

# CABINET AGENDA



**Monday 16 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 Record of Decision in respect of the meeting held on 2<sup>nd</sup> April 2007  
(published separately)

**4. BUDGET AND POLICY FRAMEWORK**

- 4.1 Tees Valley Joint Minerals and Waste Development Plan Documents: Key Issues and Alternative Options Report – *Director of Regeneration and Planning Services*
- 4.2 Corporate Plan (BVPP) 2007/08 – Part 1 – *Assistant Chief Executive*

**5. KEY DECISIONS**

No items.

**6. OTHER ITEMS REQUIRING DECISION**

No items

**7. ITEMS FOR DISCUSSION / INFORMATION**

- 7.1 Audit Commission Annual Audit and Inspection Letter 2005/06 – *Assistant Chief Executive / Chief Financial Officer*
- 7.2 Tees Valley Unlimited – *Chief Executive and Director of Regeneration and Planning Services*

**8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**

- 8.1 Formal Response to the Authority's Draft Corporate Plan 2007/08 – *Scrutiny Co-ordinating Committee*

**EXEMPT ITEMS**

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985

**9. EXEMPT ITEMS REQUIRING DECISION**

- 9.1 Member Requests for Information (para 1) – *Chief Executive*

# CABINET REPORT

16 April 2007



**Report of:** Director of Regeneration and Planning Services

**Subject:** TEES VALLEY JOINT MINERALS AND WASTE  
DEVELOPMENT PLAN DOCUMENTS: KEY ISSUES  
& ALTERNATIVE OPTIONS REPORT

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## SUMMARY

### 1. PURPOSE OF REPORT

This item deals with the preparation of joint Minerals and Waste Development Plan Documents by the Joint Strategy Unit, on behalf of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton-on-Tees Borough Councils. Specifically the report seeks approval of the Key Issues and Alternative Options Report for issue as public consultation documents for the statutory period 21 May – 30 June 2007.

### 2. SUMMARY OF CONTENTS

The Key Issues and Alternative Options Report represents the first stage of preparing the Tees Valley Joint Minerals and Waste Development Plan Documents. The report identifies issues affecting minerals and waste development, and provides spatial planning options with dealing with these. Public consultation will allow communities, organisations and businesses to have their say on what options should be used in the Tees Valley to deal with minerals and waste issues. The consultation will allow any further issues to be identified, and for options to be put forward for consideration on how to deal with such further issues.

Publication of the Key Issues and Alternative Report is a statutory requirement under the Planning and Compulsory Purchase Act 2004. The report is timetabled to be published for the required 6 weeks public consultation period 21 May – 30 June 2007 and is a Key Milestone in the Hartlepool Local Development Scheme (LDS). Publication of the Preferred Options Report in February 2008 for a further statutory 6 weeks public consultation is the next Key Milestone.

A Sustainability Appraisal (SA) Scoping Report of all of the issues and options currently identified will accompany the Key Issues and Alternative Options Report and will be used to assess the performance of the options against baseline conditions identified within the SA Scoping Report.

**3. RELEVANCE TO CABINET**

The joint Development Plan Documents are of strategic significance to the Council, setting out the policies and proposals for development and use of land in relation to waste and minerals matters.

**4. TYPE OF DECISION**

The Waste and Minerals Development Plan Documents form part of the plans and strategies which together comprise the development plan and are part of the Council's budget and policy framework.

**5. DECISION MAKING ROUTE**

Cabinet - 16 April 2007

**6. DECISION(S) REQUIRED**

The Tees Valley Minerals and Waste Key Issues and Alternative Options Report and accompanying SA Scoping Report be noted and approved for issue as public consultation documents for the statutory period 21 May – 30 June 2007

**Report of:** Director of Regeneration and Planning Services

**Subject:** TEES VALLEY JOINT MINERALS AND WASTE  
DEVELOPMENT PLAN DOCUMENTS: KEY ISSUES &  
ALTERNATIVE OPTIONS REPORT

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**1. PURPOSE OF REPORT**

- 1.1 This item deals with the preparation of a joint Minerals and Waste Development Plan Documents by the Joint Strategy Unit, on behalf of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton-on-Tees Borough Councils. Specifically the report seeks approval of the Key Issues and Alternative Options Report for issue as public consultation documents for the statutory period 21 May – 30 June 2007.

**2. BACKGROUND**

- 2.1 The Planning and Compulsory Purchase Act 2004 requires local planning authorities to prepare a number of local development documents which together comprise the Local Development Framework. Within these are statutory Development Plan Documents (DPDs). Unitary Authorities are specifically required to prepare up-to-date planning policies and proposals for development involving minerals and waste management which includes all waste generated.
- 2.2 On 12 April 2006 Cabinet approved the principle of the Joint Strategy Committee taking responsibility for the initial preparation of a Joint Minerals and Waste Development Plan Documents (DPDs) on behalf of Hartlepool Borough Council and the other four Tees Valley authorities. The minerals and waste DPDs will replace the minerals and waste policies in the adopted Tees Valley Structure Plan. The new DPDs currently in preparation will comprise:
- (i) Joint Minerals and Waste Core Strategy Development Plan Document, containing the overall strategy and generic development policies for minerals and waste in the Tees Valley. The Core Strategy DPD is required to be in general conformity with the relevant policies in the emerging Regional Spatial Strategy for the North East;
  - (ii) Joint Minerals and Waste Site Allocations Development Plan Document with Proposals Map. This will identify specific sites for future development, and will contain the detailed development plan policies for assessing minerals or waste planning applications in the Tees Valley. The

Site Allocations DPD will be in conformity with the Tees Valley Joint Minerals and Waste Core Strategy.

- 2.3 The Key Issues and Alternative Options Report sets out a number of key issues, which affect minerals and waste in the Tees Valley, and provides options on how these issues may be addressed. The Report has been prepared by consultants Entec UK Ltd following consultation and discussion with the minerals and waste industry, officers and members of the unitary authorities, environmental interest groups and other organisations identified as having an interest in minerals and waste in the area. Information arising from the stakeholder workshop held on 13 December 2006 has directly influenced the issues and options identified and the objectives for the Sustainability Appraisal, which has provided a range of tailored objectives for the Tees Valley.

### **3 THE STRATEGIC OBJECTIVES AND KEY ISSUES & ALTERNATIVE OPTIONS**

- 3.1 The Minerals and Waste Key Issues and Alternative Options Report puts forward for public consultation 6 Strategic Objectives and a total of 21 Key Issues with Alternative Options in the Core Strategy and the Site Allocations & Development Control Policies Document:

#### The 6 Strategic Objectives

- To make provision for the adequate and steady supply of minerals needed by society, while aiming for reduction in the requirement for primary extraction;
- To safeguard minerals resources from unnecessary sterilisation;
- To drive the management of waste in all waste streams up the waste hierarchy, towards the minimisation of waste production;
- To reduce the impacts of climate change, and to protect and enhance the environment, amenity and human health;
- To promote the use of sustainable transport;
- To provide sufficient waste management facilities in a timely and sustainable manner, in order for all waste to be managed as near as possible to its source.

#### Summarised Key Issues with Alternative Options

- Are current mineral workings sufficient to meet supply during the period to 2021 **OR** do further mineral workings sites need to be identified/safeguarded;
- Should the potash mine expand surface workings into East Cleveland **OR** transport all minerals to Teesside from the existing minehead at Boulby;
- Should the protective Development Control policies be limited in scope and leave regulation to other Agencies **OR** be fully detailed and comprehensive;

- Should greater weight be given to the positive **OR** negative impacts of new developments when proposals are assessed;
- Should sustainable transport issues be addressed through the LDF/LTP process **OR** specifically addressed in the DPDs;
- Should new waste handling facilities in the Tees Valley be clustered together **OR** widely dispersed;
- Should the allocation of sites be flexible and open ended to deal with changing circumstances **OR** focussed to give more certainty but requiring regular amendment;
- Should the allocation of sites focus on existing sites in the Tees Valley, **OR** look to provide new sites in order for all waste to be managed as near as possible to its source.

3.2 The Report concludes by inviting interested parties to submit sites for possible consideration for minerals working and waste resource handling. All such submitted sites will be identified and assessed and the preferred sites indicated in the next stage Preferred Options Report to be published for public consultation in February 2008.

#### **4 SUSTAINABILITY APPRAISAL**

4.1 The Sustainability Appraisal (SA) Scoping Report outlines the scope of the SA for the Core Strategy and the Site Allocations & Development Control Policies Documents. Ultimately the Sustainability Appraisal will be used to assess the performance of the options and preferred options against the existing baseline conditions identified within the SA Scoping Report. Following the stakeholder workshop held on 13 December 2006, the SA Scoping Report is structured into the following sections:

- Links with other relevant plans, programmes and strategies – reviews relevant international, national, regional and sub-regional documents to identify the Tees Valley key sustainability issues and sustainability objectives;
- Key sustainability issues for the Tees Valley – sets out relevant baseline information and identifies the key issues as moving up the minerals and waste hierarchies, making better use of resources, protecting air and water quality, biodiversity, quality of rural and urban landscapes and the cultural heritage;
- Development of the SA objectives – sets out the proposed SA objectives and appraisal criteria required to fully address the 6 Key Strategic Objectives;
- The SA framework – sets out the proposed SA framework and describes how the framework will be used to assess policies against the factors of timescale, possible mitigation measures, cumulative and transboundary effects;

- The Conclusion – this provides an explanation of the subsequent stages of Sustainability Appraisal and provides a quality assurance check list.
- 4.2 The public consultation response both to the proposed Strategic Objectives and Key Issues Report, and to the current breadth of the SA Scoping Report, will inform the Preferred Options Report and the next stage of the Sustainability Appraisal due to be published in February 2008 for a further statutory period of 6 weeks public consultation.
- 4.3 Copies of the Issues and Options report and Sustainability Appraisal have been placed in the member's room and can be accessed online on the planning policy page of the Council's website [www.hartlepool.gov.uk](http://www.hartlepool.gov.uk).

## **5 OFFICER ADVICE**

- 5.1 The Tees Valley Minerals and Waste Key Issues and Alternative Options Report and accompanying SA Scoping Report be noted and approved for issue as public consultation documents for the statutory period 21 May – 30 June 2007.



# CABINET REPORT

16 April 2007



**Report of:** Assistant Chief Executive

**Subject:** CORPORATE PLAN (BVPP) 2007/8 – PART 1

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## SUMMARY

### 1. PURPOSE OF REPORT

To enable Cabinet to discuss the objectives and actions proposed for inclusion in the Council's Corporate (Best Value Performance) Plan for 2007/8.

### 2. SUMMARY OF CONTENTS

This report proposes the objectives for each of the seven community strategy aims and the council's organisational development priorities. For each of the objectives a number of actions have been identified to enable the objective to be met. The purpose of the plan is to describe the Council's priorities for 2007/8, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people.

### 3. RELEVANCE TO CABINET

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

The Corporate Plan is an important document because it formally communicates the council's vision and priorities.

**4. TYPE OF DECISION**

Budget and Policy Framework.

**5. DECISION MAKING ROUTE**

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

The Scrutiny Forums have met individually to consider the Corporate Plan's Objectives and Actions on a departmental basis and reported back to Scrutiny Co-ordinating Committee on 13 March 2007. A formal response is presented separately at this meeting. Cabinet will be given a further opportunity, on 14 May 2007, to consider the Corporate Plan prior to final approval of the Plan being sought at Council in June 2007.

**6. DECISION(S) REQUIRED**

Subject to any amendments it may wish to make, Cabinet is asked to: -

(i) approve Part 1 of the Corporate Plan 2007/08.

(ii) agree to receive Parts 1 and 2 at its meeting on 14 May 2007.

**Report of:** Assistant Chief Executive

**Subject:** CORPORATE PLAN (BVPP) 2007/8 – PART 1

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## **1 PURPOSE OF REPORT**

- 1.1 To enable Cabinet to discuss the objectives and actions proposed for inclusion in the Council's Corporate (Best Value Performance) Plan for 2007/8.

## **2 BACKGROUND**

- 2.1 As part of the Government's programme to modernise local government the Council must approve and publish its' Best Value Performance Plan (Corporate Plan) by 30 June 2007. The Corporate Plan is the Council's top level plan and sets out the top level priorities and how the Council will help deliver the Community Strategy aims.
- 2.2 As in previous years the plan is arranged around the seven Community Strategy themes, which have been adopted by the Council as corporate themes. It also includes a section dedicated to organisational development activities.
- 2.3 Work commenced in November 2006, and draft proposals have been considered by Cabinet on 8 January and 19 February 2007. Scrutiny Coordinating Committee has considered the proposals on 19 January and 13 March. In addition, the draft plan was considered by all of the Service Scrutiny Forums between 19 February and 6 March. Scrutiny Coordinating Committees' formal response has been included as a separate report to this meeting.

## **3 THE CORPORATE PLAN**

- 3.1 As in previous years the plan will be produced in 2 parts. Part 1 describes the Council's overall aims, contributions to the Community Strategy aims and organisational development priorities. It is only part 1 that is being considered at this meeting.
- 3.2 Part 2 will continue to contain the detailed supporting information relating to performance statistics which the Council is required to publish. This will include the Best Value Performance Indicators (BVPIs) for 2006/07 and targets for 2007/08, 2008/09 and 2009/10. This information is currently being collected as part of the normal Performance Indicator collection process, and is therefore not available at present. As with previous years, this will be presented to Cabinet and Scrutiny Coordinating Committee in May/June for consideration. At this stage Cabinet is therefore only being asked to consider Part 1 of the Corporate Plan, which is attached at **Appendix A**.

