Millennium Volunteers project for volunteers aged 16-25. In total HVDA interviews approximately 500 volunteers per year. Much of this work is targeted at neighbourhood renewal areas. Groups are also supported on issues of good practice and with specific targeted recruitment campaigns.
SC5. Percentage of people who have been helped by others (unpaid and not relatives) i) over the past year and ii) one a month over the past year (Neighbourhood Renewal narrowing the gap)	To be established in MORI survey to be undertaken in 2006				
SC6. Increase the proportion of people undertaking voluntary work/community activity (Hartlepool)	9% (2002)		9.4%	10% by 2012	

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC7. Increase the proportion of people undertaking voluntary work/community activity (Neighbourhood Renewal narrowing the gap)	9% (2002)		9.4%	10% by 2012	
SC8. Increase the number of looked after children participating in their reviews	67.4% (2004/05)		90%	Maintain 95%-100%	<ul style="list-style-type: none"> Wherever possible children and young people will be encouraged and facilitated to attend their review. Whether they attend or not, their views will be captured by independent staff using the "Viewpoint" documentation. Additional/special arrangements are being put in place for the small number of children with multiple and profound disabilities who have severe communication issues.

Barriers to achieving targets

Problems for local groups accessing and sufficient funding without which there could be a reduction in VCS levels of activity with a consequent reduction in the use of volunteers.

No 'core funding' for the Volunteer Centre work, which is undertaken by HVDA. Current NRF funding will cease in 2008.

Possible Solutions

For partners to recognise the need to resource the work of the VCS.

Target areas and groups

Area

NRF and NDCareas

500 groups in Hartlepool 88% of Hartlepool based groups are undertaking work in the Neighbourhood Renewal areas.

Groups

VCS Groups

Looked after Children

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before completing this template

Outcome 33 To improve the quality of life for the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery

Background and context

Outcome 33 is a mandatory outcome that must be included within the LAAs of areas in receipt of Neighbourhood Element funding. Government funding which has been established to specifically target the most disadvantaged communities including Neighbourhood Renewal and Neighbourhood Element Funding will contribute towards the achievement of this outcome.

The Neighbourhood Renewal Strategy, which forms part of the Community strategy, identifies 7 disadvantaged neighbourhoods and provides the strategic context for improvements in those communities of the Borough. Within each of the disadvantaged neighbourhoods a more detailed framework for improvement is set out in the Neighbourhood Action Plan (NAP) that has been developed in consultation with residents and service providers. In each neighbourhood a NAP forum has been established to oversee the implementation of the NAP and they have responsibility for

agreeing how to use the funding that is dedicated to their area including NRF Residents Priorities Budget and Neighbourhood Element.

Partner agencies will contribute towards improving the quality of life for the most disadvantaged communities through their mainstream activity and are using NAPs to inform and direct service provision.

Hartlepool has been chosen by government and partner organisations for a number of neighbourhood based pilot projects. Building on the policing priority area pilots in Burbank and Rift House/Burn Valley, Hartlepool was subsequently chosen to be the pilot for Neighbourhood Policing in the Cleveland Force. The Owton neighbourhood has been chosen for a national Connected Care pilot that will involve residents in the design of health and care services in their neighbourhood.

Outcome 33 To improve the quality of life for the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery		
Lead Person Catherine Frank		Lead Body HBC Community Strategy Division
Key LSP groups and partners involved Police, Council, Fire Service, Residents Groups, CEN, Community/Voluntary sector, PCT, Housing Hartlepool, others		
LAA Funding 2007/08	Aligned £0	Pooled NRF £437,000 Neighbourhood Element £581,000

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC9. Increase the proportion of people satisfied with their local area as a place to live (Hartlepool)	78% satisfied (2002)	83% satisfied (2006)	No annual target as measured by a Bi-annual MORI survey. Next results due early 2009.	85% satisfied by 2012	NRF, Neighbourhood Element, NAP Forums, Neighbourhood Consultative Forums, increased mainstreaming by service providers, Neighbourhood Policing, Connected Care, Housing Market Renewal, NDC initiatives.
SC10. Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal narrowing the gap)	77% satisfied (2002)	78% satisfied (2006)		85% satisfied by 2012	NRF, Neighbourhood Element, NAP Forums, Neighbourhood Consultative Forums, increased mainstreaming by service providers, Neighbourhood Policing, Connected Care, Housing Market Renewal, NDC initiatives.

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC11. Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Element Area)	77% satisfied (2002)	76% satisfied (2006)	No annual target as measured by a Bi-annual MORI survey. Next results due early 2009.	86% satisfied by 2012	NRF, Neighbourhood Element, NAP Forums, Neighbourhood Consultative Forums, increased mainstreaming by service providers, Neighbourhood Policing, Connected Care, Housing Market Renewal, NDC initiatives.
SC12. Burbank – Health Neighbourhood Element Target to be included		Targets to be determined through local consultation by the end of July 2007			
SC13. Dyke House/Stranton/Grange – Community Safety Target to be included					
SC14. Owton – Target to be included					
SC15. North Hartlepool – Target to be included					

Barriers to achieving targets

- Partners fail to deliver improved services to meet the needs and aspirations of the community, particularly in the disadvantaged areas;
- Occurrence of major external influences that undermine public confidence;
- Structure of partner organisations and their lack of capacity may restrict their ability to deliver at a neighbourhood level;
- NRF support is due to end in March 2008 and loss of this significant funding source could make achieving the longer-term target difficult.

Possible Solutions

- Partners to continue to develop improved services that meet the needs of the local community;
- Increased mainstreaming of resources into the Neighbourhood Renewal Area;
- Partners need to consider how they operate and how they will respond to the neighbourhood agenda;
- Lobbying for additional resources for deprived areas to ensure continued support post March 2008.

Target areas and groups

- The outcome relates to the satisfaction of the whole Hartlepool population, but there is a continued focus on improving the Neighbourhood Renewal Area and narrowing the gap between the two.
- NRF is focussed upon the seven disadvantaged communities within the 10% most deprived of neighbourhoods nationally;
- Neighbourhood Element funding is targeted upon four of the seven priority neighbourhoods, those within the 3% most deprived of neighbourhoods nationally.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
	Co-ordinate key regeneration programmes.	Derek Gouldburn HBC	Single Programme	March 2008	Monitor progress April, July and Oct 2007 & Jan 2008.
	Implement the NAP Review Action Plan	Catherine Frank HBC	HBC Regeneration Team, HBC Neighbourhood Management, Community Network & Housing Hartlepool. NRF and NE funding.	March 2008	Annual Capacity Building Plan agreed July 2007. NAP Outcome Frameworks finalised July 2007.
	Operate a strategic NRF programme and related regeneration programmes.	Catherine Frank HBC	NRF & NE	March 2008	2007/8 allocations finalised by LSP in May 2007.
	Continue a programme of Neighbourhood Action Plan (NAP) preparation, implementation, monitoring and review in the context of the NRS.	Catherine Frank HBC	HBC Regeneration Team, HBC Neighbourhood Management, Community Network & Housing Hartlepool.	March 2008	Revised Rift House/Burn Valley NAP agreed by LSP by June 2007. Revised Owton NAP agreed by LSP by Jan 2007. NAP monitoring taken to Theme Partnerships by Feb 2008.

Outcome 34 Increasing financial resources within family environments to provide improved lifestyle opportunities

Background and context

In September 2005 The 'Money Matters' Financial Inclusion Conference was held in Hartlepool. The event was hosted by Hartlepool Credit Union Ltd – Moneywise Community Banking and funded by Hartlepool New Deal for Communities. Partners involved on the day included Housing Hartlepool, Hartlepool Borough Council Trading Standards, Hartlepool Primary Care Trust, the Department of Work and Pensions, Hartlepool Citizens Advice Bureau and representatives of the voluntary and community sector. The purpose of the event was to raise awareness of Credit Unions, the problems associated with over-indebtedness and related matters.

The HFIP was subsequently established and is an important vehicle for ensuring that Financial Inclusion remains at the forefront of public awareness as identified by Government in the HM Treasury report Promoting Financial Inclusion December 2004 and identifies Credit Unions as important stakeholders in helping to address the issue of accessing banking services for individuals on low incomes and living in the most deprived areas in Great Britain, through a partnership approach.

HFIP Terms of Reference provide the framework of activities to be undertaken by the group to shape services to meet resident needs by working with partners in a collaborative manner

Historically, Hartlepool Borough Council has undertaken a number of proactive initiatives to raise awareness and

encourage individuals to claim available non means tested financial support, via mail shots, leaflets and advertising.

These programmes, over a number of years, have had only a marginal impact as the potential beneficiaries are often “hard to reach”. Only an integrated programme of active engagement with the community including hosting events with representative groups and working closely with health sector partners and other agencies will the Council be able to effectively “touch” those most likely to be eligible.

A new work programme will build on the Council's developments in Anti Poverty initiatives, provide resources to enable individuals to more effectively participate in community life and make activities and services more accessible and inclusive. The initiatives will allow the Council to link services into the community, help break down the barriers to take up, deliver financial resources to vulnerable individuals and carers and will facilitate the signposting of individuals to other national welfare benefits support.

The programme objective is also to encourage individuals to be self supporting, reduce dependency on the state for care support and embrace / promote the concept of the supporting family unit. This initiative recognises the important role of strong extended families and the crucial role that the voluntary sector and support arrangements can play in providing support to vulnerable groups.

Outcome 34 Increasing financial resources within family environments to provide improved lifestyle opportunities		
Lead Person Martin Booth		Lead Body Hartlepool NDC
Key LSP groups and partners involved Primary Care Trust, Financial Inclusion Partnership		
LAA Funding 2007/08	Aligned NDC £34,209	Pooled Reward Element £33,600

Indicators	Baseline and Year	Actual 2007/08	Target 2007/08	Longer Term Target Performance at end of Reward Element (2008/09)	Current activity to meet target
SC 16. Number of Council Tax Disabled Reliefs (performance with reward)	177 (February 2005)			268	<ul style="list-style-type: none"> Develop links with external organisations as financial support champions and information messengers. Develop leaflets format to maximise impact and incorporate application forms. Utilise Mozaic socio/economic/demographic database data to target take up campaigns. Review Housing Hartlepool tenancy listings on adapted properties to identify potential entitlements. Integration of Promotional work programme with community events.
SC 17. Number of Council Tax Carer Reductions (performance with reward)	32 (February 2005)			157	
SC 18. Number of Severely Mentally Impaired Reductions (performance with reward)	83 (February 2005)			112	

Barriers to achieving targets

- Programme deals with some traditional “hard to reach groups”
- Qualifying criteria for assistance are statutorily defined and challenging
- Ongoing stigma perception associated with claiming means tested entitlements.

Possible Solutions

- Effective Engagement Strategy and fostering of partnerships
- Development of Publicity / Marketing of support available
- Maintain register of rejected applications and implement system of follow up's to establish if circumstances have changed.
- Develop communication channels / breakdown barriers

Target areas and groups

- Vulnerable adults and the elderly
- People with Disabilities
- Target community representative groups Alzheimer's, Age Concern, Hartlepool Carers, Multiple Sclerosis, Mental Health Matters, Special Needs Support Group, Autism Group, Epilepsy Outlook.
- Engagement with Hartlepool Financial Inclusion Partnership, Health Sector Hospices / Psychiatric services, Community Centres / Libraries.

Key Actions for Improvement 2006/07

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)
1	Develop Engagement Strategy	Margaret Wrigglesworth ext 4288	HBC Staff, LPSA pump priming funding	May 06	None
2	Prepare Annual Work Programme	Margaret Wrigglesworth ext 4288	HBC Staff, LPSA pump priming funding	Jun 06	None
3	Implement Work Programme and review / monitor impacts	Margaret Wrigglesworth ext 4288	HBC Staff, LPSA pump priming funding	Mar 07	Jul 06 / Oct 06/ Jan 07 Review progress

Please read the accompanying guidance note before completing this template

Outcome 35 Freedom from discrimination or harassment

Background and context

The Race Relations Act 2000 provides the context for this area and it requires public authorities to promote race equality across its organisation and throughout its policies. Under this general duty we have to:

- Eliminate unlawful discrimination
- Promote equality of opportunity
- Promote good relations between people of different racial groups

Hartlepool Borough Council (HBC) is committed to this agenda and has published a Race Equality Scheme and an annual report detailing progress to date. Specific achievements include:

- A BME subgroup has been set up under the Mental Health Local Implementation Team
- Hartlepool Borough Council have achieved level 2 of the Local Government's Equality Standard
- Corporate harassment and bullying procedures have been reviewed.
- The corporate Race & Diversity Scheme for Hartlepool Borough Council can be downloaded from the internet www.hartlepool.gov.uk

Recently the Black and Minority Ethnic (BME) Reference Group has to established by Hartlepool Voluntary Development Agency (HVDA) and the Community Network. This group aims to give ethnic minority groups a stronger voice in local decision making. The group will also look at issue affecting BME communities such as racial abuse, and attacks, housing and access to services.

Outcome 35 Freedom from discrimination or harassment		
Lead Person Martin Booth		Lead Body Hartlepool NDC
Key LSP groups and partners involved <div><div><ul style="list-style-type: none">• Hartlepool Community Network• All Theme Partnerships• Older Peoples Local Implementation Team</div><div><ul style="list-style-type: none">BME Reference GroupLearning Disabilities Partnership BoardMental Health Local Implementation Team</div></div>		
LAA Funding 2007/08	Aligned £0 (any NDC?)	Pooled £ None

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC19. Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Hartlepool)	To be established in MORI survey to be undertaken in 2006	<div>Targets to be determined after baseline figures are known from 2006 MORI survey</div>			Resourcing local BME groups through the two Community Chests administered by HVDA. Organising a BME reference group and ensuring the BME community has a voice of the LSP. HVDA provides capacity building support to the following groups: the Salaam Centre, Hartlepool Pinoy (Filipino group), Hartlepool Asian Association, Moslem Welfare Association, Bangladeshi Cultural
SC20. Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Neighbourhood Renewal narrowing the gap)	To be established in MORI survey to be undertaken in 2006				
SC21. Reducing the proportion of people feeling no involvement in the community (Hartlepool)	37% feeling no involvement (2002)		35.8	35% feeling no involvement by 2012	

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC22. Reducing the proportion of people feeling no involvement in the community (Neighbourhood Renewal narrowing the gap)	37% feeling no involvement (2002)		35.8	35% feeling no involvement by 2012	<p>Association, HYPE (young people), Hart Gables (gay/lesbian group), the All Ability Forum (disability forum), Hartlepool MIND, Hartlepool Access Group and Hartlepool Carers.</p> <p>These groups advocate on behalf of marginalized communities and provide services to vulnerable individuals as well as promoting greater understanding between people from different backgrounds.</p>
SC23. Proportionate Assessment: - % of older service users receiving an assessment that are from minority ethnic groups, compared to the % of older people in the local population that are from such groups (E47)	0.63 (2004/05)		1.00	Maintain equal proportions	<ul style="list-style-type: none"> • Contact officer in duty • Translation of accessible public information.
SC24. Proportionate service provision: - % of older service users receiving services following an assessment that are from a minority ethnic group, compared to the % of users assessed that are from such groups (E48)	0.33 (2004/05)		1.00	Maintain equal proportions	<ul style="list-style-type: none"> • Diversity training • Talking with communities initiatives

Barriers to achieving targets

The BME community in Hartlepool is traditionally difficult to reach group.

The need to resource such activity.

Possible Solutions

There is a need to focus on issues, which are of particular importance to the BME community locally.

There is a need for funding to be available to resource the aspirations of various marginalized groups.

Build on the Talking with Communities initiative.

Target areas and groups

The BME community, people with mental health problems, carers, young people, people with disabilities, older people, gay and lesbian community.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

Please read the accompanying guidance note before completing this template

Outcome 36 Creating a fairer world

Background and context

In the United Kingdom, we have created a relatively good quality of life for most of the population but we now realise that this may have been at the expense of communities elsewhere in the world.

At the present time it is estimated that 840 million people still go to bed hungry, 30,000 children under the age of 5 still die each day of preventable causes, 968 million people are without clean drinking water and 2.8 billion people live on less than \$2 a day. Without a fair distribution of wealth, the world's poorest people will continue to live without basic services like education, health services and water.

Poverty isn't just about poor people somewhere else in the world. It's also about us in this country – our government, the things we buy at the supermarket and our lifestyle. Creating a fairer world is essential for the UK's own stability and prosperity. As a wealthy country, we are well placed to help developing countries.

Tackling global poverty is a priority for the United Kingdom.

One way in which Hartlepool is helping create this fairer world is through its support of the Fairtrade Initiative. Fair Trade can reduce poverty and contribute to Sustainable Development by offering better trading conditions to, and securing the rights of marginalised producers and workers

For over 40 years now, Fair Trade has been hugely successful in making trade work for development. In its practices, Fair Trade takes into account social, economic, cultural and environmental dimensions through a rigorous set of voluntary standards. Over 4,000 small-scale and marginalised producer groups and hundreds of thousands of workers on plantations and in factories in more than 50 developing countries participate in Fair Trade supply chains.

Hartlepool was declared a Fairtrade Town in July 2005 and the Hartlepool Fairtrade Town Steering Group is tasked with ensuring we maintain this status and contribute towards creating a fairer world.

Outcome 36 Creating a fairer world		
Lead Person Sylvia Tempest		Lead Body Hartlepool Borough Council
Key LSP groups and partners involved Hartlepool Fairtrade Town Steering Group Environment Partnership Hartlepool Global Peace and Justice Group		
LAA Funding 2007/08	Aligned £0	Pooled £0

Indicators	Baseline and Year	Actual 2006/07	Target 2007/08	Longer Term Target	Current activity to meet target
SC25. Number of retail establishments offering Fairtrade as an alternative	9(2003/4)		19	21(2010/2011)	Hartlepool Fair-trade Town Steering Group meeting regularly. Campaign continues to encourage retail establishments to sell Fairtrade products
SC26. Number of catering establishments offering Fairtrade as an alternative	4(2003/4)		10	12(2010/2011)	Hartlepool Fair-trade Town Steering Group meeting regularly. Campaign continues to encourage catering establishments to sell Fairtrade products

Barriers to achieving targets

- Target relies on existing retail and catering outlets continuing to sell Fairtrade products and new outlets starting to sell the products.

Target areas and groups

- The main target of activity is on the retail and catering establishments.
- The benefits of the initiative are global.

Possible Solutions

- The Local Authority needs to continue to support the Steering Group and publicise and support the initiative whenever possible.

Key Actions for Improvement 2007/08

Ref.	Action for improvement	Key Contact and organisation	Support requirements and resources required (What and by who and the main funding sources)	Date to be completed	Milestones (s)

SECTION 2

Hartlepool Partnership Self-Assessment 2006/07 Hartlepool Partnership Improvement Plan 2006/08

Hartlepool Partnership Self-Assessment

This reviews the progress the Hartlepool Partnership made in 2006/07 against the Government's six core criteria:

- 1) Strategic
- 2) Inclusive
- 3) Action-Focused
- 4) Performance Managed
- 5) Efficient
- 6) Learning and Development

Scoring

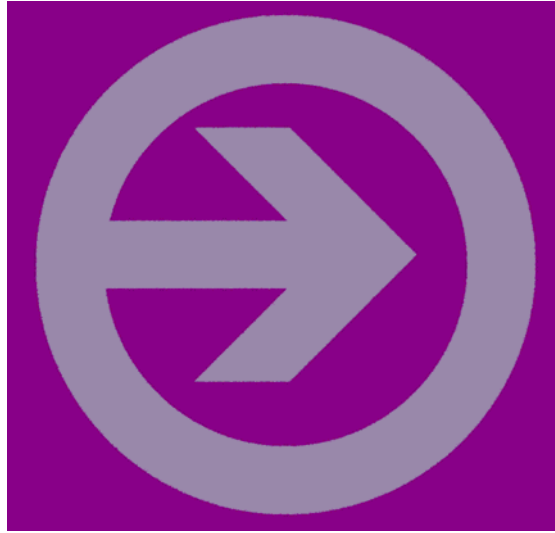
In line with Government guidance:

- a score of 5 indicates there is strong evidence to prove the statement
- a score of 3 indicates there is some evidence to prove that the Partnership is well on the way to meeting this criteria
- a score of 1 indicates there is little or no evidence to support the statement.

Hartlepool Partnership Improvement Plan

In line with Government guidance, the improvement plan is derived from the self-assessment and presents the following information:

- Action for Improvement
- Key contact and organisation
- Support requirements and resources required (what, by who and the main funding sources)
- Date to be completed
- Milestones (if the date to be completed is after September 2007)



Local Strategic Partnerships
Performance Management Framework
**A Framework for Assessing
Progress and Development
2006/2007**

Reviewing Partnership Working

Strategic Criteria

1.1 Vision	The LSP's vision is clear, ambitious and achievable. It is owned and agreed by all partner agencies and the CEN		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> Initial visions from partners Community Strategy Review 2006 Household questionnaires Viewpoint 1000 results Hartlepool's Ambition, 2nd draft of new Community Strategy 	What key progress have we made? <p>The Partnership's vision is set out in the Community Strategy. This Vision was finalised in 2002 following extensive work with partners, residents and service providers. The Community Strategy Review was launched in May 2006 and the 1st draft issued in September 06 set out a new Vision following extensive consultation. The signing of Hartlepool's Local Area Agreement (LAA) in March 2006 and the preparation of the 2006/07 Delivery and Improvement Plan has provided a renewed focus for delivering the vision.</p>	
1.2 Strategy	The Community Strategy and the Local Neighbourhood Renewal Strategy set National floor targets and identify priority neighbourhoods and wards. Sound methodologies have been used to establish priorities in these areas and robust plans for achieving progress against baselines are based on plausible actions.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> LSP 05/06 Green rating HBC Corporate Assessment March 2007 2006/07 LAA Delivery & Improvement Plan Neighbourhood Action Plans have been developed for all priority areas and a programme of review has begun Audit Commission validation Hartlepool's Community Strategy – the first 5 years review of progress Provision to include new areas in the revised Neighbourhood Renewal Strategy 	What key progress have we made? <p>The Community Strategy and Neighbourhood Renewal Strategy were agreed by the Partnership in April 2002. Building on the initial 2002 Action Plan, a more detailed Performance Management Framework (PMF) was agreed in March 2004 and PMF 2005 introduced new floor targets that were set following the spending review. The signing of the LAA in March 2006 led to the preparation of an LAA delivery & improvement plan for 2006/07 effectively establishing the LAA as the delivery plan for the Community Strategy and the Neighbourhood Renewal Strategy.</p> <p>Neighbourhood Action Plans have been prepared for all priority neighbourhoods with strong resident and service provider input. A review of their preparation has taken place and the resulting action plan is being implemented.</p>	

Reviewing Partnership Working

Strategic Criteria

1.3 Leadership	Strategic leadership is provided by the LSP to make sure that its own strategies are reflected in partners' business strategies and are cascaded down to team and individual work objectives		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• July 05 Alignment report• LAA• Hartlepool Borough Council Corporate Plan• Children & Young People's Plan• Minutes of Hartlepool Partnership's Performance Management Group	What key progress have we made? <p>The Partnership is chaired by the town's MP and this results in clear, strong leadership, effective challenge and focus on key actions for improvement.</p> <p>The need to embed the Community Strategy firmly into partners' plans and strategies has been acknowledged and the development of the LAA has provided an additional opportunity to strengthen the delivery of the Partnership's strategies.</p>	
1.4 Structure & accountability	The Partnership organises itself in a systematic, clear and accountable way. The LSP board is effective with members having the authority to speak for their organisation and there is genuine community involvement through the CEN		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Hartlepool Partnership Terms of Reference• Protocol with CEN• Minutes of meetings and papers all available electronically• Attendance lists for meetings kept and published• Governance review underway• CEN PMF	What key progress have we made? <p>Terms of Reference for the operation of the Hartlepool Partnership were updated in November 2006 reflecting the establishment of a Performance Management Group. Membership of the Board is at a senior level with the ability to take and make decisions on behalf of their organisation</p> <p>Community involvement in the Hartlepool Partnership board takes the form of representatives elected from the Community Network and the vice-chairs of the Neighbourhood Consultative Forums.</p> <p>A Partnership Governance Standard was brought in this year and many Theme Partnerships have reviewed their Terms of Reference in line with this</p>	

Reviewing Partnership Working

Strategic Criteria

1.5 Sustainable Development	The Partnership provides an integrated approach to decision-making that brings together social, environmental and economic considerations, safeguarding the interests of future generations and creating a fairer world.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Hartlepool Partnership Meeting (October 2004) • Sustainability is established as a key principle of the Community Strategy. • A Sustainable Development checklist is included as part of detailed NRF project proposals. • There was provision for cross-cutting programmes in the latest NRF programme • Fairtrade tea & coffee served at Partnership meetings and events • Outcome 36 of the LAA 	What key progress have we made? <p>The Environment Partnership has led work on Climate Change leading to the Partnership signing the Nottingham Declaration in October 2004, and the preparation of a Climate Change Strategy in consultation with Theme Partnerships. The draft strategy was agreed by the Partnership in January 07.</p> <p>A Sustainable Development appraisal was carried out on the draft LAA leading to the introduction of Outcome 36 - Creating a Fairer World</p> <p>Hartlepool gained Fair Trade Town status in July 2005.</p> <p>Outline work is underway to carryout a Sustainability Appraisal of the new Community Strategy as well as a Strategic Environmental Assessment.</p>	
Total Score			20

Barriers to Progress and Priorities for Action

Total Score for
this section

20/25

Criteria: Strategic

Date of Review March 2007

Barriers

- The reconfiguration of public sector bodies e.g. PCT, Strategic Health Authorities, Learning & Skills Council, Jobcentre Plus, makes it particularly difficult to establish a shared strategic framework and align business planning.
- The Community Strategy and Neighbourhood Renewal Strategy were agreed in 2002 and are both in the process of being reviewed.
- Lack of clarity nationally in relation to requirement for Sustainable Community Strategies to comply with European SEA directive.