- 3.3 Part 1 of the Corporate Plan does include a number of key Performance Indicators that will form a key measure of success throughout 2007/08. The outturn information and future target information has not been included at this stage, as detailed above. Cabinet will be given an opportunity to view, and comment upon, this information at the meeting on 14 May 2007.

#### **4 TIMETABLE**

- 4.1 It is proposed to bring both Parts 1 and 2 of the Corporate Plan to the Cabinet meeting on 14 May 2007 for further consideration. Both parts will also be considered by Scrutiny Coordinating Committee at its meeting on 18 May 2007. Cabinet will reconsider the plan in June, if necessary, to consider scrutiny's recommendations.
- 4.2 Final approval of the 2007/08 Corporate Plan will be sought at the full Council meeting on 21 June 2007. The plan will then be published prior to the statutory deadline of 30 June 2007.

#### **5 RECOMMENDATION**

- 5.1 Subject to any amendments it may wish to make, Cabinet is asked to: -
- (i) approve Part 1 of the Corporate Plan 2007/08.
  - (ii) agree to receive Parts 1 and 2 at its meeting on 14 May 2007.

*Hartlepool Borough Council*  
*Corporate Plan 2007/8 - 2009/10*

**‘A Better Future for Hartlepool’**  
**- Part 1**

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### 1 Introduction

- a) Purpose of the Plan
- b) Audience for the plan
- c) How this plan is set out

### 2 Setting the scene

- a) Link to the Community Strategy
- b) Local Area Agreement
- c) Factors taken into account to develop the 2007/8 Corporate Plan
- d) Developing the organisation
- e) Allocation of resources to deliver the plan
- f) Managing performance and risk -

### 3 Action Plans for achieving the Community Strategy Aims for 2007/8

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

### 5 Contact Details

## **If you want to know more.....**

If you like further information about council performance please telephone David Hunt on (01429) 284073, fax (01429) 284009 or e-mail [david.hunt@hartlepool.gov.uk](mailto:david.hunt@hartlepool.gov.uk)

Copies of this summary can also be provided on audiotape or in large print, Braille and ethnic minority languages on request. We can also be contacted via Typetalk and enquiries in any language can be dealt with in person or on the telephone using Language Line instant translation service.

# 1. Introduction

## ***a) Purpose of the Plan***

This Corporate Plan is our strategic planning document. It explains our overall aim and objectives for the next three years and sets priorities and targets for the 2007/8 financial year.

Hartlepool Borough Council, for the fifth year running, has been awarded the highest possible rating (four stars) by the Audit Commission as part of the “The Harder Test” Comprehensive Performance Assessment (CPA). The Council was also assessed as “Improving Well”.

However, the environment in which we operate is a constantly changing one in terms of policy, statute, expectations and aspirations with regard to central government, local people and businesses. This is particularly so in 2007/8 as the Government's Local Government White Paper (Strong and Prosperous Communities) proposals are progressed ready to start in 2008/9. There is more about the White Paper in section 2c.

The Corporate Plan is part of the effective systems we have in place to measure performance; identify opportunities for improvement; and to take steps to improve any areas that are under performing. The objectives, priorities and targets included in the Plan guide the allocation of Council resources – financial, physical assets and staff – to achieve the objectives we have set.

## ***b) Audience for the plan***

### **How a member of the Public can use this Plan:**

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

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

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

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



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

#### **How external partners/government can use this Plan:**

Partners working with our Local Strategic Partnership, the Hartlepool Partnership, will also be interested in the Plan because many of the objectives in the Plan contribute to delivering the Partnership's vision as set out in the Community Strategy. A number of the Plan's objectives mirror those in the Local Area Agreement - the Community Strategy's delivery plan. In many cases the effort to achieve these objectives is shared with partners. The Government also has a significant interest in our Corporate Plan and will use it to monitor our performance and progress.

#### **How members of staff can use this Plan:**

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

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

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

David Hunt, Policy Team, david.hunt@hartlepool.gov.uk, Tel: 01429 284057

### **c) How this Plan is set out**

The Corporate Plan is set out in two parts.

**Part 1** describes:

- Setting the Scene this gives you the context to what we are doing and how we are organising ourselves
  - a) Links to the Community Strategy aims,
  - b) the Local Area Agreement (LAA) and the Council's overall aim
  - c) Factors taken into account to develop the 2007/8 Corporate Plan
  - d) Developing the organisation – this describes and organisational development priorities
  - e) Allocation of resources to deliver the plan
  - f) Managing performance - how we will keep track our performance during the year
- Our more detailed plans for 2007/8  
This section identifies those specific actions to be undertaken to deliver our objectives, with key milestones and performance indicators shown, which will be used to help measure our progress. It also sets out our longer term ambitions for the Borough (5-10 years time) as a consequence of undertaking these objectives and information on our key achievements last year.

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

Section	Corporate Plan Section	Page Nos.
	Setting the Scene	
1	Jobs and the Economy	
2	Lifelong learning and skills	
3	Health and Care	
4	Community safety	
5	Environment and Housing	
6	Culture and Leisure	
7	Strengthening Communities	
8	Organisational Development	

**Part 2** of the Plan contains the detailed supporting information relating to performance statistics and other information, which the Council is required to publish to meet the Local Government Act 1999 requirement to produce a Best Value Performance Plan (BVPP). This section includes the Best Value (BV) performance indicators for 2006/7 and targets for 2007/8, 2008/9 and 2009/10.

## 2. Setting the scene

### ***a) Link to the Community Strategy***

We recognise the importance of working in partnership with a range of public, private, and voluntary sector organisations that provide services to local residents. In many instances these services complement each other. A Local Strategic Partnership (the Hartlepool Partnership) was created in 1999 as a way for organisations delivering services to local people and businesses to plan and work together to deliver better and improved services.

In April 2002 Hartlepool Borough Council and the Hartlepool Partnership, adopted a first Community Strategy. The purpose of this strategy is to set out the Community's aspirations and priorities, and to integrate and improve the delivery of services, so that they better reflect the needs of the local community. The Strategy was subject to detailed consultation using a range of methods, providing opportunities to shape the final outcome and ensuring that it is supported by the public and all partners. A major review of the Community Strategy is now underway and is scheduled to be completed by December 2007. The early stages of this review have supported a revised vision and this is included below.

The Partnership's proposed long-term vision, looking 20 years ahead is:

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

The goal is

***"To regenerate Hartlepool by promoting economic social and environmental well being in a sustainable manner."***

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

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

**The 2002 Community Strategy themes, priority aims and links to Government Priorities:**

<b>Theme</b>	<b>Priority Aim</b>	<b>Government Priorities</b>
Jobs and the Economy JE	Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive, and create more employment opportunities for local people.	<ul style="list-style-type: none"> <li>• Local economic vitality</li> <li>• Local environment</li> <li>• Improving the quality of life for: <ul style="list-style-type: none"> <li>• Children, young people and families at risk</li> <li>• Older people</li> </ul> </li> </ul>
Lifelong Learning and Skills LLS	Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training, and raise standards of attainment.	<ul style="list-style-type: none"> <li>• Raising standards across our schools</li> <li>• Local economic vitality</li> <li>• Improving the quality of life for: <ul style="list-style-type: none"> <li>• Children, young people and families at risk</li> <li>• Older people</li> </ul> </li> </ul>
Health and Care HC	Ensure access to the highest quality health, social care and support services, and improve the health, life expectancy and well being of the community.	<ul style="list-style-type: none"> <li>• Healthier communities</li> <li>• Safer and stronger communities</li> <li>• Improving the quality of life for: <ul style="list-style-type: none"> <li>• Children, young people and families at risk</li> <li>• Older people</li> </ul> </li> </ul>
Community Safety CS	Make Hartlepool a safer place by reducing crime, disorder, and fear of crime.	<ul style="list-style-type: none"> <li>• Safer and stronger communities</li> <li>• Local economic vitality</li> <li>• Healthier communities</li> <li>• Improving the quality of life for: <ul style="list-style-type: none"> <li>• Children, young people and families at risk</li> <li>• Older people</li> </ul> </li> </ul>
Environment and Housing EH	Secure a more attractive and sustainable environment that is safe, clean and tidy; a good infrastructure; and access to good quality and affordable housing.	<ul style="list-style-type: none"> <li>• Local transport need</li> <li>• Local environment</li> <li>• Safer and stronger communities</li> <li>• Improving the quality of life for: <ul style="list-style-type: none"> <li>• Children, young people and families at risk</li> <li>• Older people</li> </ul> </li> </ul>
Culture and Leisure CL	Ensure a wide range of good quality, affordable and accessible leisure, and cultural opportunities.	<ul style="list-style-type: none"> <li>• Healthier communities</li> <li>• Improving the quality of life for: <ul style="list-style-type: none"> <li>• Children, young people and families at risk</li> <li>• Older people</li> </ul> </li> <li>• Raising standards across our schools</li> </ul>
Strengthening Communities SC	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.	<ul style="list-style-type: none"> <li>• Local economic vitality</li> <li>• Local transport need</li> <li>• Local environment</li> <li>• Safer and stronger communities</li> </ul>

While the aims are expressed as separate themes they are linked to each other and impact on one another in complex ways. Actions in one theme may have positive or even negative effects in another. Improvement in one of these aims often depends on success in one or more of the others. This is particularly true of the Strengthening

Communities aim where, for example, creating jobs and raising educational attainment contributes to strengthening communities.

Under these priority aims are a series of objectives drawn from the Local Area Agreement designed to meet the challenges the Borough faces. We have adopted the Community Strategy priority aims as our own council priorities, to help us achieve our overall Council aim, which is:

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

### ***b) Local Area Agreement – Priorities for Improvement***

Local Area Agreements are a Government initiative, launched in 2004, to deliver a better quality of life for people through improving performance on a range of national and local priorities. They form a key part of the government's 10 year strategy for Local Government (link) and aim to streamline bureaucracy between central government and local deliverers and improve service outcomes. The Local Government White Paper proposes developments to the LAA framework and the Council will be progressing these during 2007/8.

The Hartlepool LAA includes 36 priority outcomes for improvement, derived from both national and local priorities, with associated baselines, indicators and targets and these are structured around the seven Community Strategy Themes. The LAA outcomes therefore closely reflect the existing Community Strategy objectives which consultation has shown to have widespread support across the town.

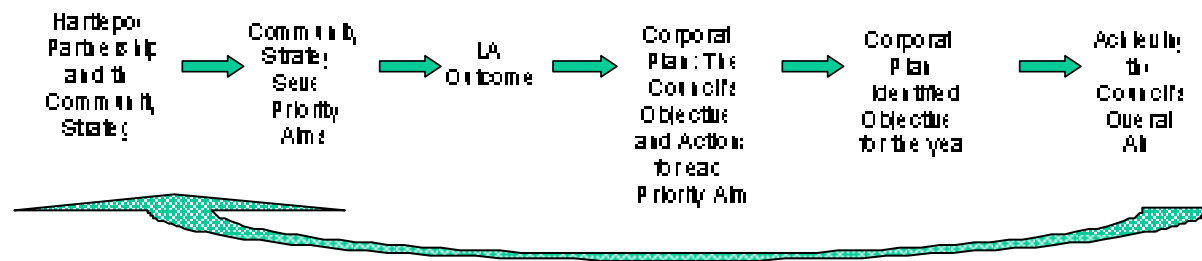
The LAA first agreed in March 2006 has now been refreshed and approved by Cabinet and the Hartlepool Partnership.

This Corporate Plan details how the Council is going to achieve its elements of the LAA priority outcomes within the next 12 months and beyond with specific targets set for the next 3 years. Performance reporting and management will be handled through the existing corporate and departmental arrangements which include quarterly reporting to Cabinet.

Ten of the priority outcomes were identified where stretched performance will be delivered by March 2009 in return for the payment of reward grant up to £3m. The Council will lead on a number of these targets with other agencies also taking a lead where appropriate. These are identified in Section 3 of this Plan

Our objectives for 2007/8 therefore relate to each of the above Community Strategy priority aims, with specific activities identified for each aim as priorities for action by the Council. The priorities are the high-level activities that we plan to undertake, and are in turn underpinned by other, more detailed, operational activities and statutory responsibilities that are described in departmental and service plans. There is a clear link therefore between the Community Strategy, the LAA and the Council's Corporate Plan, with our top-level objectives for each Community Strategy theme helping us achieve our overall Council aim, which in turn serves to contribute to and deliver on key aspects of the Community Strategy.

The picture below summarises the relationships between Community Strategy, LAA and Corporate Plan and Council's overall aim.



### ***c) Factors taken into account in designing the Corporate Plan***

The Corporate Plan projects forward three years and must take account of a wide range of factors:

- stakeholder and partner consultation, including Member priorities, audit and inspection recommendations
- consultation with the public
- external drivers, including Government policy initiatives,
- funding variations and requirements to improve efficiency capital investment plans and their revenue implications
- risk assessments and contingency planning, including maintaining adequate financial reserves
- expected developments in services.

The Council continuously assesses risks and opportunities that might impact on the achievement of its objectives and seeks to balance the competing priorities and pressures. The following sections highlight the key factors that relate to each of the Community Strategy themes.

#### **Jobs and the Economy - Current position**

The Audit Commission concluded “The Council has a strong approach to regeneration as a key driver for improving the quality of life in Hartlepool” and the economic gap between Hartlepool and the rest of the country has narrowed.

The Community Strategy review consultation showed a clear consensus that Jobs and the Economy should be the top priority for action to help create jobs in the town.