Possible Solutions

- Review Community Strategy and Neighbourhood Renewal Strategy
- Use the opportunity provided by the proposed LAA revision to further strengthen buy in to shared strategic framework

Action for Improvement

1. Complete a review of the Community Strategy and Neighbourhood Renewal Strategy
2. Review alignment of partners' business plans to the 2007/08 Local Area Agreement Delivery & Improvement Plan
3. Conclude review of Partnership Governance
4. Develop a framework for reporting progress towards Sustainable Development
5. Review compliance of Theme Partnerships to Partnership Governance Standard
6. Review governance arrangements for NAP Forums

Reviewing Partnership Working

Inclusive Criteria

2.1 Processes	The processes through which the LSP operate are sound, efficient and transparent.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Terms of reference• Protocol• Published minutes of meetings/decisions• Annual event• Partnership Board Governance Report (Dec 06)• Partnership meetings are open to the public and the press regularly attend	What key progress have we made? <p>The Partnership revised its Terms of Reference in November 2006 and has reviewed the Hartlepool Partnership/Community Network Protocol.</p> <p>The Partnership has agreed a governance standard and Theme Partnerships have revised their terms of reference in response to this. New arrangements for establishing a Children's Trust and an interim Skills Partnership have been agreed.</p> <p>Induction arrangements for new members has been introduced and the Board Members Handbook revised and reissued. Declaration of interest forms have been completed by Board Members and officers delivering Partnership initiatives.</p>	
2.2 Community Impact	Local strategies are monitored and evaluated as appropriate, to make sure they reflect the views of all sections of the community and findings fed back to LSP members.		Score 4
	What evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Hartlepool Partnership minutes and agendas• Resident representatives have support from CEN and have established a track record of commenting on strategies.• NAP implementation progress monitored through Theme Partnerships	What key progress have we made? <p>The Hartlepool Partnership Board is seen by its members as an essential body to involve in strategy development and consultation.</p> <p>A range of key strategies have been presented for debate at the Hartlepool Partnership including the Skills Strategy, the Alcohol Harm Reduction Strategy, the Partnership's Communication Strategy, the Regional Spatial Strategy, Building Schools for the Future, the Antisocial Behaviour Strategy. Neighbourhood Action Plans are endorsed by the Board following local agreement.</p>	

Reviewing Partnership Working

Inclusive Criteria

2.3 Engagement	The LSP engages all key sectors in its work (community & voluntary, private and public) and the diversity of its communities is reflected within the Partnership and by those acting/speaking on its behalf. LSP decision making processes include Voluntary and Community Sector representatives in a way that allows them to contribute and have real influence		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">Hartlepool Partnership Board MembershipStrong representation from senior public sector partnersPrivate business representation through the Economic ForumCN involvement in decision-making e.g. NRF, PCT Core FundingHartlepool Partnership Board Meetings	What key progress have we made? <p>The Partnership's BME Representative continues to receive support from the Community Network particularly in the facilitation of a BME reference group. There is a strong community and voluntary sector input into preparation of Neighbourhood Action Plans. The constituencies of the two Young Peoples reps on the Board have been revised to provide a place for Hartlepool's representative on the UK Youth Parliament.</p> <p>The Hartlepool Partnership has agreed a Communications Strategy and is implementing a two year action plan. The Board has received a series of reports from the Community and Voluntary sector including a report on the work of the 50+ Forum in implementing the Older Peoples Strategy.</p>	
2.4 Community Cohesion	The LSP is working to ensure Hartlepool is a cohesive community where there is a sense of belonging for all. The diversity of people's different background and circumstances are appreciated & positively valued and those from different backgrounds have similar life opportunities. Strong positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">Community Network support for BME Reference GroupHBC work on "Talking with Communities"HBC Statement of Community Involvement	What key progress have we made? <p>Introduction of BME monitoring into the NRF 2006-2008 programme will provide additional management information.</p> <p>Neighbourhood Action Plan development focuses on community needs and aspirations and seeks to engage a range of people from different backgrounds in their preparation and implementation.</p>	
Total Score			15

Reviewing Partnership Working

Inclusive Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

15/20

Criteria: Inclusive

Date of Review March 2007

Barriers

- There are tensions between retaining inclusively and a Board of 42 people and ensuring the Hartlepool Partnership can operate as strategically.
- There is a need for clarity on the role of elected members and community network representatives in neighbourhoods following the Local Government White Paper
- The lack of direct representation from the Hartlepool Partnership to the Tees Valley Partnership, despite repeated requests, makes it difficult to ensure alignment of key strategies

Possible Solutions

- Ensure that the Terms of Reference and the Protocol are regularly reviewed
- Continue to lobby for direct representation from the Hartlepool Partnership to the Tees Valley Partnership

Action for Improvement

7. Lobby for direct representation from the Hartlepool Partnership to the Tees Valley Partnership
8. Develop the Annual Event as a means of communicating progress on implementing the Community Strategy, Neighbourhood Renewal Strategy and LAA
9. Work with the Community Network to agree and deliver an Improvement Plan for 2007/08
10. Implement Communications Strategy Action Plan
11. Review BME monitoring arrangements of NRF programme

Reviewing Partnership Working

Action Focused Criteria

3.1 Affecting Mainstream Services	Neighbourhood Renewal objectives are incorporated in mainstream services. This is demonstrated by changes in use of mainstream funds, re-shaping of service delivery and joining-up with other services to deliver agreed targets.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Mainstreaming Review • Implementation of NAP priorities • PCT targeted approach to reconfiguration of primary care facilities • Local funding for schools takes into account of the number of pupils living in the NRS area • Roll out of Neighbourhood Policing • Neighbourhood Element Programme • Neighbourhood Action Plans 	What key progress have we made? <p>A Mainstreaming review was carried out in 2005 with all key partners and service providers. The completion of interviews and questionnaires resulted in a greater understanding of the mainstreaming issues facing the Partnership. From the report's conclusions, a mainstreaming action plan has been produced</p> <p>The NRF programme for 2006-2008 has been reshaped taking into account a number of projects that have been mainstreamed.</p> <p>Neighbourhood Action Plans are being used to shape service delivery in localities.</p>	
3.2 Joint working & Partners changing in response to the LSP	Local service providers are committed to changing local service delivery as a result of their participation in the LSP.		Score 3
	What Evidence do we have to demonstrate these standards? <ul style="list-style-type: none"> • Mainstreaming review • Housing Market Renewal Programme • Connected Care • Neighbourhood Policing • Integrated Health & Social Care Teams 	What key progress have we made? <p>The Community Strategy and Neighbourhood Renewal Strategy are embedded in key plans e.g. Children and Young People's Plan, Local Transport Plan, Public Health Strategy.</p> <p>Local discussions on PCT reconfiguration and the provision of acute services have been led by the Hartlepool Partnership Chair. The Partnership Board has strongly articulated its case for the retention of Hartlepool PCT and high quality, accessible local acute services</p>	

Reviewing Partnership Working

Action Focused Criteria

3.3 Clear decision making	Decision making processes are clear and understood by all those involved. Meetings resolve issues and make good decisions that are in line with strategy. Risks are well assessed and the LSP tracks progress and acts as necessary to address delays and barriers.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Negotiation and adoption of protocol • Reports and minutes of meetings clearly identify decisions. • Quarterly meetings of Hartlepool Partnership chair and chairs of Theme Partnership to discuss key issues and performance data. • Community Network self-assessment scores the LSP as 4/5 for inclusion in decision making process 	What key progress have we made? <p>Decision making at the Hartlepool Partnership Board is participative and clear with strong chairing of meetings that allows discussion to flow and a range of members to engage in debate. Where conflict occurs, steps are taken to provide additional opportunities for discussion e.g. adoption of the Local Plan. Risk management approach developed and key risk assessments carried out</p> <p>New governance arrangements are required for the establishment of the Children's Trust and the Skills Partnership these are currently being developed</p>	
3.4 Capacity Building in Neighbourhoods	The LSP has taken steps to strengthen the capacity of the community to participate in the delivery of neighbourhood renewal.		Score 5
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Successful preparation and implementation of Neighbourhood Action Plans • Partnership work with HBC Neighbourhood Consultative Forums • NRF programme, including new allocation of funds for Capacity Building • MORI survey 2006 • Connected Care & Health Trainers • Neighbourhood Policing • NAP review and clarification of roles and responsibilities 	What key progress have we made? <p>A wide range of programmes and partnerships support extensive community participation in the delivery of neighbourhood renewal. The process of drawing up Neighbourhood Action Plans secures community participation and close working with the Community Network strengthens capacity.</p> <p>A review of Neighbourhood Action Plans took place in 2006 and the resulting Action Plan is being implemented.</p> <p>The Connected Care programme focuses on building capacity in neighbourhoods and improving health.</p>	
Total Score			16

Reviewing Partnership Working

Action Focused Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

16/20

Criteria: Action Focused

Date of Review March 2007

Barriers

- The Council's scrutiny enquiry into Partnerships has shown that some elected members are unclear about the Partnership's decision making process, particularly in relation to the Local Area Agreement
- Preparation of NAPs can raise residents' expectations and there is a lack of capacity in key service providers to meet all priorities in the short term
- The Local Government White Paper sets out new arrangements for LAAs. This is likely to result in a new LAA being prepared during 2007/08

Possible Solutions

- Seek to shape the LAA debate and ensure the resulting document works to deliver *Hartlepool's Ambition*
- Review NAP preparation to be clearer about long term aspirations and short / medium term deliverables

Action for Improvement

12. Implement a programme of individual NAP reviews
13. Implement 2007/08 NAP priorities
14. Implement, monitor and review Floor Target Action Plans (FTAPs)
15. Implement the NAP review Action Plan
16. Prepare LAA for 2008/09
17. Through NRF support moves towards geographically focused service provision
18. Provide support to service providers to tailor services to reflect local need

Reviewing Partnership Working

Performance Managed Criteria

4.1 Monitoring, Review & Evaluation	Local strategies are monitored and evaluated as appropriate, operational planning takes account of feedback and findings and a performance management culture is becoming embedded in the partnership.		Score 4
	What evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Reports and Minutes of Hartlepool Partnership• Independent evaluation of NRF programme and NAP review• Monitoring of NAP implementation through Theme Partnerships• Establishment of Partnership's Performance Management Group• LAA workshops• MORI 2006 survey• HBC Corporate Assessment 2007	What key progress have we made? <p>Quarterly performance reports are reviewed through the Partnership's Performance Management Group that was established in 2006.</p> <p>The 2004-06 NRF programme evaluation found strong monitoring arrangements to be in place. The draft Governance arrangements for the Childrens Trust set out the establishment of a performance management group to review progress and action improvements as required.</p>	
4.2 Links to Partners performance management systems	Where possible partners of the LSP have aligned their performance management arrangements to meet the LSP Business Planning cycle		Score 3
	What Evidence do we have to demonstrate these standards? <ul style="list-style-type: none">• Local Area Agreement• Alignment review• Quarterly meetings between Partnership Support Team and key partners	What key progress have we made? <p>The Local Area Agreement has provided further opportunities for alignment in performance management arrangements.</p> <p>Clearer links have been established between the Partnership's delivery and the Council's Corporate Plans.</p> <p>A review of the Council's performance management system is ensuring that the performance management requirements of the Hartlepool Partnership are taken into account.</p>	

Reviewing Partnership Working

Performance Managed Criteria

4.3 Risk Management	The Partnership has developed an approach to risk management that identifies the key threats that can adversely affect the ability of the LSP to achieve its objectives and to successfully execute its strategies and has identified mitigating actions		Score
	What Evidence do we have to demonstrate these standards? <ul style="list-style-type: none"> • Strategic risks considered and detailed risk assessments carried out • Inclusion of risk assessment in preparation of 2006-2008 programme • Introduction of risk rating to inform verification visit schedule • Declaration of interest forms for Board Members and officers 	What key progress have we made? <p>Key strategic risks for the partnership have been identified and risk assessments carried out. Progress on managing these risks is reported quarterly to the Partnership's Performance Management Group</p> <p>A Risk section was incorporated in NRF application proforma and is reviewed during verification visits</p>	3
	Total Score		10

Reviewing Partnership Working

Performance Managed Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

10/15

Criteria: Performance Managed

Date of Review March 2007

Barriers

- The reconfiguration of public sector bodies e.g. PCT, Strategic Health Authorities, Learning & Skills Council, Jobcentre Plus, makes it particularly difficult to align performance management and business planning cycles
- The introduction of a new performance management framework for the LAA and the LSP, together with the lack of clarity of performance requirements from GONE and CLG has made the transition cumbersome
- The implementation arrangements for the preparation and sign off of new LAAs are unclear and the indicative timescales are particularly challenging.