The Council has consistently funded regeneration and economic development activity to ensure the capacity is in place to take advantage of opportunities, such as bidding for funds. This remains an important local priority, particularly as competition for regional and European funding intensifies. While little extra resource could be made available in 2007/8 the protection of key budgets such as the economic development marketing budget was welcomed by the business community.

In addition to pursuing the economic regeneration of the whole town, the Council is also prioritising the most deprived wards in the town through the Neighbourhood Renewal Strategy and the achievement of economic well-being for children and young people through the Children and Young People’s Plan.

#### **Actions for 2007/8 include:**

- Work with Tees Valley Regeneration and PD Ports for the redevelopment of Victoria Harbour within Hartlepool Quays
- Implement, with partner agencies, the Hartlepool 14-19 strategy and support the 14-19 regional strategy



- Establish Jobsmart employment and skills consortium specifically targeted at the most disadvantaged wards and residents

### **Lifelong Learning and Skills – Current position**

Raising children's attainment has been a success story in Hartlepool over the past 10 years. This was recognised in the Joint Area Review of children's services. "Early years and childcare provision are good, and educational attainment continues to improve. Support for school improvement and provision for children with special education needs are particular strengths."

While education did not emerge as a main priority from the Community strategy review consultation, the Council, since 1996, has recognised its importance for the longer term future of the town and has provided substantial additional funding in line with Government policy.

For children and young people, Government policy is driven by the priorities set out in Every Child Matters, in particular the priority Enjoy and Achieve – to raise achievement and standards of children and young people in the early years, primary and secondary phases of education. The Government is supporting this with a major national scheme that will create state of the art school buildings and facilities for future generations of children and young people. Building Schools for the Future (BSF) aims to replace or renew every secondary school in England over a 10-15 year period. Hartlepool is seeking to join this programme from 2007 providing a potential £90m investment. Significant local capital investment in schools of £5m is also planned for 2007/8.

### **Actions for 2007/8 include:**

- Implement the Building Schools for the Future project plan for 2007/08 including completion of the Strategy for Change
- Challenge and support schools to improve performance to national averages and above

### **Health and Care - Current position**

The CPA identified good practice and significant progress, concluding that "The health needs of children and young people are addressed well" and that "Vulnerable children and young people are well safeguarded through effective action by all agencies."

On adult health and care the CPA report recognised the challenging circumstances, stating "Health is improving in Hartlepool and people are living longer" but identified the extent of the challenge remaining to be addressed, noting the health gap with the nation as a whole "is widening and there is also health inequality within Hartlepool itself: the most deprived areas suffer poorer health than the affluent areas, with a difference of 13 years in male life expectancy between the best and the worst wards."

The Community Strategy review consultation with the public identified Health and Care as their third priority. Issues such as greater health education, healthy living and provision of health care facilities all emerged.

For adult social care challenging but exciting times are ahead. Demographic change is bringing growing demand and budget pressures. There is a gap between people's aspirations for services and what is on offer (Ipsos MORI Survey commissioned by DRC, EOC and Cover UK, July 2006).

Government policy as outlined in the White Paper Our Health, Our Care, Our Say confirms the vision set out in the Green Paper, Independence, Well-being and Choice. It envisages personalised care and support, ensuring people have the opportunity to make choices and take control. Government policy also envisages closer working between social care and health in order to deliver integrated care.

Integration is well underway in Hartlepool, for example, in older people's services and mental health. PCT reconfiguration has slowed down this process but now that upheaval is beginning to settle down progress for 2007/8 is expected to be made in effective joint delivery and provision of services and joint commissioning between the Council and PCT.

For children, Government policy is driven by the priorities set out in Every Child Matters, in particular the "Be Healthy" objective that aims to ensure children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs. Integration of activities with partners will also be progressed as the Children's Trust established from 1 April 2007 becomes operational and acts as a forum for children and young people's services.

In financial terms health and care is the Council's major area of investment for 2007/8 with £0.9m additional funding for adult services and nearly £0.2m for children's services to address the identified pressures and priorities. Despite the additional funds for adults the Fare Access to Care Services eligibility thresholds will be raised during 2007/8.

#### **Actions for 2007/8 include**

- Progressing the Public Health Strategy with the PCT
- To increase the proportion of people who commission their own services.
- Progressing inspection recommendations for the Supporting People service
- Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55%

#### **Community Safety - Current position**

The Council and its partners to have had significant success in narrowing the gap between crime levels in Hartlepool and national averages and this was recognised in the recent CPA inspection by the Audit Commission saying "multi-agency work to reduce offending and anti-social behaviour is good." The inspection of the Youth Offending Service rated most aspects of the service as "Good" and made a number of recommendations for improvement which are now being addressed.

In the Community Strategy review consultation the public identified Community Safety as their second highest priority. Consultation for the Safer Hartlepool Partnership and

Police both identified action on anti-social behaviour as a priority. Community Safety has been a long standing local and national priority with the public wanting higher levels of policing and reduced crime. The Government launched their Respect agenda in January 2006 with a particular focus on anti social behaviour.

Community Safety remains a top priority for the Council. The Crime and Disorder Strategy 2005-8 sets out our approach on drugs, acquisitive crime, violence, reassurance, prevention of offending and anti-social behaviour. In the 2007/8 budget an additional £90,000 is being invested to maintain and enhance services. In addition the Council is also focusing on the needs of children and young people, so they can live, grow, and learn in safety, through the Children and Young People's Plan April 2006-March 2009.

**Actions for 2007/8 include :**

- Contribute to work in partnership to reduce levels of violence and disorder associated with the night-time economy in the town centre specifically, and alcohol – related crime and disorder more generally across the town.
- Continue to improve services for young people at risk of, or involved in, crime and ASB
- Increase the number and range of foster and adoptive placements to meet local needs

**Environment and Housing – Current position**

The CPA inspection report commented that “Environmental services are good, with effective action by the Council to keep the borough clean while reducing waste and increasing recycling.” On housing they commented “The strategic approach to housing is good, with good community and partner involvement” and there is “good integration of housing and environmental improvements as key components of the regeneration of neighbourhoods.”

In the Community Strategy review consultation local people gave weight to the importance of Housing and this is being considered as part of the Community Strategy review. Environment was slightly further down the list of priorities but tidying local neighbourhoods, reducing the amount of litter and improvements to public transport were all factors which many highlighted as improving quality of life. The 2006 Best Value satisfaction surveys identified a drop in satisfaction with waste collection services. However, the survey was conducted when a substantial proportion of the residents had just moved from weekly to fortnightly collection of household waste with an extended recycling collection on the intervening week and were getting used to the new service and snags were still being sorted out. Satisfaction with the service will be revisited by the Viewpoint panel later in 2007 when the whole system is fully bedded in.

Government policy in this area ranges from short to longer term targets which impact on the Council. These include statutory recycling targets, targets on meeting the Decent Homes standard, balancing supply and demand for housing, and an expectation that Council's will contribute to combating climate change.

All these issues are being addressed by the Council and with partners. The Council has taken action to achieve improvement, such as creating Hartlepool Housing to facilitate access to investment funds, ensuring Hartlepool can access a wide range of funding sources such as the neighbourhood Renewal Fund and providing additional funding, notably in waste reduction and recycling. Related plans and strategies for the Council and its partners include the Housing Strategy, Local Transport Plan, New Deal for Communities Community Housing Plan, North Central Hartlepool Housing Regeneration Plan. For 2007/8 about £0.75 has been earmarked for investment to meet priorities and pressures in environment, housing and transport.

**Actions for 2007/8 include :**

- Improve and maintain the design and appearance of the natural and built environment with a particular focus on reducing levels of litter and detritus
- Provide a sustainable, safe, efficient, effective and accessible transport system Deliver the Hartlepool Local Transport Plan (LTP)
- To enhance the standard of management of private rented housing
- To improve the energy efficiency of existing housing and reduce the number of vulnerable households experiencing fuel poverty

**Culture and Leisure - Current position**

This is a lower priority for the public but the Council recognises that culture and leisure can support the delivery of the other Community Strategy themes, particularly jobs and the economy and health, for example as a means to address obesity.

The Council has identified additional resources to support key events such as the Maritime Festival in the run up to the Tall Ship Race in 2010. The Tall Ships Race is a major opportunity to boost economic growth and tourism but it requires investment. The budget strategy has set aside £0.8m from reserves to fund costs associated with the event to ensure the town maximises the opportunities from the event.

**Actions for 2007/8 include :**

- Develop and improve cultural and leisure facilities and events, including Tall Ships Race in 2010
- To increase opportunities for participation in a wide range of cultural and leisure activity focussing on areas of disadvantage.

**Strengthening Communities - Current position**

The Council's CPA report identified excellent consultation and engagement with local people, good use of data to enable identification of local needs and priorities. Nevertheless the Community Strategy review consultation found that people also wanted to be consulted more and to feel more involved.

The CPA inspection also concluded that the Council works well with the private and voluntary sectors but could make better use of the capacity of voluntary organisations to support its work. The recent Scrutiny review also identified significant challenges ahead as reduced European funding is likely to impact heavily on the community and voluntary sector.

Government policy in this area relates to several wide ranging topics including promoting community cohesion and engagement, addressing diversity and equalities and preparing for emergencies.

**Actions for 2007/8 include:**

- reinvigorating the Compact with the voluntary and community sector
- Improving public engagement all communities

## **d) Developing the organisation**

### **Current position**

The CPA report about the Council organisation was overwhelmingly positive as the comments below indicate:

- Officer leadership and management are good
- Staff at all levels have pride in Hartlepool
- Staff at all levels demonstrate very strong commitment to delivering quality services
- Financial capacity is good and the Council has substantial reserves
- Good performance management enables the Council and its partners to monitor and drive progress
- Outstanding partnership working is achieving improved outcomes almost without exception across national and local priorities
- Excellent consultation and engagement with local people

This shows the Council has a sound base for still stronger improvement. The agenda for the Council to address over the next three years is clearly broad and the development of the organisation is essential if we are to create the capacity to meet the challenges that lie ahead. We are seeking to do this through:

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

The objectives and actions identified in the Organisational Development Section of the Plan are the key elements that will enable us to improve the way in which we work and the services that are provided. A range of factors need to be addressed.

Government policy naturally looms large. In 2007/8 the Council will be preparing for the implementation of several aspects of the Local Government White Paper including revamped LAAs.

The Council will need to respond to the recently published Lyons Inquiry report on council finance and other matters. In addition the Government's Comprehensive Spending Review (CSR) will be completed in 2007 and this will indicate for all local authorities the level of level of funding for the three years 2008/9, 2009/10 and 2010/11. The CSR may also address other issues such as regional governance of regeneration funding.

The pressure to achieve Gershon efficiency targets continues and this is being progressed through our Efficiency Strategy targets and efficiency and BPR projects. . .

Public expectation is for greater flexibility in access to services. Our ICT Strategy includes several projects, such as further work on the Hartlepool Connect Contact Centre and will also contribute significantly to achieving efficiency savings.

The development and retention of members and staff is another key area. Our approach and plans have been set out in the People and Workforce Development Strategy and Member Development Strategy. The pay, grading and Single Status arrangements will also be concluded.

The Council has been subject to a range of inspections and audits over the past 12 months and the areas for improvements need to be progressed.

Corporate areas for improvement identified in the CPA report and Annual Audit Letter include improvements to financial planning and working with the voluntary and community sector.

A number of service areas have been subject to inspection and the areas for improvement will be incorporated into service plans.

- Children's Services identified in the Joint Area Review
- Youth Service
- Youth Offending Service
- Supporting People
- Adult Education
- Annual Performance Assessment of adult social care

## Conclusion

Progress from Government, the public and our partners is desired across a broad range of areas. These are all being addressed in the Corporate Plan. There is a good fit between national and local priorities. The challenge for the Council is to balance capacity, demands and resources. The allocation of financial resources to deliver the Plan is set out in more detail below.

### ***e) Allocation of resources to support delivery of the Council's plans***

The Council recognises that its budgeting decisions need to be aligned to its aims and priorities in order to achieve success. This practice has been in place since 1996/1997 with decisions regarding spending being linked to the Council's priorities and will be further developed during 2007/8 in line with the CPA Corporate Assessment recommendation. The Budget strategy has now been revised to cover the three years 2007/2008, 2008/2009 and 2009/2010 and the Council budget set for 2007/8. The main points are summarised below. Additional detail can be found in the report to Cabinet 5 February 2007.

#### **Budget Strategy 2007/8, 2008/9 and 2009/10**

The main factors and assumptions the strategy takes into account are:

- A prudent view of increases in Government grant for 2008/09 and 2009/10 of 2%, the Government have indicated that Education and Health will continue to receive above inflation increases, albeit not at the same levels as in recent years.
- Uplifting base budgets to reflect the impact of inflation and other cost pressures. For 2006/2007 and future years it was determined that the initial budget allocations for all areas be calculated by applying a 3% inflation uplift, with additional top ups for specific policy driven expenditure priorities.
- The successful implementation of the Efficiency and IT strategies which are incorporated into the Developing the Organisation objective in this plan. These will have a key impact on the development of the budget over the next few years. These strategies specify how the Council will achieve the Council's annual Gershon Efficiency target of £2.184m, or 2.5% of the annual budget.
- Public feedback during last years budget consultation process which indicated that the majority of people consulted believed that the overall balance of the budget is "about right".

Therefore it is not anticipated that funding for Council services will increase significantly over the period 2008/2009 to 2010/2011 although the 2007 Budget announcement indicated above average increases for education. The Council's Budget Strategy assumptions will need to be reviewed when details of the 2007 Comprehensive Spending Review and 2008/2009 detailed Local Government grant allocations are known.

In this context the Council's 2007/8 budget decisions have had to balance investment to meet priorities and pressures against efficiencies, savings and increasing income and Council tax. The agreed allocation of our own revenue and capital financial resources in the 2007/8 Budget and Capital Programme reflects the Council's decisions on funding services and priorities within the constraints of the Council's available resources.



## Budget 2007/8

The 2007/2008 Government grant allocation to the Council is £43.49m. In cash terms this is an increase of 3.7% on the 2006/2007 grant allocation. This is the same as the national percentage increase announced by the Local Government Minister.

However, the 2007/8 revenue budget process identified a range of pressures and priorities in excess of inflation. Budget pressures arise in relation to the continued provision of existing services. In most cases these pressures cannot be avoided, i.e. are statutory requirements or essential running costs such as energy. Priorities relate to areas where the Council had a greater choice and these are generally aligned with the achievement of the Council's overall aims.

The pressures and priorities were examined carefully by Cabinet and considered against the Council's strategic objectives. As a result of this review it was decided that some items would not be funded. This package reflects the Council's overall policy aims and is summarised below.

Priority Aim	£000	Purpose of funding
<b>Jobs and the Economy</b>	£67	Additional funding focused on sustaining regeneration activity including the Costal Arc scheme. Key budgets protected, e.g. marketing, to maintain capacity to assist economic regeneration.
<b>Lifelong Learning and Skills</b>	£60	Additional resource to meet additional statutory duty to lead 14-19 reform and development. Individual school budgets separate and these increased overall by x%.
<b>Health and Care</b>		
Adults	£908	Additional resources for services which protect vulnerable people, including older people, people with physical/learning disabilities and people requiring support to prevent homelessness and other housing problems. Additional funds will also support the expansion of Direct Payment services.
Children	£175	Increase is to address new statutory requirements such as integrated information systems and quality assurance of childcare reviews and meet increased demand SEN education.
<b>Community Safety</b>	£90	Additional resource focused on key priority of addressing anti social behaviour by strengthening the ASB team and increasing capacity to undertake investigations and deter future ASB.
<b>Environment and Housing</b>		
Environment	£295	Additional resources mainly for recycling, street cleaning and encouragement for community environment action.
Housing	£242	Additional resources to improve Housing Support and advice services and for grants to disabled people
Transport	£217	Increase is for additional highway maintenance, Dial a Ride and supported bus services.
<b>Culture and Leisure</b>	£43	Additional resources will go to support key events such as Maritime Festival and County Sport Partnership.
<b>Strengthening Communities</b>	£50	The additional resources are to strengthen scrutiny processes.

**Corporate and  
Organisational development  
Total**

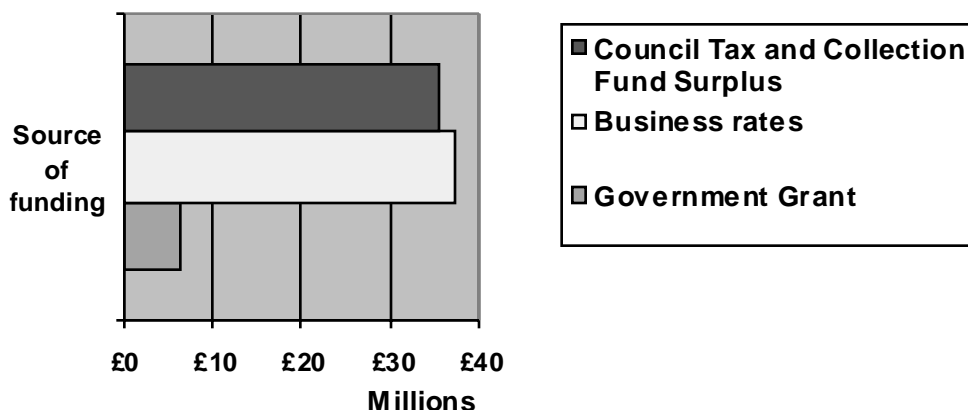
£484  
£2,631

Additional resources primarily to meet increased energy costs of £300,000.

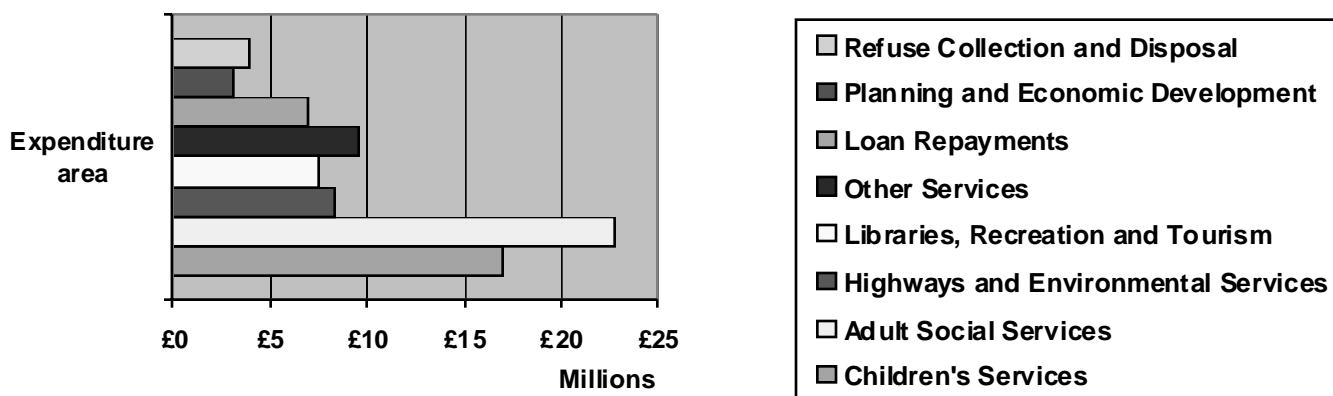
After taking corporate efficiencies of £1.1m and additional one off temporary resources worth £2.76m into account there remained a net budget deficit of £3.7m for 2007/8. This amount was bridged through a 4.9% council tax increase to raise £1.8m and a package of savings totalling £1.9m. In 2007/8 total net revenue expenditure will increase by 4.7% to £79.1m, excluding spending by schools which is now funded from a specific Government grant of £m.

### Summary of revenue expenditure for 2007/8

Where the money comes from 2007/8 £millions



Where the money goes 2007/8 £millions



## Capital Programme 2007/8

The Council will invest approximately £18.7m during 2007/8 in the town's infrastructure and public buildings. This down from 2006/7 mainly because of the loss of one off schemes in 2006/7, including Extra Care Village development £6.6m and the ending of North Central Hartlepool SRB programme £1m.

About 60% of this investment in 2007/8, some £11m, will be funded from grants the Council has secured from the Government and other organisations. The remaining investment will be funded from prudential borrowing, which will be repaid over a number of years from the Council's revenue budget.

### Capital Programme 2007/8: Main Areas of expenditure £million

Expenditure area	2007/8	2006/7
Repairs and improvements to schools	£5.0m	£2.6m
Repairs and improvements to roads	£2.4m	£2.1m
Redevelopment of private housing in the town centre and neighbouring areas	£3.7m	£3.1m
Projects within the New Deal for Communities area	£2.1m	£2.8m
Other		
<b>Total expenditure</b>	<b>£18.7m</b>	<b>£27.0m</b>
Funded from:		
Central Government – Specific scheme grant	£7.8m	£16.4m
Central Government – Supported Capital Expenditure	£3.8m	£2.7m
Prudential borrowing by the Council	£6.6m	£7.3m
Other funding	£0.5m	£0.6m

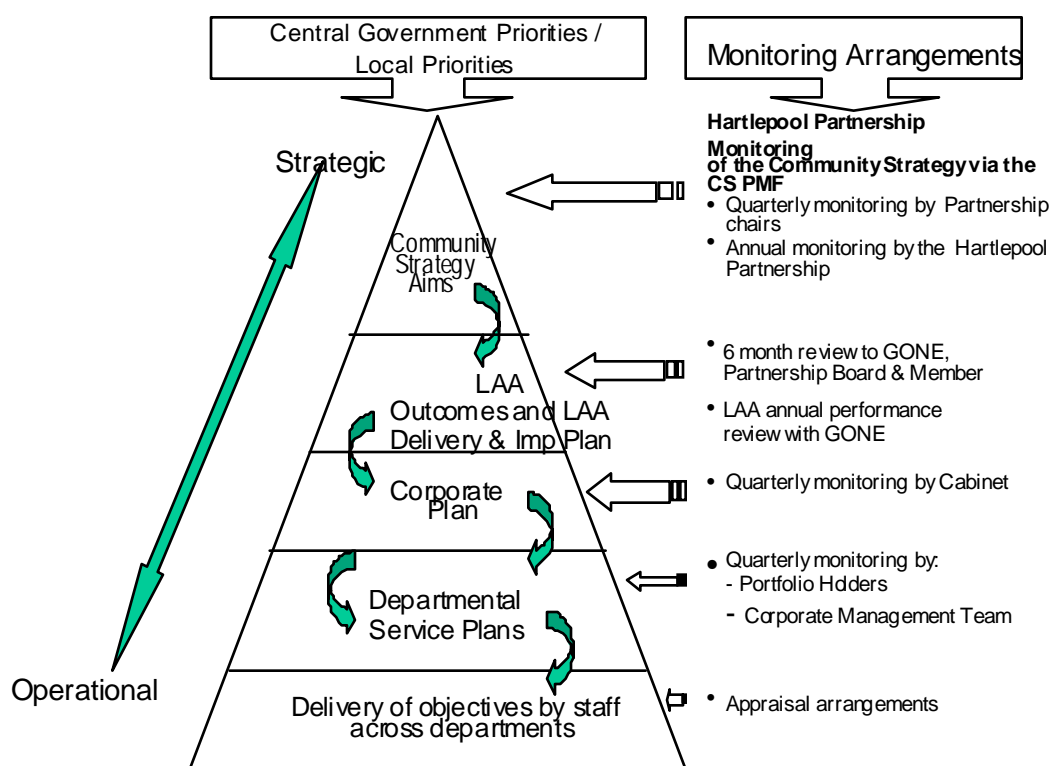
In addition, the Council is working in partnership with the Joseph Rowntree Foundation on the development of an “extra care village”. This development commenced in 2006/7 and will provide supported housing for older people. The total investment in this project is £34m over a two year period. The Council has secured a grant from the Government of £9.8m towards this development, which will be paid over two financial years. The remaining funding will be provided by the Joseph Rowntree Foundation and its partners.

## f) Managing Performance and Risk

We have worked hard to improve our performance and risk management arrangements over the last couple years. Improvements have included:

- combining budget and performance reports considered by Cabinet and Scrutiny Coordinating Committee on a quarterly basis
- linking risk management, service planning and the Statement on Internal Control
- embedding diversity objectives into service planning

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



Risks and controls in relation to our planned objectives are reviewed as part of the quarterly review of strategic and operational risk registers following the process set out in our Risk Management Strategy. These are reported regularly to executive members and CMT and also to the Audit Committee and our appointed auditors through the Statement on Internal Control.

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

The following section (pages 26 to 69) describes the Council plans for achieving the Community Strategy Aims in 2006/7.

Key to Departments: -

RPD – Regeneration and Planning Department

CSD – Children's Services Department

ACSD – Adult and Community Services Department

NSD – Neighbourhood Services Department

CE/HR – Chief Executives Department, Human Resources Division

CE/F - Chief Executives Department, Finance Division

CE/L - Chief Executives Department, Legal Services Division

CE/CS - Chief Executives Department, Corporate Strategy Division

CEPU – Cleveland Emergency Planning Unit

PCT – Hartlepool Primary Care Trust

# ***Corporate Plan***

## ***Action Plan 2007/08***

### **Jobs and the Economy**

<b>Community Strategy / Council Priority</b>	Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people
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### **Key achievements in 2006/07**

- Our economic regeneration priorities for Hartlepool have been reflected within the draft Regional Economic Strategy for the North East.
- With local partners in the Tees Valley we have significantly contributed to the production of a Business Case for the Tees Valley City Region, which has been well received by central Government as a basis for future discussions on the Tees Valley's continued development and funding arrangements.
- Working in partnership with New Deal for Communities and local businesses, 28 commercial area grants totalling approximately half a million pounds have been awarded to improve local shopping areas and to create new jobs and businesses.
- Hartlepool's rate of new VAT registered businesses was the ninth highest in Great Britain.
- Enhancements to Brougham Enterprise Centre were completed and are proving popular with existing and new tenants.
- Property developers, Rivergreen have started on their 80,000 Square feet development of workspace at Queen's Meadow

### **In 5-10 years time: -**

- The development of Victoria Harbour will be providing employment opportunities, housing and facilities for townspeople and visitors in a unique setting, adding to Hartlepool's overall role and image.

- The legacy of the 2010 tall Ship's Race will be represented by an enhanced awareness and image of Hartlepool, increased tourism investment and more visitors, staying longer.
- Queen's Meadow will be fully developed with a range of serviced office and manufacturing workspace.
- We will have increased the employment rate, reduced the unemployment rate and increased the business start up rate.
- We will have reduced the unemployment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the fewest/lowest qualifications and those living in the most disadvantaged wards) and significantly reduced the gap between the unemployment rates of the disadvantaged groups and the overall rate.
- Reduce the gap between Hartlepool and GB employment rate by 3% points by 2012.
- Employment rate to be 67% by 2012.
- Reduce gap between Hartlepool and GB unemployment rate to 1% point by 2012.
- Unemployment rate - Neighbourhood Renewal narrowing the gap - 3.1% points by 2012.
- Youth unemployment rate across Hartlepool - 29% by 2012.
- Youth unemployment rate across Hartlepool - Neighbourhood Renewal narrowing the gap - 29.2 % by 2012.
- Increase number of business start ups by 50% by 2012.