Possible Solutions

- Use the opportunity provided by negotiation of new LAA to further strengthen buy in to shared strategic framework
- The development of a new Performance Management IT solution for the Council should ensure greater alignment of performance arrangements and ease the burden of reporting for partners

Action for Improvement

19. Ensure the effective operation of the Partnership's Performance Management Group
20. Operate a Strategic NRF programme
21. Monitor progress on Actions set out in NAPs
22. Carry out a programme of verification visits to ensure that appropriate monitoring mechanisms are in place for NRF and other LAA pooled funding streams
23. Prepare for GONE/CLG LAA Annual Review 2006/07

Reviewing Partnership Working

Efficient Criteria

5.1 Straight forward partnership working & adding value	The LSP is working to streamline partnerships and to clarify links between the LSP and other partnerships. The LSP adds value and seeks value for money across its activity.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• PCT /HBC collaborative commissioning report• NRF independent programme evaluation• Governance review	What key progress have we made? <p>Hartlepool signed its Local Area Agreement in March 2006.</p> <p>Joint work on MORI household survey with NDC enabled a wider town comparison and value for money. Joint work and collaborative commissioning between the PCT and Adult Services is reengineering intermediate care provision and creating additional outputs.</p> <p>Shared use of technology to drive Hartlepool Borough Council, Hartlepool Partnership, Hartlepool PCT , Housing Hartlepool, and HCFE websites</p>	
5.2 Context & Evidence Base	LSP strategies are based on a) accurate information about the nature of specific problems and b) evidence of what works in determining responses.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">• Neighbourhood Action Plans (NAPs)• Worklessness & Life Expectancy Floor Target Action Plans• Household surveys• NRF evaluations• Information from the Tees Valley JSU• Tees Valley LSP Managers Meetings• NE Public Health Observatory work on life expectancy• Hartlepool’s Community Strategy – the first 5 years report	What key progress have we made? <p>The Neighbourhood Renewal Strategy and its associated NAPs make clear assessments of the needs of priority areas. This is drawn from quantitative statistical information and qualitative data from detailed household surveys.</p> <p>The Partnership has worked with other LSPs in the sub-region and the Tees Valley JSU to develop local data.</p> <p>The 2004 - 2006 NRF programme was subject to independent evaluation</p>	

Reviewing Partnership Working

Efficient Criteria

5.3 Funding	The LSP has developed sound financial management systems.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • Printouts from Council's financial system by LAA outcome and funding stream • HBC Internal Audit review • Audit Commission LAA review • Six month statement of Grant Usage and Feb 07 CLG financial submission 	What key progress have we made? <p>The Partnership has ensured a high level of spend of NRF with carry forwards within target for the last four years. The carry forward for 2006/7 was less than 5%.</p> <p>Spend is monitored on a monthly basis through the Council's financial system by the Partnership Support team.</p> <p>In March 2006, the Council's internal audit team has carried out a review of the Partnership's work on financial management of the NRF programme and the resulting Action Plan was signed off in December 2006</p>	
5.4 Information management and technology	The LSP is making the best use of the latest technologies as appropriate to enhance their information, accessibility and communications.		Score 3
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none"> • www.hartlepoolpartnership.co.uk • JSU website: www.teesvalley-jsu.gov.uk • Use of Floor Targets Interactive 	What key progress have we made? <p>The Partnership's website has been re-branded and updated.</p> <p>The Partnership works closely with the Tees Valley Joint Strategy Unit to review their service and appropriateness of data supplied.</p> <p>Plans are in place to deliver a Community & Voluntary Sector grants database to more effectively monitor elements of the LAA funding and HBC funding.</p>	
Total Score			15

Reviewing Partnership Working

Efficient Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

15/20

Criteria: Efficient

Date of Review March 2007

Barriers

- Although the LAA should produce efficiencies in the long term, the government decision to reshape LAAs for 2008/09 will represent a significant increase in the amount of work required in the forthcoming year.
- The Local Government White Papers sets out a revised performance management framework for LSPs but the implementation of this framework is unclear.
- The pooling of several funding streams within the LAA, e.g. Community Network core costs from 2006-2007 has led to work that has previously been carried out by Government Office transferring to the Hartlepool Partnership Support Team.

Possible Solutions

- Work with CLG to ensure the revised performance framework does indeed deliver efficiencies in reporting arrangements
- Seek to secure additional resources for the Partnership Support Team

Action for Improvement

- 24. Continue to develop the Hartlepool Partnership website and ensure it remains fit for purpose**
- 25. Support the development of multi-agency teams**
- 26. Ensure that NRF project deliverers have adequate contracting and procurement procedures in place and that they are adhered to**
- 27. Seek additional resources for the Hartlepool Partnership Support Team**
- 28. Deliver Community & Voluntary Sector grant database project**
- 29. Develop and deliver a Neighbourhood Database to enable service providers and residents more easily determine their locality**

Reviewing Partnership Working

Learning Criteria

6.1 Developing local learning, skills and knowledge	The LSP is aware of its skills and knowledge needs to prepare and deliver plausible and achievable Community Strategies and LNRSSs		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">Hartlepool Partnership skills and knowledge for Neighbourhood Renewal reportCharles Leadbeater eventNRF Programme evaluation best practice workshops2006 Annual EventMORI 2007 Event	What key progress have we made? <p>During 2004 the Partnership Board commissioned a skills and knowledge review. The findings of this work established a skills and knowledge competencies framework for board members. Areas for future development were also established.</p> <p>As part of the evaluation of the 2004-2006 NRF programme a series of best practice workshops took place for Board Members, Theme Partnerships, service users and providers. These were facilitated by CLES.</p> <p>In Feb 2006, the Partnership Board undertook a development day with Charles Leadbeater who also gave a keynote speech to a range of partners.</p>	
6.2 Improving the knowledge base	The Local Strategic Partnership identifies good practice and learns from others experiences. Good practice is disseminated and examples of Hartlepool's good practice is contributed to regional and national bodies as appropriate.		Score 4
	What Evidence do we have to demonstrate this standard? <ul style="list-style-type: none">NRF narrativeCase studies written upNational awards e.g. Jobcentre PlusRegional GONE good practice eventsInvited to support GONE with work improving LSPLife Expectancy FTAPParticipation in OECD international Partnership Fair 2006	What key progress have we made? <p>The Partnership annually prepares a narrative report that outlines its NRF programme and highlights examples of good practice.</p> <p>Hartlepool has worked with SELD to prepare case studies on its NRF education programme. This in turn contributes to the NRU best practice database</p> <p>The Partnership Support Team hosted a series of workshops on Performance Management and Neighbourhood Renewal as part of a GONE learning event.</p>	

Reviewing Partnership Working

Learning Criteria

6.3 Developing new approaches to learning	The Local Strategic Partnership encourages a learning culture, providing opportunities for partner organisations and their staff to obtain the skills and knowledge they need to contribute effectively to neighbourhood renewal. Training and development opportunities are identified and a range of learning methods are used to cater for different needs.		Score 3
	What Evidence do we have to demonstrate this standard?	What key progress have we made?	
	<ul style="list-style-type: none">• Support for capacity building and training opportunities within Community Network• Hartlepool Partnership skills and knowledge for Neighbourhood renewal report• Reports to Hartlepool Partnership (July & December 2004)• IIP awards	<p>Charles Leadbeater development day used workshops and story telling.</p> <p>Opportunities for secondments into Partnership Support Team offered to Board Members' organisations for staff to gain experience in policy making</p> <p>A range of opportunities for learning for the community and voluntary sector have been funded through the CEN learning chest and capacity building monies.</p> <p>Many of the partner organisations hold Investors in People awards</p>	
Total Score			11

Reviewing Partnership Working

Learning Criteria

Barriers to Progress and Priorities for Action

Total Score for
this section

11/15

Criteria: Learning

Date of Review March 2007

Barriers

- Withdrawal of Community Network learning fund
- Lack of capacity in Partnership Support Team

Possible Solutions

- Use Neighbourhood Element and NRF to resource this activity
- Use of consultants as in previous year to progress

Action for Improvement

- 30. Review skills and knowledge needs of Board Members
- 31. Make available a programme of learning for Partnership Members
- 32. Continue to disseminate examples of Hartlepool's good practice across the partnership and to regional and national bodies as appropriate
- 33. Produce NRF Narrative for 2006/08 programme

Carried out in: March 2007 by:

1st draft agreed by Hartlepool Partnership on 23rd March 2007



Joanne Smithson
Head of Community Strategy

Next scheduled review date: March 2008

Improvement Plan for Hartlepool Partnership 2007/08

Strategic					
Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
1	Complete a review of the Community Strategy and Neighbourhood Renewal Strategy	J Smithson C Frank (PST)	Engagement of Board Members and Theme Partnerships in review. Funding to produce consultation information and draft documents £2000. Funding for final Strategy £5,000.	March 2007	Produce environmental report by August 07 Produce 3 rd consultation draft by September 07 Final draft by Dec 07
2	Review alignment of partners' business plans to the Local Area Agreement	Joanne Smithson (PST)	Partners to provide business plans for 2007/08 Partnership Support Team to co-ordinate review	Sept. 07	
3	Conclude review of Partnership Governance	Peter Scott HBC	Engagement of Board Members and Theme Partnerships in review.	Oct 07	Interim Skills Partnership to report to Board in Sept 07
4	Develop a framework for reporting progress towards Sustainable Development	John Potts (PST)	Engagement in process from Board Members and Theme Partnerships; co-ordination of activity by Partnership Support Team	March 08	Review progress in September
5	Review compliance of Theme Partnerships to Partnership Governance Standard	Joanne Smithson (PST)	Engagement in process from Theme Partnerships; co-ordination of activity by Partnership Support Team	December 07	Receive copies of Terms of Reference by Sept 07
6	Review governance arrangements of NAP Forums	Joanne Smithson (PST)	Engagement in process from NAP Forums and support officers; co-ordination of activity by Partnership Support Team	March 08	Receive copies of Terms of Reference by Sept 07

Inclusive

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
7	Lobby for direct representation from the Hartlepool Partnership to the Tees Valley Partnership	Joanne Smithson (PST)	Board Members to make representations	Sept. 07	Review situation following publication of new governance arrangements for Tees Valley Unltd
8	Develop the Annual Event as a means of communicating progress on implementing the Community Strategy, Neighbourhood Renewal Strategy and LAA	Dawn Clennett (PST)	Financial contribution for partners, engagement in planning process from Board members, co-ordination of activity by PST	March 08	
9	Work with the Community Network to agree and deliver an annual Improvement Plan	Joanne Smithson (PST) Keith Bayley (HCN)	CEN core funding £125,000 NRF Community Chest £90,000 N'hood Element £65,000	March 08	Quarterly review meetings
10	Implement Communication Strategy Action Plan	Catherine Frank (PST)	Engagement in process by Board Members; co-ordination of activity by Partnership Support Team	May 08	Review progress 6 monthly
11	Review BME monitoring arrangements for NRF programme	R Starrs (PST)	Engagement in process by NRF deliverers; co-ordination of activity by Partnership Support Team	Dec 07	Receive Q2 monitoring in September 07

Action Focused

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
12	Implement a programme of individual NAP reviews	C Frank (PST)	Support for continued development required from Board Members, CEN Theme Partnerships & key stakeholders	March 08	<ul style="list-style-type: none"> Review Rift House/Burn Valley NAP by June 07 Review Owton NAP by Jan 08
13	Implement 2007/08 NAP priorities	C Frank (PST)	£200,000 NRF and £436,000 Neighbourhood Element identified to meet residents' priorities a set out in NAPs	March 2008	<p>Report produced setting out NAP funding priorities and discussed during October 07 review meeting with HBC Regeneration Team</p> <p>NAP Monitoring taken to Theme Partnerships by Feb 08</p>
14	Implement, monitor and review FTAPs	P Wilson HBC Peter Price HBC/PCT	Engagement in review by Economic Forum and Health & Care Strategy Group	March 08	Review of 6 month progress of FTAPs by Sept 07
15	Implement the NAP Review Action Plan	C Frank (PST)	Engagement in review by NAP Champions; coordination of implementation by PST	March 08	6 month update included in quarter 2 performance update
16	Prepare LAA for 2008/09	J Potts (PST)	All service providers, Community Network, Theme Partnerships	March 08	Agree timetable for preparation following CLG agreement of timetable

Action Focused (cont.)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
17	Through NRF support moves towards geographically focused service provision	C Frank (PST)	Neighbourhood Policing NRF £273,000 Integrated Care Team NRF £40,000 Service providers and Theme Partnerships to explore opportunities for engagement	March 2008	Review progress in October 07
18	Provide support to service providers to tailor services to reflect local need	Joanne Smithson (PST)	Hartlepool Partnership to consider service providers' requests	March 2008	Review progress in Sept 07