Jobs and the Economy				
Corporate Plan Objective: Increase skill levels of the population with clear reference to local business need (Ref: CO01 )		Community Strategy Ref: JE 1 + 2 LLS 4 + 5		Key Pls: LAA JE1
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE01	Work with partners to develop a skills development strategy for Hartlepool within the context of regional and city region strategies	Mar 08	Antony Steinberg	LAA Outcome 1
Corporate Plan Objective: 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 (Ref: CO02 )		Community Strategy Ref: JE4 JE5 JE6		Key Pls: LPI RP3, LPI RP5 LPI RP6, LPI RP7
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE02	Work with Tees Valley Regeneration and PD Ports for the redevelopment of Victoria Harbour within Hartlepool Quays	Mar 08	Stuart Green	LAA Outcome 2

JE03	Continue development of targeted training and recruitment programmes to support disadvantaged residents into economic activity	Mar 08	Antony Steinberg	LAA Outcome 2
JE04	Continue to work with partners to provide key manufacturing and service sector infrastructure, including appropriate sites and premises	Mar 08	Antony Steinberg	LAA Outcome 2
JE05	Continue to work with partners to expand Further and Higher Education opportunities	Mar 08	Andrew Golightly	LAA Outcome 2
Corporate Plan Objective: To support the sustainable growth, and reduce the unnecessary failure, of locally-owner business, promoting the growth and sustainability of enterprise and small businesses and to increase total entrepreneurial activity amongst the local population (Ref: CO03 )		Community Strategy Ref: JE5 JE6		Key Pls: LPI RP8 LAA JE9
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE06	Continued development of Hartlepool's Business Incubation System including the development of the visitor economy network	Mar 08	Antony Steinberg	LAA Outcome 3
JE07	Develop and facilitate entrepreneurial activities with particular reference to young people	Mar 08	Antony Steinberg	LAA Outcome 3
Corporate Plan Objective: 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 (Ref: CO05 )		Community Strategy Ref: JE11 JE12		Key Pls: LAA JE2 LAA JE4 LAA JE6
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE08	Establish Jobmart employment and skills consortium specifically targeted at the most disadvantaged wards and residents	Mar 08	Antony Steinberg	LAA Outcome 4
Corporate Plan Objective: Achieve Economic Well Being (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) (Ref: CO06 )		Community Strategy Ref: JE02 JE05 JE12		Key Pls: LPI RP5b LPI RP6b BVPI 221a+b
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE09	Development of targeted interventions and commissioning approach for the delivery of integrated support for 16 to 24 year olds.	Mar 08	Antony Steinberg	LAA Outcome 5
JE10	Connexions service works with other teams and agencies to achieve NEET targets agreed with GONE	Mar 08	Miriam Robertson	LAA Outcome 5



JE11	Implement, with partner agencies, the Hartlepool 14-19 strategy and support the 14-19 regional strategy	Mar 09	Tom Argument	LAA Outcome 5
JE12	Promote the development of employability skills and enterprise education in Hartlepool schools	Mar 09	Tom Argument	LAA Outcome 5
JE13	Raise the aspirations of young people from vulnerable backgrounds and increase their participation in education, employment and training	Mar 09	Tom Argument	LAA Outcome 5
Corporate Plan Objective: Improving training and employment prospects for targeted groups (Ref: CO07 )		Community Strategy Ref: JE2 & LLS5		Key Pls: LAA JE3 + LAA JE5
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE14	Development of worklessness interventions to respond to employment rates and gross added value through economic participation.	Mar 08	Antony Steinberg	LAA Outcome 6
JE15	Support local businesses to improve the employment offer and assist in broadening the labour offer to business.	Mar 08	Antony Steinberg	LAA Outcome 6
Corporate Plan Objective: To promote Hartlepool's interests in economic regeneration policy making at the nation, regional and sub-regional levels (Ref: CO08 )		Community Strategy Ref: JE3 – JE8		Key Pls: LPI RP3 + LAA RP7
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE16	Secure due recognition of Hartlepool's economic role, needs and opportunities in national, regional and sub- regional policy	Mar 08	Geoff Thompson	
JE17	Ensure recognition of Coastal Arc as sub-regional and regional economic regeneration priority	Mar 08	Colin Horsley	

## Performance Indicators

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

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 221a	Participation in and outcomes from Youth Work: recorded outcomes			
BVPI 221b	Participation in and outcomes from Youth Work: accredited outcomes			
LAA JE1	Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent (Hartlepool)			
LAA JE2	Number of adults who are supported in achieving at least a full first level 2 qualification or equivalent (Neighbourhood Renewal narrowing the gap)			
LAA JE3	Employment rate (Hartlepool)			
LAA JE4	Employment rate (Neighbourhood Renewal narrowing the gap)			
LAA JE5	Unemployment rate (Hartlepool)			
LAA JE6	Unemployment rate (Neighbourhood Renewal narrowing the gap)			
LAA JE9	VAT Registrations (Hartlepool)			
LPI RP3	The number of sites developed or improved			
LPI RP5	The number of residents assisted into employment			
LPI RP5b	The number of residents assisted into employment that were young unemployed people			
LPI RP6	The number of residents assisted into training			
LPI RP6b	The number of residents assisted into training that were young unemployed people			
LPI RP7	The amount (£) of external funding deployed to support the council's economic regeneration activities			
LPI RP8	The number of business start ups with council assistance			

## Lifelong Learning and Skills

<b>Community Strategy / Council Priority</b>	Help all individuals, groups and organisations realise their full potential, ensure the highest quality opportunities in education and lifelong learning, and raise standards of attainment
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### Key achievements in 2006/07

- Hartlepool schools achieved the best ever GCSE results for the town, with 57.5% of pupils obtaining 5 or more A\* - C passes.
- The DfES agreed to Hartlepool being in wave 5 of Building Schools for the Future, which should secure around £90 million pounds to redevelop the town's secondary school provision.

### In 5-10 years time: -

- All secondary schools will be refurbished or rebuilt
- Hope to replace or refurbish up to 50% of Hartlepool primary schools under the Government's Primary Capital programme

Lifelong Learning and Skills				
Corporate Plan Objective: Enjoy and Achieve – raise achievement and standards of children and young people in the early years, primary and secondary phases of education (Ref: CO09)		Community Strategy Ref: LLS01, LLS03 LLS06, LLS08 LLS11		Key PIs: BVPIs 38-41, 45, 46, 50 BVPIs 181a-d, 222a+b LAA LLS1-10
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
LL01	Implement the Building Schools for the Future project plan for 2007/08 including completion of the Strategy for Change	Apr 08	Paul Briggs	LAA Outcome 7
LL02	Challenge and support schools to improve performance to national averages and above	Sep 09	John Collings	LAA Outcome 7
LL03	Challenge and support schools in targeting vulnerable children and young people for additional intervention and support so that they achieve in line with or better than expected levels	Sep 09	John Collings	LAA Outcome 7

LL04	Work with partners to extend and improve the quality of services for children and young people which enable them to enjoy their education, improve their well-being and enrich their lives	Sep 09	John Collings	LAA Outcome 7
LL05	Ensure all children and families have access to high quality childcare, integrated services and play activities through Children's Centres, Extended Schools and the Play Strategy	Mar 10	Danielle Swainston	LAA Outcome 7
Corporate Plan Objective: Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice (Ref: CO10 )		Community Strategy Ref:		Key Pls: LAA LLS21
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
LL06	To increase universal access and high quality learning and skills opportunities	Mar 08	John Mennear	LAA Outcome 8
LL07	To increase universal access from disadvantaged/socially excluded groups to high quality learning and skills opportunities	Mar 08	John Mennear	LAA Outcome 8

## Performance Indicators

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

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 38	Percentage of pupil achieving 5 or more A*-C GCSEs			
BVPI 39	Percentage of pupil achieving 5 or more A*-G GCSEs			
BVPI 40	Percentage of pupil achieving Level 4 or above in KS2 Math tests			
BVPI 41	Percentage of pupil achieving Level 4 or above in KS2 English tests			
BVPI 45	Percentage absence in secondary schools			
BVPI 46	Percentage absence in primary schools			
BVPI 50	Educational qualifications of Looked After Children			
BVPI 181a	Percentage of pupil achieving Level 5 or above in KS3 results - English			
BVPI 181b	Percentage of pupil achieving Level 5 or above in KS3 results - Maths			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 181c	Percentage of pupil achieving Level 5 or above in KS3 results - Science			
BVPI 181d	Percentage of pupil achieving Level 5 or above in KS3 results - ICT Assessment			
BVPI 222a	Percentage of leaders of integrated early education and child care settings funded or part-funded by the local authority with a qualification at level 4 or above			
BVPI 222b	Percentage of leaders of integrated early education and child care settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development			
LAA LLS1	Early Years- improve children's communication, social and emotional development so that by 2008, children reach a good level of development at the end of the Foundation Stage			
LAA LLS2	Early Years- increase the percentage of 3 and 4 year olds who attend an early years and childcare place to 96%			
LAA LLS3	Key Stage 4: Increase the percentage of young people aged 16 achieving 5+ GCSE A*-C (including English and Maths)			
LAA LLS4	Early Years - improve children's communication, social and emotional development so the gap between NRS and Hartlepool is reduced for a good level of development at the end of the foundation stage			
LAA LLS6a	Key Stage 2 - reduce the gap between children from NRS area and Hartlepool to under 5% by 2012 for those achieving Level 4 or above in English			
LAA LL6b	Key Stage 2 - reduce the gap between children from NRS area and Hartlepool to under 5% by 2012 for those achieving Level 4 or above in Maths			
LAA LLS8a	Key Stage 3 - Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in English			
LAA LLS8b	Key Stage 3 - Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in Mathematics			
LAA LLS8c	Key Stage 3 - Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in Science			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
LAA LLS8d	Key Stage 3 - Reduce the gap between children from the NRS area and Hartlepool to under 5% by 2012 for those achieving Level 5 or above in ICT			
LAA LLS10a	Key Stage 4 - Reduce the gap between young people from the NRS area and Hartlepool to under 5% by 2012 for those achieving 5+ A*-C			
LAA LLS10b	Key Stage 4 - Reduce the gap between young people from the NRS area and Hartlepool to under 5% by 2012 for those achieving 5+ A*-G (including English and Maths)			
LAA LLS10c	Key Stage 4 - Reduce the gap between young people from the NRS area and Hartlepool to under 5% by 2012 for those achieving 5+ A*-C (including English and Maths)			
LAA LLS21	Number of learners participating in Adult Education Programmes			

## Health and Care

<b>Community Strategy / Council Priority</b>	Ensure access to the highest quality health, social care and support services, and improve the health, life expectancy and well-being of the community.
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### Key achievements in 2006/07

- The Council has commenced building work (with our partners) on the 'Hartfields' Extra Care Retirement Village at Middle Warren.
- There has been a significant increase in the number and range of people receiving Direct Payments to enable them to arrange their own support and care.
- There has been an increase in intermediate care with a corresponding impact on reducing nursing and residential care. Intermediate care is a range of personal care services provided at home to maintain people's independence and prevent them moving into unnecessary hospital/residential care admissions.
- Telecare Services have been introduced. Telecare is the remote or enhanced delivery of health and social services to people in their own homes by means of telecommunications and computerised systems.
- Work commenced on integration of Health and Social Care Team, with one team now being located in the community.
- The health and well-being of local people has been improved thanks to the Council and partners working together to tackle various public health issues, such as healthy eating, accidents and physical activity
- The Local Authority secured funding for, and appointed, a Nutritionist who has worked with schools and in the Community to raise awareness of and improve access to health food.
- The School Catering Service implemented the new school food trust "standards" without major detriment to the number of meals served.

### In 5-10 years time we will: -

- deliver person centred, community based services in accordance with the White Paper and Vision for Care.
- develop a work Commissioning based approach to our work which include integrated commissioning with our health partners.
- work with parties to deliver the wellbeing agenda.
- deliver a range of extra care facilities such as the Hartfields development
- ensure all people with Social care needs are able to take control of how their support is delivered
- develop and implement a strategy for working the third sector (such as voluntary organisations)

Health and Care				
Corporate Plan Objective: Improved health – reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods (Ref: CO11 )		Community Strategy Ref: HC2		Key Pls: LAA HC1 – HC16
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC01	To develop proactive approaches to prevention of ill health by implementing actions within the Public Health Strategy and Action Plan	Mar 08	Peter Price	LAA Outcome 9
Corporate Plan Objective: Be Healthy (Children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs) (Ref: CO12 )		Community Strategy Ref: HC2, 9, 11, 12 + 15		Key Pls: New NS1 LAA HC21 BVPI 197
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC02	Actively contribute to the health and future well-being of the children of Hartlepool	Mar 08	Ralph Harrison	LAA Outcome 10
HC03	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55%	Jan 10	Sheila O'Connor	LAA Outcome 10
HC04	Work with schools and other agencies to address childhood obesity through initiatives such as Healthy Schools Programme and Physical Education, School Sports and Club Links Strategy	Mar 08	John Collings	LAA Outcome 10
HC05	Improve arrangements for transition between settings and from children's to adult services	Mar 08	Sheila O'Connor	LAA Outcome 10
Corporate Plan Objective: Exercise of choice and control and retention of personal dignity (Ref: CO13 )		Community Strategy Ref: HC4, 14 & 18		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC06	To ensure all service developments have involvement from service users and their carers.	Mar 08	Ewen Weir	LAA Outcome 11
HC07	To increase the proportion of people who commission their own services.	Mar 08	Ewen Weir	LAA Outcome 11
HC08	To work with Landlords and Supporting People to increase the number and range of supported accommodation options.	Mar 08	Alan Dobby	LAA Outcome 11



HC09	To ensure a culture of person centred practice so that service users and their carers are at the centre of planning their support.	Mar 08	Ewen Weir	LAA Outcome 11
Corporate Plan Objective: Mental Wellbeing (To promote a positive approach to the mental wellbeing of Hartlepool residents) (Ref: CO14 )		Community Strategy Ref: HC13		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC10	To increase social inclusion for people with mental health issues	Mar 08	Ewen Weir	LAA Outcome 12
Corporate Plan Objective: Access to Services (Support easier access to services which are integrated and tailored to individual need) (Ref: CO15 )		Community Strategy Ref: HC4, 5 & 14		Key Pls: LAA SC23+24
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC11	To work with the community in Owton to design and implement a Connected Care Scheme.	Mar 08	Ewen Weir	LAA Outcome 13
HC12	To implement Vision for Care in conjunction with Hartlepool Primary Care Trust	Mar 08	Nicola Bailey	LAA Outcome 13
HC13	To ensure that services are culturally sensitive and are able to respond flexibly to the diverse needs of the community.	Mar 08	Margaret Hunt	LAA Outcome 13
HC14	To support easier access to universal services and targeted services which will be tailored to individual needs at a neighbourhood level.	Mar 08	Ewen Weir	LAA Outcome 13
HC15	To ensure services are fully compliant with the Disability Discrimination Act.	Mar 08	Margaret Hunt	LAA Outcome 13
Corporate Plan Objective: To safeguard and improve health and well-being for people working, living and visiting the borough. (Ref: CO16 )		Community Strategy Ref: HC1-4 HC7, 9 + 11		Key Pls: BVPI 166a BVPI 166b
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC16	To deliver an effective Health Development and enforcement service	Mar 08	Ralph Harrison	
HC17	Delivery of the Public Health Strategy and action plan through partnership working	Mar 08	Peter Price	

Corporate Plan Objective: To develop the capacity of the voluntary independent and community sector to respond to the challenges of the White Paper in supporting vulnerable members of society (Ref: CO17)		Community Strategy Ref: HC5 & 17		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC18	To develop appropriate partnerships with the voluntary sector by developing a co-ordinated strategy	Mar 08	Nicola Bailey	
HC19	To ensure that carers are supported effectively to support their family members for as long as they wish	Mar 08	Ewen Weir	

## Performance Indicators

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

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 166a	Environmental health checklist of best practice			
BVPI 166b	Trading standards checklist of best practice			
BVPI 197	Teenage Pregnancies			
LAA HC1	Life Expectancy Females (Hartlepool)			
LAA HC2	Gap in Hartlepool and England Life Expectancy (Female)			
LAA HC3	Life Expectancy males (Hartlepool)			
LAA HC4	Gap in Hartlepool and England Life Expectancy (male)			
LAA HC5	Life Expectancy Females (NRA)			
LAA HC6	Gap in NRA and Hartlepool Females			
LAA HC7	Life Expectancy males (NRA)			
LAA HC8	Gap in NRA and Hartlepool males			
LAA HC9	Mortality rates from heart disease, stroke and related diseases in people under 75 (Hartlepool) (per 100,000)			
LAA HC10	Mortality rate from cancer amongst people aged under 75 (Hartlepool) (per 100,000)			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
LAA HC11	The prevalence of smoking among adults (Hartlepool)			
LAA HC12	The prevalence of smoking among adults (NRA + NDC)			
LAA HC13	Number of 4 week smoking quitters (NRA + NDC)			
LAA HC14	Number of 4 week smoking quitters (rest of Hartlepool)			
LAA HC15	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation (Performance expected with reward)			
LAA HC16	Of those completing a 10 week programme the percentage going onto mainstream activity (Performance expected with reward)			
LAA HC21	Number of schools achieving the Health Eating module of the new Healthy Schools Status			
LAA SC23	Proportionate Assessment: percentage of older service users receiving an assessment that are from minority ethnic groups, compared to the percentage of older people in the local population that are from such groups			
LAA SC24	Proportionate service provision: percentage of older service users receiving services following an assessment that are from a minority ethnic group, compared to the percentage of users assessed that are from such groups			
New NS1	Percentage take up of nutritionally balanced school meals			

## Community Safety

<b>Community Strategy / Council Priority</b>	Make Hartlepool a safer place by reducing crime, disorder and fear of crime
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### Key achievements in 2006/07

- In October 2006, Hartlepool Youth Offending Service was inspected by a joint inspectorate, led by HM Inspectorate of Probation. The inspection report stated that “the service had consistently performed well against required targets and sound performance management systems were in place”. The service was awarded scores of 4 ‘good’ and 1 ‘adequate’.
- In the nine months from April to December 2006, 602 people had entered drug treatment, compared to 601 in whole of 2005/06. Hartlepool’s service for drug using offenders was the second area nationally to achieve all 6 key performance indicators.
- Drug offences recorded by the Police have risen by 14% compared to 2005/06, which indicates greater Police activity to tackle the drug dealing and use in Hartlepool. In the BVPI general survey completed in autumn 2006, 51% people perceived drug dealing or use to be very or fairly big problem, compared to 76% in the last survey in 2003/04.
- Recorded levels of domestic burglary and vehicle crime continue to reduce, year on year. Vehicle crime in Hartlepool is now below the national average.
- The number of active Anti-Social Behaviour Orders(ASBOs) have increased from 8 at end of 2005, to 22 at end of 2006 and voluntary Acceptable Behaviour Contracts and Agreements from 14 in 2005 to 25 in 2006
- Throughout 2006/07 there has been a co-ordinated enforcement campaign by the Police and the Council to crack down on the sale of alcohol to those under-age, and prosecution of those selling the alcohol. Licensees of pubs, clubs and off-licences have been warned and one club had its licence revoked for 3 months.
- The NDC Community Warden scheme has been re-aligned to give Wardens additional powers and the ability to issue Fixed Penalty Notices for certain environmental crimes. This has significantly improved their ability to play an effective role in dealing with anti-social issues within the community.
- The Neighbourhood Action Team has secured funding to provide 5 additional Enforcement Officers over the next two years
- For a third successive year ‘reduced’ F1 vehicle arson figures have been achieved through a pro-active and multi-agency approach to removing untaxed, abandoned and nuisance vehicles from the streets of Hartlepool. This initiative has also contributed significantly towards a further reduction in vehicle-related crime.
- A joint initiative with the National Probation Service was launched, which involves offenders from Hartlepool taking part in environmental improvement schemes throughout the town. The offenders, who have committed crimes in the

town, engage in various projects as a way of 'paying back' to the community.

**In 5-10 years time: -**

- Residents will feel safe out in their neighbourhood after dark
- The risk of being a victim of crime will have reduced significantly, compared to our baseline set in 2003/04
- Less young people will be entering the criminal justice system
- Treatment services for alcohol abuse will be readily available in Hartlepool
- Social behaviour will be the norm, and ASBOs will no longer be required, even for a minority of the population
- A central covert surveillance unit for Hartlepool Borough Council will be established to address key environmental and anti-social issues in the town.
- Dog Control Orders will be introduced as a replacement for existing dog byelaws to address key related environmental issues.
- We will continue to develop new initiatives, and work in close collaboration with other sections and external agencies to provide a safer and cleaner environment for the people of Hartlepool.

Community Safety				
Corporate Plan Objective: Reduce total crime (as measured by 10 BCS comparator crimes) and narrow the gap between Neighbourhood Renewal area and Hartlepool (Ref: CO18 )		Community Strategy Ref: CS1-3, 7 + 9		Key Pls: BVPIs 126, 127a+b, 128
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS01	Ensure all Council Departments understand their responsibilities to prevent and reduce crime and disorder when delivering their services and continue to comply with Section 17 of the Crime and Disorder Act 1998.	Mar 08	Joe Hogan	LAA Outcome 14
CS02	Contribute to work in partnership to reduce levels of violence and disorder associated with the night-time economy in the town centre specifically, and alcohol – related crime and disorder more generally across the town.	Mar 08	Joe Hogan	LAA Outcome 14
CS03	Lead the implementation of changes required by the Police and Justice Act 2006, in relation to partnership working associated with crime and disorder matters	Mar 08	Alison Mawson	LAA Outcome 14

Corporate Plan Objective: Reduced harm caused by illegal drugs and alcohol (Ref: CO19 )		Community Strategy Ref: CS5 HC3 + 10		Key Pls: BVPI 198 LAA CS10+CS11
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS04	Continue to work in partnership to implement the local drugs treatment strategy for all drug users and improve access to suitable accommodation for individuals with a priority need.	Mar 08	Chris Hart	LAA Outcome 15
CS05	In association with PCT and health providers, commission specialist services to tackle alcohol abuse	Mar 08	Chris Hart	LAA Outcome 15
Corporate Plan Objective: Improved neighbourhood safety and increased public reassurance leading to reduced fear of crime and anti-social behaviour (Ref: CO20 )		Community Strategy Ref: CS1, 3, 4-8, 10 + 11		Key Pls: LAA CS13
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS06	Co-ordinate and develop NAP resident forums, ensuring links are made with the safer Hartlepool Partnership and Neighbourhood Policing	Mar 08	Denise Ogden	LAA Outcome 16
CS07	Embrace new and existing legislation in developing strategies and initiatives	Oct 07	Denise Ogden	LAA Outcome 16
CS08	Continue to develop local responses to the RESPECT Agenda	Mar 08	Sally Forth	LAA Outcome 16
CS09	Actively work with Neighbourhood Police teams to reduce ASB	Mar 08	Sally Forth	LAA Outcome 16
CS10	Improve two way communications between residents and Neighbourhood Police Teams	Dec 07	Alison Mawson	LAA Outcome 16
Corporate Plan Objective: Build respect in communities by reducing antisocial and criminal behaviour through improved prevention and enforcement activities (Ref: CO21 )		Community Strategy Ref: CS4-6, 8 + 11		Key Pls: LAA CS38
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS11	Increase the support provided to children and families involved in ASB	Jun 07	Sally Forth	LAA Outcome 17
CS12	Implement the actions contained in the ASB strategy for 2007/08	Mar 08	Sally Forth	LAA Outcome 17
CS13	Continue to improve services for young people at risk of, or involved in, crime and ASB	Mar 08	Danny Dunleavy	LAA Outcome 17

Corporate Plan Objective: Stay Safe (Children and young people will live, grow, and learn in safety, where parents, carers and all adults take responsibility for their safety and well-being and they are free from harm, discrimination, harassment and exploitation) (Ref: CO22)		Community Strategy Ref:		Key Pls: BVPI 49 BVPI 162 BVPI 163
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS14	Increase the number and range of foster and adoptive placements to meet local needs	Mar 09	Phill Warrilow	LAA Outcome 18
CS15	Reduce the number of placement moves for looked after children and increase the stability of placements	Mar 09	Phill Warrilow	LAA Outcome 18
CS16	Develop the work of the Local Safeguarding Children Board	Mar 09	Phill Warrilow	LAA Outcome 18
Corporate Plan Objective: Reducing incidents of Domestic Violence (Ref: CO23)		Community Strategy Ref: CS2		Key Pls: BVPI 225
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS17	Co-ordinate and encourage all partners to implement the actions contained in the Domestic Violence Strategy 2006-2009.	Mar 08	Joe Hogan	LAA Outcome 19

## Performance Indicators

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

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 49	Stability of Placements for Looked After Children			
BVPI 126	Domestic burglaries per 1000 household			
BVPI 127a	Violent crime per 1,000 population			
BVPI 127b	Robberies per 1,000 population			
BVPI 128	Vehicle crimes per 1000 population			
BVPI 162	Reviews of child protection cases			
BVPI 163	Adoptions of children looked after			
BVPI 198	The number of drug users in treatment per 1,000 population aged 18-44			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 225	Actions Against Domestic Violence			
LAA CS10	Number of problem drug users in treatment			
LAA CS11	Percentage problem drug users retained in treatment for 12 weeks or more			
LAA CS13	Percentage residents who feel very or fairly safe out in their neighbourhood after dark (Viewpoint)			
LAA CS38	Percentage residents who have high level of perceived ASB in their local area			



## Environment and Housing

<b>Community Strategy / Council Priority</b>	Secure a more attractive and sustainable environment that is safe, clean and tidy; a good infrastructure; and access to good quality and affordable housing
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### Key achievements in 2006/07

- Working in partnership with New Deal for Communities, environmental improvement schemes totalling around £400,000 have been undertaken at Stranton Garth, Sydenham Road, York Road, Murray Street and Stockton Road.
- Successful partnership with energy provider to improve thermal insulation of homes and reduction of fuel poverty (private and public funding)
- Successful CPO Public Inquiries covering three redevelopment sites and over 620 properties to ensure transfer to two developers for demolition and building of 330 homes
- Retirement Village starting on site, to offer over 250 homes (of multi tenure) for the elderly with support and care
- The Pride in Hartlepool campaign has been very successful and mainstream funding has been secured to ensure the initiative continues.
- A pilot project was introduced, in partnership with the neighbourhood police teams, which provide a (limited) out of hours service for noise nuisance.
- Grand Central Railways are to introduce direct rail links with London
- Bus patronage increased by the introduction of free concessionary travel across the Tees Valley area
- Increased the level of cleanliness across the town.