Performance Managed

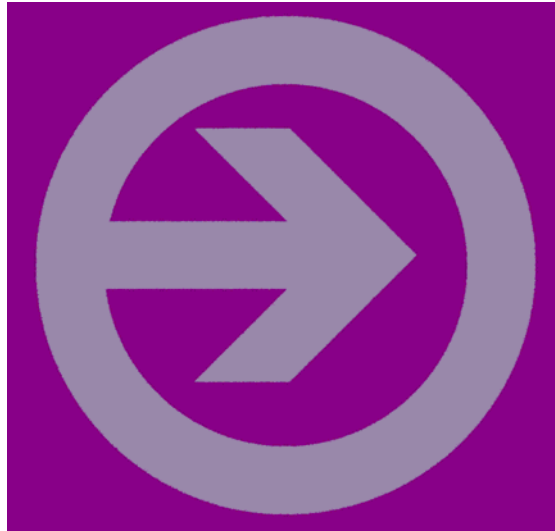
Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
19	Ensure effective operation of the Partnership's Performance Management Group	Joanne Smithson (PST) John Potts (PST)	No additional support requirements identified	March 07	18 May 07 31 August 07 9 Nov 07
20	Operate a strategic NRF programme	C Frank (PST)	£4,375,000 NRF for 2007/08	March 08	Quarterly financial reports to Hartlepool Partnership Board
21	Monitor progress on actions set out in NAPs	C Frank (PST)	PST to establish framework for reporting. Neighbourhood Managers to provide updates,	December 07	Reports considered by Theme Partnerships by Feb 08
22	Carry out a programme of verification visits to ensure that appropriate monitoring mechanisms are in place for NRF and other LAA pooled funding streams	C Frank (PST)	Project Officers to provide information. PST to arrange meetings	March 2008	Offer letters sent out by May 07
23	Prepare for GONE/CLG LAA Annual Review 2006/07	John Potts (PST)	Guidance on requirements from GONE/CLG Review of proposed self-assessment by Board	Sept 07	

Efficient

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
24	Continue to develop the Hartlepool Partnership Website and ensure it remains fit for purpose	Dawn Clennett (PST)	PST provide training update sessions Up to date information provided by partners	March 08	Agree SLA for 07/08 by April 07
25	Support the development of multi-agency teams	Joanne Smithson (PST)	Integrated Care Team NRF £40,000 Service providers to inform partnership of team development	March 08	Review progress Sept 07
26	Ensure that NRF project deliverers have adequate contracting and procurement procedures in place and that they adhered to	Catherine Frank (PST)	LAA pooled funded project leads to provide additional information following request from PST	Sept 07	
27	Secure additional resources for the Hartlepool Partnership Support Team	Joanne Smithson (PST)	Discuss requirements with Chair and agree approach	Sept 07	
28	Deliver Community and Voluntary Sector Grants Database	Joanne Smithson (PST)	Input to review from grant distributors and VCS	Sept 07	Agree Core requirements and database specification by June 07
29	Develop and deliver a Neighbourhood Database to enable service providers and residents to more easily determine their locality	Catherine Frank (PST)	Input to project from NRF programme delivers as required	July07	

Learning

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
30	Review skills and knowledge needs of Board Members	John Potts (PST)	Non additional	July 07	
31	Make available a programme of local learning for Partnership members	John Potts (PST)	Support from key partners including HBC to identify joint training opportunities	Ongoing	Review progress by March 2008
32	Continue to disseminate examples of Hartlepool's good practice across the partnership and to regional and national bodies as appropriate	John Potts (PST)	Support in identifying examples of good practice from Board Members, Theme Partnerships and NRF lead officers	Ongoing	Review progress in March 2008
33	Produce a NRF narrative for 2006/08 programme	R Starrs (PST)	Input to narrative from NRF programme deliverers	Sept 2008	



Community Empowerment Networks
Performance Management Framework
**A Framework for Assessing
Progress and Development
April 2006 - March 2007**

(Some actions identified took place in January – March 2006 where they were not previously reported)

1.1 Communication and information – scoring sheet

All CEN members need to be well informed about what is happening locally and in the LSP. The CEN needs to ensure that it is adequately informed about different community needs and aspirations. It also needs to facilitate communication between communities and between them and the LSP representatives.

Question	Comments on progress / issues	Score (circle your score)
Does the CEN have up-to-date information about the VCS, especially local activity in deprived neighbourhoods?	<ul style="list-style-type: none"> • The CEN Database was updated in November 2006 • Good links with principal groups in NR areas • Involved in NAPs, NCF and NDC • Mapping of the VCS in Health and Care 2003 • Mapping of Community Development Support – November 2004 • Evaluation of NR Community Chests – November 2004 • Audit of the Voluntary Sector by HBC – October 2006 	0 1 2 3 4 5
Is appropriate information effectively disseminated to the VCS and local groups about the CEN, its role and opportunities for involvement?	<ul style="list-style-type: none"> • Web-site • Significant coverage in local media, via news releases and articles • CEN Bulletin and other mailings • Jargon Buster for Representatives updated in 2006 • CEN Communications Officer in post until September 2006 	0 1 2 3 4 5
How is effective communication ensured within the CEN?	<ul style="list-style-type: none"> • Quarterly CEN Steering Group meetings • Quarterly business meetings • Thematic and Neighbourhood meetings • Reports to LSP • Staff team meetings (monthly) • Annual Report produced by CEN for inclusion in HVDA Annual Report • LSP Representatives are linked to Thematic and Neighbourhood Forum meetings • CEN Bulletin • Community Pool Bulletin 	0 1 2 3 4 5

See next page for example progress criteria

1.1 Communication and information – recording sheet

Total score for this section: 13 out of 15 Date of review 18/01/06

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • Up to date Database • CEN Bulletins go to all Representatives and CEN members • Business meetings and Steering Group meetings discuss all relevant issues • Networking between groups • Communications Officer in post until September 2006 • Good Needs assessment of VCS through various surveys • Community Pool Bulletin has promoted the work of VCS groups 	<p>Evidence</p> <ul style="list-style-type: none"> • Newspaper cuttings • Mapping reports • Minutes of meetings and record of attendances • Level of understanding by LSP Representatives and Steering Group • Web-site updated regularly
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Loss of Communications Officer • Not all Partnership Representatives attend all relevant meetings • Website not updated since September 2006 • Not all Representatives feedback 	<p>Evidence</p> <p>N/A</p> <p>Attendance at meetings recorded</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Develop the role of the CEN Administrator to fulfil a limited communications role, this has already been done with the bulletin. • Continue to monitor attendance of Representatives at meetings, address issues of non – attendance, reminding Representatives of their responsibilities and replace Representatives if necessary. 	

1.2 Organisational capacity and learning – scoring sheet

The CEN needs to be able to organise effectively and to ensure that network members have the skills and knowledge they need to get the views of the VCS heard by the LSP. It needs to have a clear purpose, to be active and to be forward thinking.

Question	Comments on progress/issues	Score (circle your score)
How far has the CEN developed its organisational structures and processes?	<ul style="list-style-type: none"> Structure and Terms of Reference agreed in 2002 and revised by the Steering Group in 2004. Improvement Plan incorporates recommendations from previous PMF. Reviewed in February 2006. Elections held, annually for Steering Group, Grants Panel (2006), and every two years for LSP (2006), Thematic Partnerships (2005) and NCF Representatives (2006). Support to NAP Fora through minute-taking. 	0 1 2 3 4 5
What opportunities are provided for CEN members to develop the skills and knowledge to operate and engage with the network and potentially the LSP?	<ul style="list-style-type: none"> Information sessions Training programme underway Attendance at conferences One-to-one support to Representatives Informal networking meetings for all Representatives 	0 1 2 3 4 5
How is the CEN relating to the LSP, including the individual partners?	<ul style="list-style-type: none"> Regular contact with Community Strategy Team CEN Staff involvement with NCF and Thematic Partnerships Regular reports to LSP and Representatives regularly contribute their views at LSP meetings Staff have undertaken specific work with some Thematic Partnerships Reports presented on role of VCS to LSP 	0 1 2 3 4 5

See next page for progress criteria

1.2 Organisational capacity and learning – recording sheet

Total score for this section: _____12_____ out of 15 Date of review _____18/01/06_____

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • Comprehensive CEN Improvement Plan • Quarterly reporting of CEN against the Local Area Agreement outcomes • Links and accountability between LSP, Thematic Partnership Representatives, the Network and NCF • Role of Steering Group and accountable body reviewed in 2004 by Steering Group • Information and introductory sessions arranged for new Representatives • Skillshare course and formal training programme promoted • Capacity Building with specific groups • Elections of substitutes took place in November 2006 • Support to NAP Fora through minute-taking 	<p>Evidence</p> <p>Documents, Reports, Minutes, Attendance</p>
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Non attendance at training events by some representatives • Not enough funding for full time minute-taker for 2007/2008 	<p>Evidence</p> <p>Records of attendance</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Have a range of times / venues for training events (am and pm) to increase opportunity for attendance. • Remind Partnership representatives of their responsibility / this is now built into terms of agreement, roles and responsibilities that each new representative needs to sign and agree to the conditions. • Funding for full time minute-taker secured. 	

1.3 Inclusivity – scoring sheet

The CEN needs to ensure that it reaches out to all communities and encourages the active involvement of marginalised communities and groups from the most deprived communities. The CEN must reflect the diversity of the local population, including under-represented groups.

Question	Comments on progress / issues	Score (circle your score)
Is there a strategic action plan to encourage wide-ranging involvement from the VCS and is it implemented consistently?	<ul style="list-style-type: none"> The Improvement Plan is reviewed quarterly by the Steering Group. This includes specific actions on communication. A number of difficult to reach groups are identified in the Improvement Plan, either to work with or to maintain contact. 	0 1 2 3 4 5
How far is the diversity of communities reflected within the CEN and by those acting/speaking on its behalf?	<ul style="list-style-type: none"> There is a BME Representative attending The Hartlepool Partnership, The Housing Partnership and Culture and Leisure Partnership. A BME Reference Group meets regularly allowing representatives to feed back information raised at Partnership meetings and take forward concerns from the BME population. There is one young person Representative who attends the LSP. This young person now accesses the Hartlepool Young Voices reference group to seek ideas, raise issues and gain other young peoples support. Researching the needs of GLBT community is ongoing – support from the CEN is given at GLBT awareness raising events. Representation from the GLBT Community is now regular at Neighbourhood Watch Executive Committee Meeting, raising specific issues relating to the GLBT community and ensuring lines of communication are open. Hartlepool Access Group has been able to maintain the work of the 'All Ability Forum' for 2006/2009 through funding from Adult Social Services. The 50+ Forum work is now being supported by NRF for 2006/2008. 	0 1 2 3 4 5

Performance Management Framework for Community Empowerment Networks

	<ul style="list-style-type: none"> Joint training delivered to HBC employers on GBLT issues. 	
What resources are available to help neighbourhood-based and other community groups (e.g. those based around identity or special interest) take part in the CEN?	<ul style="list-style-type: none"> One-to-one and group support to NCF Representatives One-to-one and group support to NAP Fora Residents Thematic issue based meetings arranged PCT Core funding maintained through NRF for difficult to reach groups e.g. Deaf and Blind communities 2006/2007 Support to GBLT Project Support for the administration of NAPs Fora through minute-taking NRF Community Chest established NDC Community Chest in place Capacity building training fund in place 	<p style="text-align: center;">0 1 2 3 4 5</p>

1.3 Inclusivity – recording sheet

Total score for this section: 12 out of 15 Date of review 18/01/06

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <p>Work with LSP, Thematic Partnerships and NCF and NAP Fora Representatives. Work or links with the following difficult to reach groups: Young people; people with disabilities; older people; gay; lesbian; bisexual and transgender communities; BME community. PCT Core funding has been replaced with NRF to support some difficult to reach communities for 2006/07. Links with the 50+ Forum. Attendance at NAP Fora by CEN staff. Ensuring difficult to reach groups are represented and accessing Neighbourhood Element Funding and Resident Priorities Budgets.</p>	<p>Evidence</p> <ul style="list-style-type: none"> • Minutes, groups involvement • Reports • NRF funding in place for some groups • Progress reflected on CEN Improvement Plan
<p><u>Key weaknesses/issues</u></p> <p>End of European funding which had matched Single Community Programme funding has reduced the scope of the work of the CEN to support the range of activities previously supported. Training of difficult to engage groups.</p>	<p>Evidence</p> <p>N/A</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Work programme to be prioritised and agreed with LSP Manager for 2007/2008. • Delivery of Capacity Building Plan from January 2007 which needs to encourage attendance from difficult to engage groups. 	

1.4 Representation and accountability – scoring sheet

The CEN needs to ensure that representatives are properly selected. It then needs to ensure that they are equipped to feed VCS views into the LSP, to make an impact and to be accountable back to local communities.

Question	Comments on progress/issues	Score (circle your score)
How are representatives selected from across the range of groups in the VCS?	<ul style="list-style-type: none"> • Vacancies and 'end of term' positions of Representatives are advertised throughout the full CEN database. Nominations are sought and elections are held at CEN meetings. • A comprehensive Protocol outlining roles and responsibilities has been agreed and was reviewed in October 2005. • Roles and Responsibilities of Representatives updated October 2005 and implemented in 2006. • CEN Database has 943 contacts. 	0 1 2 3 4 5
How are people being trained and empowered to play an active role in CEN leadership and to act on its behalf?	<ul style="list-style-type: none"> • Members are encouraged to attend conferences and individual training (depending on perceived need). • These are advertised through the CEN bulletin and can be in response to changing policies and strategies. (e.g. training session on LAA's). • A Capacity Building Training Programme begins in Jan 2007, CEN Representatives will be invited and encouraged to attend. • Members attend as observers at LSP meetings. • The Steering Group and wider CEN are sent some LSP reports upon request. 	0 1 2 3 4 5
How are representatives briefed and supported to feed information to the LSP and back to the CEN and wider community?	<ul style="list-style-type: none"> • Pre-meetings before LSP meetings of LSP Representatives and NCF Representatives • Reporting back session at quarterly CEN meetings • Resident Representatives attend NCF meetings • Report back in CEN Bulletin • Reporting back proforma now in use 	0 1 2 3 4 5

See next page for progress criteria

1.4 Representation and accountability – recording sheet

Total score for this section: _____13_____ out of 15 Date of review _____18/01/06_____

Strengths/achievements – weaknesses / issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • Advertisement and election process for CEN Representatives is well established. • LSP, Thematic Partnership and NCF representatives regularly attend CEN meetings. • Clear mechanism for engagement i.e. Resident Representatives meet with their relevant Vice Chair to provide their views. • Representatives feed back at quarterly CEN meetings either verbally or via a written report if they are unable to attend. • LSP agenda items are widely circulated and copies of reports are available upon request. 	<p>Evidence</p> <p>Minutes / Attendance sheets Elections at CEN meetings Feed back sheets Request slips for Partnership papers / reports</p>
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • There is always a steady supply of newcomers coming onto VCS, therefore low-level training and information sessions need to be provided. • Representations do not always clearly evidence contributions taken to pre-partnership meetings which are reflective of CEN wider views. 	<p>Evidence</p> <p>Minutes / attendance sheets / database increasing</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Further work is required with LSP, Thematic Representatives and Thematic Partnerships to ensure wider CEN views are reflected. • CEN quarterly meeting will be split into appropriate Thematic groupings for discussion purposes. • 'Issue request' slips to be handed out at CEN meetings, for members to raise points with relevant representatives, CEN Administer to co-ordinate and monitor this. 	

2.0 Neighbourhood-level development – scoring sheet

It is at the neighbourhood level that most people use and experience services, build links, get involved in activities, and develop the understanding and impetus to engage in wider networks or more formal participative arrangements. The CEN has a significant role in supporting this progressive participation and in enabling local communities to influence change and development.

Question	Comments on progress/issues	Score (circle your score)
1. Is the CEN using its small grants and development work to support voluntary effort and stimulate activity in neighbourhoods?	<ul style="list-style-type: none"> NR and Health Chests abolished in April 2006. NRF Community Chest established but less funds available than previously available. NRF and NDC grant applicants are given support in completing forms and information on CEN. Database updated in 2006 with information regarding NRF/NDC grants, Residents Priority funding, Neighbourhood Element funding distributed, has been sent out to all on the CEN database. Attendance by CEN staff at residents associations and neighbourhood meetings, grants have also been promoted. 	0 1 2 3 4 5
2. Is the CEN supporting the development of skills and capacity in VCOs so that they can engage at neighbourhood level?	<ul style="list-style-type: none"> The CEN has contact with all NR areas (residents meetings, NAP Fora's, etc) – Action Plans with residents groups are completed, training needs identified and signposting to relevant/appropriate training bodies are done. The CEN has a learning strategy which is being implemented. Training needs analysis using many sources of information was completed in 2004, reviewed in January 2006. The results of a skills audit were collated and informed the Capacity Building Training Plan which will be delivered from Jan 2007. 	0 1 2 3 4 5

Performance Management Framework for Community Empowerment Networks

<p>3. Is the CEN supporting the VCS so that it can contribute to the delivery of local services?</p>	<ul style="list-style-type: none"> • The CEN was actively engaged in the process on NRF allocation through representation on the various panels. • The CEN is involved on other sub-groups of the LSP – ensuring relevant partners are aware of VCS services delivered. • The CEN or HVDA staff support resident groups in the NDC and Neighbourhood Renewal areas, building capacity and raising awareness of their role in relation to the work of other agencies. • PCT/NRF funding enabled Capacity Building support for some difficult to reach groups. • Training events included: procurement, publicity and monitoring/evaluation. Some of the groups work at a neighbourhood level, others with difficult to reach groups. 	<p style="text-align: center;">0 1 2 3 4 5</p>
<p>4. Is the CEN helping to ensure that the voice of people in neighbourhoods is being heard where it matters?</p>	<ul style="list-style-type: none"> • Support given at NAP Fora where new residents groups members are informed and invited to appropriate local NAP Fora. • Support to NCF Representatives – joint training of new representatives with the Council has been delivered. • Links between NCF, NAP Fora, LSP and Thematic Partnerships, all are invited to CEN meetings and encouraged to feed back and contribute. • Various coverage in CEN Bulletin and media articles. • Attendance at CPA meeting reviewing Council's performance. 	<p style="text-align: center;">0 1 2 3 4 5</p>

2.0 Neighbourhood-level development - recording sheet

Total score for this section: 16 out of 20 Date of review 18/01/06

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <p>Links between LSP, NCF NAP Fora and CEN well established. Capacity Building support in place. The Grants Administrator is very helpful and efficient, forms are easy to understand. Applications are turned around quickly. Monitoring of grants allocated is in place as well as promotion of Neighbourhood Element and Residents Priority Funding. Funding was secured for the CEN for the period 2006-08 and for a NRF Community Chest for 2006/2008. Work programme with other partners has been agreed. PCT/NRF funding supports some neighbourhood based groups e.g. Headland Development Trust.</p>	<p>Evidence</p> <p>Meetings, minutes, attendance Database Community Chest grants – monitoring forms CEN funding in place Capacity Building Training Plan Building Links progress reports in relation to capacity building</p>
<p><u>Key weaknesses/issues</u></p> <p>Level of Capacity Building support to groups is lower than identified need, due to capacity and workload of CEN officers with much support is being provided by HVDA's Project Development Officer which is not fully funded for 2007/2008.</p>	<p>Evidence</p> <p>Workload identified in CEN Improvement Plan</p>
<p><u>Possible ways forward</u></p> <ul style="list-style-type: none"> • Work in partnership with Housing Hartlepool and HBC to deliver Capacity Building training plan. • Link in to existing training opportunities, a database of VCS training providers and diaries training events for the coming year is to be compiled (to avoid duplication and ensure co-ordination of training events). • Seek funding for HVDA's Project Development Officer who works with many residents groups. 	

3.1 The LSP context – scoring sheet

Question	Comments on progress/issues	Score (circle your score)
Is there a sufficiently influential level and range of VCS representation on the LSP?	<ul style="list-style-type: none"> The level of CEN and resident representation averages around 25% on the LSP and Thematic Partnerships except for the Lifelong Learning Partnership and the Children and Young People's Partnership, the latter has recently agreed to increase representation to 4 places from 2. 	0 1 2 3 4 5
Is effective induction, training and information provided for all VCS representatives on the LSP?	<ul style="list-style-type: none"> All new Representatives were invited to an Induction Session and given the CEN Jargon Buster which was updated in 2006. Training and one-to-one support is offered to all Representatives. 	0 1 2 3 4 5
Do LSP decision-making processes include VCS representatives in a way that allows them to contribute and have real influence?	<ul style="list-style-type: none"> This has improved in that there has been some opportunities for real CEN involvement in decision-making e.g. NRF. LSP Representatives often participate in sub-groups. Less reports come to the LSP without prior CEN involvement. 	0 1 2 3 4 5
Are LSP Partners supporting CEN work at neighborhood level?	<ul style="list-style-type: none"> Neighbourhood Managers work with CEN on NCF. Regeneration Department work with CEN on NAPs. LSP Team work with CEN on strategic issues. 	0 1 2 3 4 5
Is the CEN fully involved in LSP accreditation and performance management?	<ul style="list-style-type: none"> The CEN reviewed and set targets for the Strengthening Communities part of the Community Strategy. The CEN was involved in the LAA and in particular the Statement of Community and VCS involvement. 	0 1 2 3 4 5

3.1 LSP context – recording sheet

Total score for this section: _____20_____ out of 25 Date of review_____18/01/06_____

Strengths/opportunities – weaknesses/challenges – possible ways forward

<p><u>Key strengths/opportunities</u></p> <ul style="list-style-type: none"> • Good links with LSP and at Neighbourhood level • Representatives contribute at meetings • Representatives and CEN have been involved in some important decision-making • The CEN supported the case for a Hartlepool PCT 	<p>Evidence</p> <p>Minutes, Reports to LSP</p>
<p><u>Key weaknesses/challenges</u></p> <p>Risk of Thematic Partnership working being reduced due to a reduction in CEN staffing levels.</p>	<p>Evidence</p> <p>Reported in CEN progress report / Improvement Plan</p>

Possible ways forward

For action by the CEN

Training and induction for Representatives

For action by the LSP

Agree future role of CEN post 2008

For action by the Government Office (GO)

None identified.

3.2 Influence and impacts – scoring sheet

This is about communities exercising greater influence, control and responsibility over the decisions made by LSPs and other partnerships, in ways that improve their quality of life.

Question	Comments on progress / issues	Score (circle your score)
Has the CEN affected the ability of local communities to organise effectively?	<ul style="list-style-type: none"> The NRF and NDC Community Chests assist with the viability and aspirations of many local groups. This is on a reduced base from the NR and Health Community Chests. Support for the Capacity Building of groups has been available by CEN staff, HVDA staff and other agencies. CEN supporting facilitating NAP Fora – ensuring relevant service providers are in attendance and helping address identified needs / gaps. 	0 1 2 3 4 5
Is the CEN contributing effectively to the LSP?	<ul style="list-style-type: none"> A contribution is made both by Representatives and reports are presented, this has happened at nearly all LSP meetings. Good representation on NRF decision-making panels. CEN involved in many cases prior to representation of reports to LSP. 	0 1 2 3 4 5
Is the CEN helping the LSP to have a positive effect in deprived neighbourhoods?	<ul style="list-style-type: none"> NRF and NDC Community Chests in place. The CEN has promoted how to access Neighbourhood Element and residents priority funding. Community involvement in NAPs, NRF and NCF. Support given to residents in the spending of Residents Priority Budget and Neighbourhood Element Funding. 	0 1 2 3 4 5

See next page for progress criteria.

3.2 Influence and impacts – recording sheet

Total score for this section: 12 out of 15 Date of review 18/01/06

Strengths/achievements – weaknesses/issues – possible ways forward

<p><u>Key strengths/achievements</u></p> <ul style="list-style-type: none"> • NRF – CEN involvement in most sub-groups allocating NRF monies and highlighting the need for under spends to stay within themes. • CEN role well established and recognised by partners. • Joint work plan agreed with LSP, Neighbourhood Services Regeneration Team and Housing Hartlepool. • Good level of awareness how to get involved in the CEN. • Current Database has 943 contacts. • CEN involvement in Local Area Agreement and its monitoring. 	<p>Evidence</p> <p>Minutes Funding available Community Development mapping exercise</p>
<p><u>Key weaknesses/issues</u></p> <ul style="list-style-type: none"> • Ensuring CEN representation on the LSP if it has an Executive. • Role of Executive not to undermine the role of the LSP. 	<p>Evidence</p> <p>Views of those involved</p>
<p><u>Possible ways forward</u></p> <p>CEN Representation on Executive.</p>	

Section 4 – Action for improvement

The results of your performance review should be used to inform your future strategy. This section includes some recording forms that you can use to structure and record the outcomes of your review and assessment (Sections 1, 2 and 3). They also help you consider how to address key areas identified for improvement in your forward action plan.