### In 5-10 years time: -

- First three housing regeneration sites completed, with 330 homes for sale, rent and shared ownership.
- Next housing regeneration priorities underway in NCH and Belle Vue, with an agreed strategy for Dalton Street.
- We will have achieved Government Decent Homes targets and SAP rating targets
- An Improved out of hour's service for noise nuisance will be in place.
- Hartlepool Borough Council will reduce its 'Carbon Footprint'
- Secure improvements to the accessibility, punctuality and reliability of local public transport (bus and light rail) with an increase in use of more than 12% by 2010 compared with 2000 levels.
- Reduce the number of deaths and serious injuries to 39.2 in 2010 (49 in 2004)
- Reduce the number of children killed or seriously injured to 7.5 in 2010 (10 in 2004)

Environment				
Corporate Plan Objective: Delivering sustainable communities through protecting natural resources and enhancing the local environment and the community's enjoyment of it (Ref: CO24 )		Community Strategy Ref: EH1 + 2		Key Pls: LAA SC11
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH01	Ensure spatial planning policies meet the appropriate sustainability principles	Mar 08	Amy Waters	LAA Outcome 20
Corporate Plan Objective: 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 (Ref: CO25 )		Community Strategy Ref: EH1 – 6 JE3		Key Pls: BVPI 199a BVPI 218
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH02	Improve and maintain the design and appearance of the natural and built environment	Mar 08	Denise Ogden	LAA Outcome 21
Corporate Plan Objective: Provide a sustainable, safe, efficient, effective and accessible transport system (Ref: CO26 )		Community Strategy Ref: EH7-10 JE3		Key Pls: BVPI 99 BVPI 102
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH03	Deliver the Hartlepool Local Transport Plan (LTP)	Mar 08	Alastair Smith	LAA Outcome 22
EH04	Develop and implement an integrated Transport Strategy	Aug 08	Alastair Smith	LAA Outcome 22
Corporate Plan Objective: Make better use of natural resources, reduce greenhouse gases, minimise energy use and reduce the generation of waste and maximise recycling (Ref: CO27)		Community Strategy Ref: EH11 - 14		Key Pls: New NS2 BVPIs 82 + 84
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH05	Promote environmental sustainability and develop awareness	Mar 08 and ongoing	Denise Ogden	LAA Outcome 23

EH06	Participate in the preparation of sub-regional Minerals and Waste Development Plan Document	Mar 08	Tom Britdiffe	LAA Outcome 23
Corporate Plan Objective: Improve the natural and built environment and ensure the proper planning of the area (Ref: CO28 )		Community Strategy Ref: EH1-7, 9 + 10, 15-17 JE3		Key Pls: BVPIs 156, 200a-c, 216, 219 LPI NS9 & RP3
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH07	Improve Physical access to buildings	Jul 07	Graham Frankland	
EH08	Develop and integrated capital and asset strategy to maintain and develop buildings, land, highways and coastal structures	Mar 08 and ongoing	Graham Frankland	
EH09	Coordinate the preparation of the new Local development Framework	Mar 08	Anne Laws	
EH10	Support the Continuing Renewal of Housing Regeneration Areas	Mar 08	Mark Dutton	
EH11	Implement Environmental Improvement Schemes within the Area Regeneration Programmes	Mar 08	Andrew Golightly	
EH12	Support the implementation of the Tees Valley Biodiversity Action Plan (BAP)	Mar 08	Ian Bond	
EH13	Review and implement planning policy guidance relating to the historic environment	Mar 08	Sarah Scarr	
Corporate Plan Objective: To promote and develop a sustainable environment (Ref: CO29 )		Community Strategy Ref: EH11-14 JE3		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH14	To increase community and corporate knowledge and action on environmental sustainability issues	Mar 08	Ralph Harrison	
EH15	To give advice on the issues concerning the natural and built environment and to enforce environmental legislation when appropriate	Mar 08	Ralph Harrison	
EH16	To work in partnership to develop a climate change strategy and action plan	Mar 08	Ralph Harrison	

Housing				
Corporate Plan Objective: 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 (Ref: CO30 )		Community Strategy Ref: EH15		Key Pls: SH1, SH2, LAA H2, LPI NS9, SH3
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH17	To improve the quality and attractiveness of existing housing	Mar 08	Penny Garner Carpenter	LAA Outcome 24
EH18	To enhance the standard of management of private rented housing	Mar 08	John Smalley	LAA Outcome 24
EH19	To maintain and improve public health and safety through the enforcement of housing and nuisance legislation	Mar 08	John Smalley	LAA Outcome 24
Corporate Plan Objective: Meeting Housing and Support Needs (Ref: CO31 )		Community Strategy Ref: EH20 + 21		Key Pls: LAA H3-H5, LAA H12+13 LPI NS12a
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH20	To provide support services to increase the opportunity for residents to live independently in the community	Mar 08	Alan Dobby	LAA Outcome 25
EH21	Produce a 'fit for purpose' Housing Needs Assessment	Dec 07	Amy Waters	LAA Outcome 25
EH22	To produce a 'fit for purpose' Older Persons' Housing Strategy	Dec 08	Penny Garner Carpenter	LAA Outcome 25
Corporate Plan Objective: Improving the advice and support provided to homeless people and helping them to access employment, training and educational opportunities (Ref: CO31 )		Community Strategy Ref: EH21		Key Pls: BVPI 213 LAA JE22
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH23	To provide and development excellent services that will improve the quality of life for people living in Hartlepool neighbourhoods	Mar 08	Lynda Igoe	LAA Outcome 26

Corporate Plan Objective: Improving the energy efficiency of houses (Ref: CO32 )		Community Strategy Ref: EH19		Key Pls: LAA H11, SH8, SH10
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH24	To improve the energy efficiency of existing housing and reduce the number of vulnerable households experiencing fuel poverty	Mar 08	David Morgan	LAA Outcome 27
Corporate Plan Objective: Balancing Housing Supply and Demand (Ref: CO33)		Community Strategy Ref: EH15 - 17		Key Pls: LPI NS9 LAA H12, LAA H13
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
EH25	To ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment	Mar 08	Penny Garner Carpenter	LAA Outcome 28
EH26	To rebalance the supply and demand for housing	Mar 08	Penny Garner Carpenter	LAA Outcome 28
EH27	Pursue a strategic housing market renewal in partnership with Tees Valley Living, Housing Hartlepool and Hartlepool Revival	Mar 08	Mark Dutton	LAA Outcome 28

## Performance Indicators

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

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 82	Household Waste – recycling/composting/energy sources/landfilled			
BVPI 84	Household Waste collected per head			
BVPI 99ai	Road accident casualties - Number of casualties - all killed/seriously injured			
BVPI 99aii	Road accident casualties - % Change in number of casualties from previous year – all killed/seriously injured			
BVPI 99aiii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - all			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
	killed/seriously injured			
BVPI 99bi	Road accident casualties - Number of casualties - children killed/seriously injured			
BVPI 99bii	Road accident casualties - % Change in number of casualties from previous year – children killed/seriously injured			
BVPI 99biii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - children killed/seriously injured			
BVPI 99ci	Road accident casualties - Number of casualties - all slight injuries			
BVPI 99cii	Road accident casualties - % Change in number of casualties from previous year - all slight injuries			
BVPI 99ciii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - all slight injuries			
BVPI 156	Percentage of buildings accessible for disabled people			
BVPI 199a	Local Street and Environmental Cleanliness – Litter & Detritus			
BVPI 200a	Plan-making: Development Plan			
BVPI 200b	Plan-making: Milestones			
BVPI 200c	Plan-making: Monitoring Report			
BVPI 213	Housing Advice Service: preventing homelessness			
BVPI 216	Contaminated land			
BVPI 218	Abandoned vehicles			
BVPI 219	Preserving the special character of conservation areas			
LAA H2	Achieving decent homes standard in private sector housing sector			
LAA H3	Increase support to enable residents to live independently in their own homes			
LAA H4	Increase the number of people receiving floating support services			
LAA H5	Increase the number of adaptations carried out to enable vulnerable people to remain living independently in their own home			
LAA H11	Improve the energy efficiency of housing stock			
LAA H12	Number of houses cleared in HMR intervention area			
LAA H13	Number of new homes constructed in HMR intervention area			
LAA JE22	Employment Rate (16-24)			
LAA SC11	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Element Area)			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
LPI NS9	Number of long term empty private houses			
LPI NS12a	Extra care sheltered accommodation for older people provision			
New NS2	Number of people attending environmental awareness training course			
LPI RP3	The number of sites developed or improved			
SH1	No of HHSRS Category 1 hazards removed/dealt with by informal or formal action			
SH2	No of HHSRS Category 2 hazards removed/dealt with by informal or formal action			
SH3	No of private rented houses improved to the decent homes standard through renewal assistance			
SH8	Average SAP rating for all dwellings			
SH10	Amount spent on energy efficiency measures (including matched funding from utility partners)			

## Culture and Leisure

<b>Community Strategy / Council Priority</b>	Ensure a wide range of good quality, affordable and accessible leisure, and cultural opportunities
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### Key achievements in 2006/07

- The Headland sports hall and fitness suite developed as an extension to the Borough Hall was opened for business in February 2006, usages have exceeded all expectations and new courses are constantly being developed to meet demand
- The Maritime Festival in July 2006 was a success, attracting circa 60,000 visitors
- Hartlepool, in partnership with PD Ports and Hartlepool Marina, successfully bid to be Tall Ships Host Port 2010 and work planning this has commenced with key partners
- Successful HLF Lottery bid for £250k was submitted to secure the conversion and restoration of PSS Wingfield Castle as an education resource centre as part of the Hartlepool Maritime Experience capital developments. This HLF success was complemented by the success of the Heugh Gun Battery Trust in achieving a £300k HLF award for their restoration and interpretation
- Hartlepool was the only UK venue for The Face of Asia exhibition by Steve McCurry, which was a resounding success, followed in December 2006 with landscape photographer Jo Comish incorporating locally commissioned work
- The renewal of the Waverly allotment site and the re-establishment of Briarfields allotments have been successfully achieved, the former with involvement from the learning disabilities unit who will be developing a comprehensive practical unit

### In 5-10 years time we will: -

- increase access to cultural, leisure and community learning activities
- review the Cultural Strategy
- review how a range of Community Service such as Library Services are delivered, and should be delivered in the future
- develop the H<sub>2</sub>O Delivery Plan
- have delivered the Tall Ships race



Culture and Leisure				
Corporate Plan Objective: Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport (Ref: CO34 )		Community Strategy Ref: CL5 & 6		Key Pls: LAA CL1 LAA CL6 - 11
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CL01	Develop and improve cultural and leisure facilities and events.	Mar 08	John Mennear	LAA Outcome 29
CL02	To ensure the public have access to a wide range of information about leisure, culture and sporting opportunities in a variety of accessible mediums.	Mar 08	John Mennear	LAA Outcome 29
Corporate Plan Objective: Cultural and leisure services, including libraries, better meet the needs of the community, especially disadvantaged areas (Ref: CO35 )		Community Strategy Ref: CL5		Key Pls: LAA CL2,3 + 5 LPI CS2a + 2c
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CL03	To increase opportunities for participation in a wide range of cultural and leisure activity focussing on areas of disadvantage.	Mar 08	John Mennear	LAA Outcome 30

## Performance Indicators

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

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
LAA CL1	Engagement in museum outreach activity by under-represented groups			
LAA CL2	Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey)			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
LAA CL3	Number of individuals trained to deliver activities within clubs and the community			
LAA CL5	Increase annual Leisure Centre attendances (Neighbourhood Renewal narrowing the gap)			
LAA CL6	Increase proportion of residents satisfied with museums/arts (Hartlepool)			
LAA CL7	Increase proportion of residents satisfied with museums/arts (Neighbourhood Renewal narrowing the gap)			
LAA CL8	Increase residents satisfaction with public parks and open spaces (Hartlepool)			
LAA CL9	Increase residents satisfaction with public parks and open spaces (Neighbourhood Renewal narrowing the gap)			
LAA CL10	Increase residents satisfaction with libraries (Hartlepool)			
LAA CL11	Increase residents satisfaction with libraries (Neighbourhood Renewal narrowing the gap)			
LPI CS2a	Overall average attendance at Eldon Grove and Mill House Leisure Centre			
LPI CS2c	Number of concessionary members of Leisure Card Scheme attending the centres four times or more during the year			

## Strengthening Communities

<b>Community Strategy / Council Priority</b>	Empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives.
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### Key achievements in 2006/07

- Working with local communities, Neighbourhood Action Plans (NAPs) have been updated for both Dyke House/Stranton/Grange and Burbank areas, and work on updating the Rift House/Bum Valley Plan is underway. We have also assisted New Deal for Communities in completing a NAP for their area.
- Around £350,000 of Neighbourhood Renewal Fund Residents Priorities Budget has been spent across NAP areas, on priorities identified in Neighbourhood Action Plans.
- We have undertaken a review of the NAP process and commenced implementation of its many recommendations including for example, how to involve more residents in the process and achieve a good geographical spread of participants.
- The Statement of Community Involvement (SCI) showing how residents and the broader community can get involved in the preparation of new land-use plans and consideration of planning applications was adopted in October 2006.
- Residents continue to be involved in the ongoing development and governance of the Housing Market Renewal (HMR) programme across central Hartlepool
- A Best Value Review of Strengthening Communities has been undertaken with the Voluntary and Community Sector (VCS) and a Strategic Improvement Plan developed to improve performance in this aspect of the Council's work.
- Hartlepool Borough Council has achieved Beacon Status for emergency planning, in partnership with the other 3 authorities in 'Cleveland' and Cleveland Police and Cleveland Fire Brigade. The Cleveland Emergency Planning Unit made a joint bid for Beacon Status, with the main theme being partnership working through the emergency planning unit.