Summary sheet

Date

Question areas	Total score	Average score	Any comments you wish to make e.g. assessment of 'distance travelled' since last assessment
1.1 Communication and information	13/15	4.33	Previous average score of 4.66. A much more focussed approach to communication has been undertaken but the loss of the Communications Officer presents a challenge, in that the previous level of work will not be maintained.
1.2 Organisational capacity and learning	12/15	4	Previous average score of 4. Greater attention is now giving to increasing attendance at specific training/ awareness raising events. Roles and Responsibilities are signed and representatives are reminded of their responsibilities. There is currently insufficient funding for a full time NAP Administrator for 2007/08.
1.3 Inclusivity	12/15	4	Previous average score of 4. Some of the targeted work has now been achieved, the BME Reference Group is now meeting on a regular basis and there is BME representation on the following Partnerships: Housing, Culture and Leisure and Hartlepool Partnership. Attendance from difficult to reach groups is encouraged at NAP Fora and Capacity Training events. NRF has supported difficult to reach groups, 50+ Forum, Core Costs Groups.
1.4 Representation and accountability	13/15	4.33	Previous average score of 4.33. Strategies are in place to ensure representatives have a clear understanding of their roles and responsibilities. Feedback to the wider CEN is evidenced and monitored – 'Issue Request' slips are to be introduced from January, ensuring issues taken forward to Partnerships are reflective of a wider range of views.
2.0 Neighbourhood Level Development	16/20	4	Previous average score 5.00 this work has gone extremely well supported by CEN Staff. Working in partnership with HH and HBC to deliver Capacity Building Plan. Building up a data base of training providers and training opportunities to co-ordinate and not duplicate any training events. Loss of NR and Health Chests has reduced funding available.
3.1 LSP context	20/25	4	Previous average score of 3.4. A wider range of involvement across the LSP has been taken forward.
3.2 Influence and impact	12/15	4	Previous average score of 4.33. Influence has been achieved in specific areas as identified as being important by the Network at a neighbourhood level through involvement with NAP Fora, LSP Representatives took a role in the campaign to keep a Hartlepool PCT and ensuring that NRF underspends are allocated to appropriate themes. The CEN would seek to maintain its role beyond 2008 but it is not clear at this point in time how this would work.

Priorities for future action

PMF sub-section	Agreed priorities	How these are addressed in the action/development plan	Key targets/progress criteria
Communication and information	Develop the role of the CEN Administrator.	Identify tasks which can be undertaken, this has been identified and is being implemented.	Bulletin and Website
Organisational capacity and learning	Continue to implement Learning Strategy.	Implement training programme. Use the NRF and NDC Community Chests as and when appropriate. Seek funding for a full time minute-taker for NAP Fora.	March 2007
Inclusivity	Maintain BME Reference Group and links with the Youth Forum, All Ability Forum, 50+ Forum and Hart Gables.	Sustain BME Reference Group through HVDA's Project Development Officer and links to the Young Person's Partnership on youth participation issues through Fora such as Young Voices etc.	March 2008
Representation and accountability	Review involvement of Representatives in the Network.	Identify which Representatives are not actively involved in the Network and actively seek their involvement or replacement.	Ongoing
Neighbourhood Level Development	Development of the north area NAP.	This work will go in to the revised Improvement Plan for 2007/2008.	March 2007
LSP context	Maintain involvement in LAA and comply with monitoring requirements supplied by HVDA.	Report on CEN work against LAA outcomes will be taken forward.	March 2007
Influence and impact	Continue to present reports to the LSP and to monitor CEN involvement in decision-making.	Identify the implications of the Third Sector Review and the implications in Hartlepool which arise from this review.	December 2007

Please Note

Some actions relate to January – March where they were not reported in the previous PMF.

Improvement Plan for Community Empowerment Network (CEN) 2007/2008

KB – Keith Bayley
LA – Liz Ashton

TF – Tracey Foster
AB – Alison Barnes

LH – Lesley Hall

JT – Julie Turner

1 Communication and information (LAA Outcome 31)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
1.1	Develop the role of the CEN support officer to fulfil a limited communications role.	JT	CEN Officers to provide information / dates of meetings etc. VCS to ensure information is passed on to CEN support officer.		
1.2	Ensure Partnership Representatives attend all relevant meetings	JT	Representatives to attend meetings. Partnership support officers to present CEN with attendance sheets.		
1.3	Ensure procedures are in place to monitor Representative's feedback	JT	Agreement from representatives to feed back and take the views of others forward.		
1.4	Website to be updated	JT	Paul Thompson to offer technical advice.		
1.5	Arrange an information event / CEN conferences to look specifically at the LSP and Thematic Partnerships and any other items of interest.	KB	Facilitators from HVDA, CEN and others.		

2 Organisational capacity and learning (LAA Outcome 31, 32 & 35)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
2.1	Ensure network members have the skills and knowledge they need to get the views of the VCS heard by the LSP – identify a baseline for attendees at training events and work to improve levels of attendances.	TF LH	Support from representatives is vital.	March 08	
2.2	Provide opportunities for CEN members, groups and individuals to develop their skills and knowledge to engage with the CEN and potentially the LSP	TF LH KB	Training Providers such as: Skill Share, HDT, HBC, Scarman Trust, CLES	March 08	Hold a training event bi-monthly
2.3	To review the Learning Strategy of the CEN	KB LH TF	Identify what learning has taken place through a baseline assessment from 2006/07.	March 08	
2.4	Identify the use of NRF Community Chest for CEN Training purposes	LA	Monitoring information from grant beneficiaries	March 08	

3 Inclusivity (LAA Outcome 35)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
3.1	Reflect the diversity of the local population within the CEN to ensure the Faith Community is represented at NAP Foras	TF LH	Faith Community		
3.2	Ensure that there are opportunities for young people to engage with NAP Foras	TF LH	Participation Network Hartlepool Young Voices West View Project Headland Development Trust		
3.3	Ensure that the BME community have the opportunity to engage with NAP Foras	TF	BME reference group		
3.4	Liaise with Hartlepool Access Group and work towards building capacity of the group so that they are able to benefit from available opportunities		Hartlepool Access Group		
3.5	Build the capacity of the HYPE group and increase membership	TF	Participation Network and Hartlepool Young Voices are key contacts with regards engaging with young people		
3.6	Provide training opportunities for marginalised groups – reflecting the needs of a diverse population.	TF LH	Training will be tailor made if required Training Providers		Review of attendance at training events by Sept 07 to assess the take up by marginalised groups
3.7	Ensure NRF and NDC grants are widely publicised to marginalised groups.	LA AB	JT to provide space within the CN Bulletin.		

4 Representation and accountability (LAA Outcomes 31 &33)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
4.1	Accountability – representatives to clearly evidence wider CEN views are presented to Partnership meetings and then fed back to wider community.	TF LH JT	Support and co-operation from all representatives are essential.		
4.2	Ensure specific training opportunities are provide for Representatives (Reflected in The Learning Strategy)	TF LH	Training providers		

5 Neighbourhood level development (LAA Outcomes 31, 32, 33 & 35)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
5.1	Maintain resident involvement at NAP Foras	TF LH	Residents Neighbourhood Development Officers	March 08	Establish baseline for current involvement.(2006/07) by April 07
5.2	Develop skills and capacity of residents so that they are able to engage effectively within the NAP Foras. (Capacity Building Training Programme to be reviewed and updated)	TF LH	Training Providers	March 08	
5.3	Introduce refreshed Terms of Reference for all NAP Foras	TF LH	Neighbourhood Managers to ensure Terms of Reference are on agendas and support the CN.		
5.4	Ensure CEN is involved in the development of the main North NAP Forum	TF	North Neighbourhood Manager.		

6 The LSP context (LAA Outcomes 31, 32, 33, & 35)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
6.1	Ensure substitutes are elected for LSP Representatives	JT		Sept 07	
6.2	Prioritise work with Thematic Partnership reps (due to a reduction in CEN staffing levels) Housing / Environment and Community Safety. Economic Forum and Health and Care	LH TF KB			
6.3	Elect substitutes for the CEN representatives who do not currently have them	JT		Sept 07	
6.4	Ensure induction, training and information is provided for newly elected representatives and substitutes.	LH TF	Partnership Support Team to be involved in joint training	Nov 07	
6.5	Revisit and update the Compact between HBC and The VCS in relation to the links to the LSP.	KB			

7 Influence and Impacts (LAA Outcome 31, 32, 33 & 35)

Ref.	Action for improvement	Key contact & organisation	Support requirements (What and by who and the main funding source)	Date to be completed	Milestones
7.1	Ensure there is CEN representation on LSP if it has any Executive	JT KB	Partnership Support		

Annex 1
Hartlepool Local Area Agreement – Outcomes and Indicators 2007/08

Jobs and the Economy

1. Increase skill levels of the local population with clear reference to local business need		
JE1	Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent	
JE2	Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent (Neighbourhood Renewal Area – Narrowing the Gap)	
2. To attract appropriate inward investors and support indigenous growth, making use of local labour resource and supporting local people in gaining maximum benefit from the economic regeneration of the town, including all people of working ages especially the young		
JE3	Employment rate	
JE4	Employment rate (Neighbourhood Renewal Area – Narrowing the Gap)	
JE5	Unemployment rate	
JE6	Unemployment rate (Neighbourhood Renewal Area – Narrowing the Gap)	
JE7	Youth Unemployment rate	
JE8	Youth Unemployment rate (Neighbourhood Renewal Area – Narrowing the Gap)	
3. To support the sustainable growth, and reduce the unnecessary failure, of locally-owned business, promoting the growth and sustainability of enterprise and small businesses and to increase total entrepreneurial activity amongst the local population		
JE9	VAT Registrations	
JE10	Net change in business stock (registrations – de-registrations)	
JE11	Number of new businesses created	

4. For those living in the wards with the worst labour market position in areas in receipt of NRF, significantly improve their overall employment rate and reduce the difference between their employment rate and the overall employment rate for England		
JE4	Employment rate (Neighbourhood Renewal Area – Narrowing the Gap)	
JE6	Unemployment rate (Neighbourhood Renewal Area – Narrowing the Gap)	
JE8	Youth Unemployment rate (Neighbourhood Renewal Area – Narrowing the Gap)	
JE23	Within Hartlepool a reduction by 2007-8 of at least 1.6 percentage points in the overall benefits claim rate for those living in the Hartlepool wards identified by DWP as having the worst initial labour market position.	
JE24	Within Hartlepool a reduction by 2007-8 of at least 1.6 percentage points in the difference between the overall benefits claimant rate for England and the overall rate for the Hartlepool wards with the worst labour market position.	
5. Achieve Economic Well-being		
JE12	Young people are supported in developing self confidence, team working skills and enterprise	
JE13	Hartlepool enterprise activities are available to all key stage 4 pupils in Hartlepool Secondary school	
JE14	All key stage 4 pupils undertake work related learning and useful work experience	
JE15	Careers education & guidance is provided to all young people aged 13-19	
JE16	Provision is planned to ensure the numbers of young people classified as Not in Education Employment or Training (NEET) is reduced	
6. Improving training and employment prospects for targeted groups		
JE17	Number of Carers completing education or training and achieving NVQ Level 2 or equivalent, or higher	
JE18	Number of Carers remaining in employment for a minimum of 16 hours per week, and for at least 32 weeks in the year.	
JE19	Numbers of drug users given structured work experience/employment opportunities of at least 13 weeks	
JE20	Number of offenders from Hartlepool being helped into employment with the assistance of HBC and being sustained in the job for a minimum of 4 weeks for a minimum of 16 hours per week	

JE21	Number of offenders that have gained basic skills at entry level 3,2 and 1 and level 1 or level 2	
JE22	Employment Rate (16-24) %	

Lifelong Learning and Skills

7. Enjoy and Achieve raise achievement and standards of children and young people in the early years, primary and secondary phases of education		
LLS1	Early Years - Improve children's communication, social and emotional development	
LLS2	Early Years - Improve children's communication, social and emotional development (Neighbourhood Renewal narrowing the gap)	
LLS3	Early Years - Increase the percentage of 3 and 4 year olds who attend an early years and childcare	
LLS4	Early Years - Increase the percentage of 3 and 4 year olds who attend an early years and childcare (Neighbourhood Renewal Area narrowing the gap)	
LLS5	Key Stage 2	
LLS6	Key Stage 2 (Neighbourhood Renewal Area narrowing the gap)	
LLS7	Key Stage 3	
LLS8	Key Stage 3 (Neighbourhood Renewal Area narrowing the gap)	
LLS9	Key Stage 4	
LLS10	Key Stage 4(Neighbourhood Renewal Area narrowing the gap)	
LLS22	By 2008 all schools located in Local Authority Districts in receipt of NRF to ensure that at least 50% of pupils achieve level five or above in each of English, maths and science.	

8. Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice.		
LLS11	No. of new Skills for Life qualifications	
LLS12	No. of new Skills for Life qualifications (Neighbourhood Renewal Area)	
LLS13	Level 1 Qualifications	
LLS14	Level 1 Qualifications (Neighbourhood Renewal Area)	
LLS15	Level 2 Qualifications	
LLS16	Level 2 Qualifications (Neighbourhood Renewal Area)	
LLS17	Level 3 Qualifications	
LLS18	Level 3 Qualifications (Neighbourhood Renewal Area)	
LLS19	Modern Apprentices Framework Completions	
LLS20	Modern Apprentices Framework Completions (Neighbourhood Renewal Area)	
LLS21	Number of learners participating in Adult Education Programmes	

Health and Care

9. Improved health - reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods		
HC1	Life Expectancy Females (Hartlepool)	
HC2	Gap in Hartlepool and England life expectancy – female	
HC3	Life Expectancy Males (Hartlepool)	
HC4	Gap in Hartlepool and England life expectancy – male	
HC5	Life Expectancy Females (NRA)	
HC6	Gap in NRA and Hartlepool Females	
HC7	Life Expectancy Males (NRA)	
HC8	Gap in NRA and Hartlepool Males	
HC40	All Age, All Cause Mortality – Males	
HC41	All Age, All Cause Mortality – Females	
HC9	Mortality rates from heart disease, stroke and related diseases in people under 75 (Hartlepool)	
HC10	Mortality rate from cancer amongst people aged under 75 (Hartlepool)	
HC11	The prevalence of smoking among adults (Hartlepool)	
HC12	The prevalence of smoking among adults (NRA + NDC)	
HC13	Number of 4 week smoking quitters (NRA + NDC)	
HC14	Number of 4 week smoking quitters	

	(rest of Hartlepool)	
HC15	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation	
HC16	Of those completing a 10 week programme, the percentage going onto mainstream activity	
10. Be healthy		
HC17	Immunisation rates - % uptake of 2 doses of MMR at 5 years of age (Hartlepool)	
HC18	Immunisation rates - % uptake of 2 doses of MMR at 5 years of age(NRA)	
HC19	U18 conception rates (Hartlepool)	
HC20	U18 conception rates (NRA)	
HC21	Number of schools achieving the new Healthy Schools Status. Performance expected with reward	
11. Exercise of choice and control and retention of personal dignity		
HC22	Vulnerable Adults helped to live at home per 1000 population	
HC23	Vulnerable adults, or their carers receiving direct payments per 100,000 adults	
HC24	Number of people receiving intermediate care	
HC25	Suicide rates	
HC26	Prescribing of high level antidepressants	
HC27	Number of emergency psychiatric re-admissions as a percentage of discharges	
HC28	Adults aged 18-64 with mental health problems helped to live at home per 1,000 population aged 18-64	
HC29	Direct payments to people with mental health needs	

12. Mental Well-being		
HC25	Suicide rates	
HC26	Prescribing of high level antidepressants	
HC27	Number of emergency psychiatric re-admissions as a percentage of discharges	
HC28	Adults aged 18-64 with mental health problems helped to live at home per 1,000 population aged 18-64	
HC29	Direct payments to people with mental health needs	
13. Access to Services		
HC30	Emergency Bed Days	
HC31	Waiting times in A& E	
HC32	Outpatient waiting times	
HC33	Diagnostic waiting times	
HC34	MRI/CT waiting times	
HC35	Inpatient and Daycase waiting times	
HC36	Cancer waiting times	
HC37	Access to Equipment and Telecare	
HC38	Access to social care services:	
HC39	Services provided to carers:	

Community Safety

14. Reduced total crime (as measured by 10 BCS comparator crimes) and narrow the gap between Neighbourhood Renewal area and Hartlepool		
CS1	Total Crime (10 BCS comparator crimes)	
CS30	Total Crime (10 BCS comparator crimes) Neighbourhood Renewal Area	
CS2	Domestic burglary (Hartlepool)	
CS3	Domestic burglary (NRS)	
CS4	Vehicle crime (Hartlepool) (theft of and theft from motor vehicle)	
CS5	Vehicle crime (NRS) (theft of and theft from motor vehicle)	
CS6	Local Violence (common assault and wounding)	
CS7	Number of domestic burglaries. Performance expected with reward.	
CS8	Vehicle crime (theft of and from a motor vehicle). Performance expected with reward.	
CS9	Reduce the incidents of local violence (common assault and wounding) Performance expected with reward.	
CS31	Reduce the proportion of adults who re-offend	
CS32	Reduce the proportion of young offenders who re-offend	
CS33	Reduce the proportion of prolific and other priority offenders who re-offend	
CS34	New Indicator from BVPI general survey: % people who think using or dealing drugs is a very or fairly big problem in their area	

15. Reduced harm caused by illegal drugs and alcohol		
CS10	Number of problem drug users in treatment	
CS11	% problem drug users retained in treatment for 12 weeks or more	
CS12	Determine appropriate indicator following final approval of Alcohol Harm Reduction Strategy in April 2006 and development of action plans during 2006/07	
16. Improved neighbourhood safety and increased public reassurance leading to reduced fear of crime and anti-social behaviour		
CS13	% residents who feel very or fairly safe out in their neighbourhood after dark	
CS14a	% people who are very or fairly worried about: - having home broken into	
CS14b	% people who are very or fairly worried about: - being mugged on street	
CS15	% people who are satisfied with the quality of service provided by the Police (Hartlepool)	
CS16	% people who are satisfied with the quality of service provided by the Police (NRA)	
CS17	Deliberate fires (Hartlepool)	
CS18	Deliberate fires (NRA)	
CS19	Accidental fire-related deaths	
CS20	Criminal damage	
17. Build respect in communities by reducing antisocial and criminal behaviour through improved prevention and enforcement activities		
CS21	Personal, social and community disorder reported to Police (Hartlepool)	
CS22	Personal, social and community disorder reported to Police (NRA)	

CS23	Reduce year on year the number of first time entrants to youth justice system	
CS24	% of residents stating that 'Teenagers hanging around on the streets' is a problem. Performance expected with reward.	
CS25	% of residents stating that 'People being drunk or rowdy in public places' is a problem Performance expected without reward. Performance expected with reward.	
CS35	% residents who feel very or fairly well informed about what is being done to tackle anti-social behaviour in their local area	
CS36	% residents who feel that parents in their local area are not taking responsibility for the behaviour of their children is very or fairly big problem	
CS37	% residents who feel that people in their area are not treating them with respect and consideration is very or fairly big problem.	
CS38	% residents who have high level of perceived ASB in their local area	
18. Stay Safe		
CS26	Improve the long term stability of placements for Looked After Children	
CS27	% of children on the Child Protection Register who have previously been registered	
19. Reducing incidents of Domestic Violence		
CS28	Number of repeat referrals to the police for incidences of domestic violence (performance with reward)	
CS29	Number of perpetrators attending a perpetrator programme not re-offending within 6 months of completing the programme (performance with reward)	

Environment

20. Delivering sustainable communities through protecting natural resources and enhancing the local environment and the community's enjoyment of it		
E1	Number of volunteer days spent working on nature conservation in Hartlepool	
E2	Number of Tees Valley Biodiversity Action Plan points relevant to Hartlepool achieved	
21. Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces and by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as whole, with a particular focus on reducing levels of litter and detritus		
E3	Cleanliness of the neighbourhood - % of transects surveyed falling below grade b for litter and detritus (Hartlepool)	
E4	Cleanliness of the neighbourhood - % of transects surveyed falling below grade b for litter and detritus (Neighbourhood Renewal narrowing the gap)	
E5	% of people who think litter and rubbish in the streets is a problem in there area	
E6	% of people who think litter and rubbish in the streets is a problem in there area (Neighbourhood Renewal narrowing the gap)	
E7	Increase the proportion of people satisfied with their local area as a place to live (Hartlepool)	
E8	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal narrowing the gap)	
22. Provide a safe, efficient, effective and accessible transport system		
E9	Increase/maintain the number of bus passenger journeys	
E10	Bus passenger satisfaction	
E11	Reduce the number of deaths and serious injuries	
E12	Reduce the number of children killed or seriously injured	
E16	The percentage annual increase in the number of schools with an approved school travel plan	

23. Make better use of natural resources, reduce greenhouse gases, minimise energy use and reduce the generation of waste and maximise recycling		
E13	Tonnage of household waste recycled or composted	
E17	Reduction in the percentage of municipal waste land filled	
E18	Increase in the percentage of municipal waste recycled	
E14	Improve the energy efficiency of housing stock	
E15	Climate Change indicator – reduction in Greenhouse Gas emissions	

Housing

24. As part of an overall housing strategy for Hartlepool, improve housing conditions within the most deprived neighbourhoods/wards, with a particular focus on ensuring that all social housing is made decent by 2010		
H1	Achieving decent homes standard in social housing sector	
H2	Achieving decent homes standard in private sector housing sector	
25. Meeting Housing and Support Needs		
H3	Increase support to enable residents to live independently in their own homes	
H4	Increase the number of people receiving floating support services	
H5	Increase the number of adaptations carried out to enable vulnerable people to remain living independently in their own home	
26. Improving the advice and support provided to homeless people and helping them to access employment, training and educational opportunities		
H6	The number of households considering themselves homeless who approached the housing advice service and where intervention resolved their situation (BV 213)	

H7	The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months	
H8	The percentage of RSL tenants evicted without personal contact from their landlord	
H9	Employment Rate (16-24) % (Performance expected with reward)	
H10	Number of failed tenancies (Performance expected with reward)	
27. Improving the energy efficiency of houses		
H11	Improve the energy efficiency of housing stock	
28. Balancing Housing Supply And Demand		
H12	Number of houses cleared in HMR intervention area	
H13	Number of new homes constructed in HMR intervention area	
H14	*Tees Valley Living will agree the finalised list of indicators relating to monitoring sub-regional HMR activity by June 2006. We will replicate the main core indicators from this list for Hartlepool (to ensure appropriate strategic alignment) by September 2006, and amend this outcome accordingly	

Culture and Leisure

29. Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport		
CL1	Engagement in museum outreach activity by under-represented groups	
CL2	Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey)	
CL3	Number of individuals trained to deliver activities within clubs and the community (Local Indicator)	
30. Cultural and leisure services, including libraries, better meet the needs of the community, especially disadvantaged areas		
CL4	Increase annual Leisure Centre attendances (Hartlepool)	
CL5	Increase annual Leisure Centre attendances (Neighbourhood Renewal Area narrowing the gap)	

CL6	Increase proportion of residents satisfied with museums/arts (Hartlepool)	
CL7	Increase proportion of residents satisfied with museums/arts (Neighbourhood Renewal Area narrowing the gap)	
CL8	Increase residents satisfaction with public parks and open spaces (Hartlepool)	
CL9	Increase residents satisfaction with public parks and open spaces (Neighbourhood Renewal Area narrowing the gap)	
CL10	Increase residents satisfaction with libraries (Hartlepool)	
CL11	Increase residents satisfaction with libraries (Neighbourhood Renewal Area narrowing the gap)	
CL12	Increase leisure card holders attendance (Hartlepool)	

Strengthening Communities

31. To empower local people to have a greater voice and influence over local decision making and the delivery of services		
SC1	Maintain the level of involvement in the Community Network (Hartlepool)	
SC2	Percentage of adults who feel they can affect decisions that affect own area (Hartlepool)	
SC3	Percentage of adults who feel they can affect decisions that affect own area (Neighbourhood Renewal Area narrowing the gap)	
32. Make a positive contribution		
SC4	Percentage of people who have been helped by others (unpaid and not relatives) i) over the past year and ii) one a month over the past year (Hartlepool)	
SC5	Percentage of people who have been helped by others (unpaid and not relatives) i) over the past year and ii) one a month over the past year (Neighbourhood Renewal Area narrowing the gap)	
SC6	Increase the proportion of people undertaking voluntary work/community activity (Hartlepool)	

SC7	Increase the proportion of people undertaking voluntary work/community activity (Neighbourhood Renewal Area narrowing the gap)	
SC8	Increase the number of looked after children participating in their reviews	
33. To improve the quality of life for the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery		
SC9	Increase the proportion of people satisfied with their local area as a place to live (Hartlepool)	
SC10	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal Area narrowing the gap)	
SC11	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Element Area)	
SC12	Burbank - Neighbourhood Element Target	
SC13	Dyke House/Stranton/Grange – Neighbourhood Element Target	
SC14	Owton – Neighbourhood Element Target	
SC15	North Hartlepool – Neighbourhood Element Target	
34. Increasing financial resources within family environments to provide improved lifestyle opportunities		
SC16	Number of Council Tax Disabled Reliefs (performance with reward)	
SC17	Number of Council Tax Carer Reductions (performance with reward)	
SC18	Number of Severely Mentally Impaired Reductions (performance with reward)	
35. Freedom from discrimination or harassment		
SC19	Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Hartlepool)	
SC20	Percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Neighbourhood	

	Renewal Area narrowing the gap)	
SC21	Reducing the proportion of people feeling no involvement in the community (Hartlepool)	
SC22	Reducing the proportion of people feeling no involvement in the community (Neighbourhood Renewal Area narrowing the gap)	
SC23	Proportionate Assessment: - % of older service users receiving an assessment that are from minority ethnic groups, compared to the % of older people in the local population that are from such groups	
SC24	Proportionate service provision: - % of older service users receiving services following an assessment that are from a minority ethnic group, compared to the % of users assessed that are from such groups	
36. Creating a fairer world		
SC25	Number of retail establishments offering Fairtrade as an alternative	
SC26	Number of catering establishments offering Fairtrade as an alternative	