### In 5-10 years time: -

- There will be an increased range of services and activities that have been developed and delivered in partnership with local communities.
- The public will be reassured through awareness of the emergency planning arrangements that are in place and which are continually reviewed.
- Information on how the public can protect themselves during an emergency will be enhanced.

Strengthening Communities				
Corporate Plan Objective: To empower local people to have a greater voice and influence over local decision making and the delivery of services (Ref: CO36)		Community Strategy Ref: SC1 – 5 HC18		Key Pls: New RP1, RP2 + RP3
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC01	To establish Neighbourhood Management as a guiding influence in Service Delivery across the Council	Mar 08	Denise Ogden	LAA Outcome 31
SC02	Ensure a fit for purpose LSP	Mar 08	Joanne Smithson	LAA Outcome 31
SC03	Coordinate a review of the Community Strategy	Mar 08	Joanne Smithson	LAA Outcome 31
SC04	Coordinate the implementation and monitoring of the Local Area Agreement	Mar 08	John Potts	LAA Outcome 31
SC05	Improve public engagement with hard to reach groups which will act on qualitative information/feedback from citizens	Mar 08	Alan Dobby	LAA Outcome 31
Corporate Plan Objective: Make a positive contribution (Children and young people who live in Hartlepool are provided with the opportunity to participate fully in the life of their community) (Ref: CO37)		Community Strategy Ref: CS06 SC04		Key Pls: BVPI 221a+b
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC06	Implement the requirements of the Education and Inspections Act 2006 to deliver Positive Activities for Young People	Mar 08	Peter Davies	LAA Outcome 32
SC07	Establish the role of commissioner of parenting support and develop a Parenting Strategy for Hartlepool to establish a continuum of services for parents to assist them in promoting positive outcomes for their children	Mar 09	John Robinson	LAA Outcome 32
SC08	Ensure that all children and young people from vulnerable groups (LDD, BME, traveller, asylum seeker and refugee communities) have the opportunity to gain full access to services and have a role in service development	Mar 09	John Robinson	LAA Outcome 32
SC09	Establish the Participation Strategy through the development of standards that support organisations in Hartlepool in its implementation	Mar 09	John Robinson	LAA Outcome 32

Corporate Plan Objective: 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 (Ref: CO38 )		Community Strategy Ref: SC3 – 5, JE11 LLS11, 12, 14 + 15 HC4 + 6, CS 4 + 11		Key Pls: LAA E8 LPI RP7
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC10	Ensure the delivery of Neighbourhood Renewal in the Borough	Mar 08	Catherine Frank	LAA Outcome 33
SC11	Continue programme of Neighbourhood Action Plan (NAP) preparation and implementation.	Mar 08	Sylvia Burn	LAA Outcome 33
SC12	Coordinate key Regeneration Programmes	Mar 08	Derek Gouldburn	LAA Outcome 33
Corporate Plan Objective: Increasing financial resources within family environments to provide improved lifestyle opportunities (Ref: CO39 )		Community Strategy Ref:		Key Pls: LAA SC16- 18
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC13	Undertake community engagement programme to raise awareness and accessibility to financial support	May 07	John Morton	LAA Outcome 34
Corporate Plan Objective: Freedom from discrimination or harassment (Ref: CO40 )		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC14	Improve Consultation, Community Development and Scrutiny	Mar 08	Vijaya Kotur	LAA Outcome 35
SC15	Improve Service Delivery and Customer Care	Mar 08	Vijaya Kotur	LAA Outcome 35
Corporate Plan Objective: Creating a fairer world (Ref: CO41 )		Community Strategy Ref:		Key Pls: LAA SC25 + SC26
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC16	Promote Hartlepool as a Fairtrade Town	Mar 08	Ralph Harrison	LAA Outcome 36

Corporate Plan Objective: Ensure communities are well prepared to respond to emergency incidents (Ref: CO42 )		Community Strategy Ref: SC3, 5, 6 + 8		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC17	Develop and implement communication strategy	Mar 08	Denis Hampson	
Corporate Plan Objective: Ensure Cleveland Emergency Planning Unit delivers on behalf of the Council a comprehensive Emergency Planning and Resilience Service (Ref: CO43 )		Community Strategy Ref: SC3, 5, 6 + 8		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC18	Deliver the actions identified in the annual plan of the Cleveland Emergency Planning Unit	Mar 08	Denis Hampson	

## Performance Indicators

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

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 221a	Participation in and outcomes from Youth Work: recorded outcomes			
BVPI 221b	Participation in and outcomes from Youth Work: accredited outcomes			
LAA E8	Increase the proportion of people satisfied with their local area as a place to live (Neighbourhood Renewal narrowing the gap)			
LAA SC16	Number of Council Tax Disabled Reliefs (performance expected with reward)			
LAA SC17	Number of Council Tax Carer Reductions (performance expected with reward)			
LAA SC18	Number of Council Tax Severely Mentally Impaired Reductions (performance expected with reward)			
LAA SC25	Number of retail establishments offering Fairtrade as an alternative			
LAA SC26	Number of catering establishments offering Fairtrade as an			

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
	alternative			
LPI RP7	The amount (£) of external funding deployed to support the council's economic regeneration activities			
New RP1	LAA overall assessment			
New RP2	LAA direction of travel			
New RP3	Retain LSP status (PI not confirmed – awaiting GONE clarification)			

## Organisational Development

<b>Community Strategy / Council Priority</b>	<p>To develop and enhance the effectiveness and efficiency of the Council through:</p> <ul style="list-style-type: none"> <li>• improve management and governance</li> <li>• improved access to and understanding of the public</li> <li>• improved understanding, skills, competencies and contribution of Elected Members and Staff</li> <li>• the innovative implementation of key efficiency drivers</li> <li>• the effective management, governance and development of financial arrangements</li> </ul>
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### Key achievements in 2006/07

- Completion of the 5 year procurement plan.
- Integrated Asset Management Plan / Capital Strategy approval by Cabinet.
- Regional and sub-regional collaborative contracts for goods such as stationary and furniture will result in significant savings.
- Opening of Hartlepool Connect (Contact Centre) and integration of services.
- Commencement of a service improvement project.

### In 5-10 years time: -

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

Organisational Development				
Corporate Plan Objective: Continued development of service planning and performance management arrangements (Ref: CO44 )		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD01	Complete updated 2008/09 Corporate Plan	Jun 08	David Hunt	
OD02	Procure and implement new Performance Management Database	Mar 08	David Hunt	
OD03	Propose improvements to service planning process for 2008/09	Dec 07	Peter Turner	



OD04	Manage achievement of continuous improvement	Mar 08	Peter Turner	
OD05	Implement appropriate improvements to deliver requirements of Use of Resources		Mike Ward	
Corporate Plan Objective: Prepare for Implementation of White Paper and Local Government Bill (Ref: CO45)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD06	Hold member seminars to discuss implications of White Paper and Local Government Bill	Mar 08	Andrew Atkin	
OD07	Provide further reports on the implications of the White Paper and Local Government Bill and respond to Government consultations	Mar 08	Andrew Atkin	
Corporate Plan Objective: Implement Risk Strategy to ensure robust risk management arrangements are in place (Ref: CO46)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD08	Maintain and review risk management arrangements	Mar 08	Kerry Trenchard	
Corporate Plan Objective: Develop and improve the effectiveness of the overview and scrutiny process (Ref: CO47)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD09	To continue to raise the profile of the work of the Overview and Scrutiny Function	Sep 07	Charlotte Burnham	
OD10	Compilation and Delivery of the Scrutiny Work Programme 2007/08	May 08	Charlotte Burnham	
OD11	To implement the extended powers to Scrutiny as outlined in the Local Government Bill/Police and Justice Act 2006	Mar 08	Charlotte Burnham	
OD12	To further enhance the knowledge of Non-Executive Members serving on the Overview and Scrutiny Committees	Aug 07	Charlotte Burnham	
OD13	Evaluate the work/added value to the Overview and Scrutiny arrangements in Hartlepool	Apr 08	Charlotte Burnham	

Corporate Plan Objective: Development of Statement on Internal Control and Governance arrangements (Ref: CO48)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD14	Co-ordinate SIC Work Programme	May 07	Noel Adamson	
Corporate Plan Objective: Put in place arrangements to ensure the structure of the authority and support arrangements are fit for purpose (Ref: CO49)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD15	Identify and implement structures appropriate to delivering high quality, efficient services	Mar 08	Joanne Machers	
Corporate Plan Objective: Ensure arrangements in place to deal with new and existing legislation (Ref: CO50)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD16	Implement new and existing legislation	Jun 07 and ongoing	Tony Brown	
OD17	Continue to develop and implement the ethical framework through revisions to the Member Code of Conduct and the introduction of an Officers Code	May 07 and ongoing	Tony Brown	
Corporate Plan Objective: Develop and Implement Efficiency Strategy (Ref: CO51)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD18	Implement 5 year Procurement Plan	Mar 08	Graham Frankland	
OD19	Review and further develop integrated Efficiency Strategy	Apr 07 and ongoing	Mike Ward	
Corporate Plan Objective: Develop the Contact Centre to increase the range of services provided (Ref: CO52)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD20	Develop the single point of access	Mar 08	Christine Armstrong	

OD21	Develop links with partner organisations including voluntary and community sector	Mar 08	Christine Armstrong	
OD22	Develop and agree communication arrangements	Mar 08	Christine Armstrong	
Corporate Plan Objective: Implement the Communicating with your Council plans (Ref: CO53)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD23	Implement Corporate Communications Strategy Action Plan	Apr 07 and ongoing	Alastair Rae	
OD24	Implement the Corporate Consultation Strategy Action Plan	Apr 07 and ongoing	Liz Crookston	
OD25	Implement the Corporate Complaints Strategy Action Plan	Apr 07 and ongoing	Liz Crookston	
OD26	Improve Customer Care and Service Delivery	Mar 08	Christine Armstrong	
Corporate Plan Objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO54)		Community Strategy Ref:		Key Pls: BVPI 2a+b
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD27	Improve Equality and Diversity Leadership and Corporate Commitment	Mar 08	Vijaya Kotur	
Corporate Plan Objective: Implement Elected Member Development Strategy (Ref: CO55)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD28	Further develop the skills and knowledge of Elected Members	Mar 08	Julie Wilson	
OD29	Assess and develop the ICT skills of Elected Members to support e-democracy	Mar 08	Julie Wilson	
OD30	Continue the commitment made to working towards the North East Charter for Member Development	Dec 07	Joanne Machers	

Corporate Plan Objective: Implement the People Strategy and the Workforce Development Strategy (Ref: CO56)		Community Strategy Ref:		Key Pls: BVPI 11a-c & 12, BVPI 16a+b & 17a+b
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD31	Implement plans to Develop & Promote Active, Visible and Effective Leadership	Mar 08	Lucy Armstrong	
OD32	Implement plans to Continually Improve What We Do	Mar 08	Joanne Machers	
OD33	Implement plans to Develop Skills of the Workforce	Mar 08	Lucy Armstrong	
OD34	Implement plans to Promote Healthy Working	Mar 08	H&S Advisor (Vacant)	
OD35	Implement plans to Effectively Recognise, Engage and Reward the Workforce	Mar 08	Wally Stagg	
OD36	Implement plans to Effectively Use Resources & Invest in the Future	Mar 08	Lucy Armstrong	
Corporate Plan Objective: Implement Pay and Grading and Single Status arrangements (Ref: CO57)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD37	Implement Revised Pay and Grading Structure	Mar 08	Joanne Machers	
OD38	Implement revised Single Status Conditions of Service	Mar 08	Joanne Machers	
Corporate Plan Objective: Delivery of the ICT Strategy to support corporate objectives (Ref: CO58 )		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD39	Review of ICT Strategy to ensure links with other corporate objectives	Oct 07	Joan Chapman	
OD40	Identification and delivery of programme of priority projects	Apr 07 and ongoing	Joan Chapman	
Corporate Plan Objective: Develop Strategic Financial Plans (Ref: CO59)		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD41	Develop robust Strategic Planning Framework	Dec 07	Mike Ward	

OD42	Further develop arrangements aligning Strategic and Financial Planning		Mike Ward	

## Performance Indicators

Within the Organisational Development theme, there are a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below. For those indicators that are only collected on an annual basis there are no quarterly targets.

Ref	Definition	Outturn 2006/07	Target 2007/08	LAA Target 2008/09
BVPI 2a	The equality standard for local government in England			
BVPI 2b	Duty to promote race equality			
BVPI 11a	Percentage of top 5% earners that are women			
BVPI 11b	Percentage of top 5% earners from black and minority ethnic communities			
BVPI 11c	Percentage of top 5% earners who has a disability			
BVPI 12	Number of working days lost due to sickness absence			
BVPI 16a	Percentage of disabled employees			
BVPI 16b	Percentage of economically active disabled community population			
BVPI 17a	Percentage of black and ethnic minority employees			
BVPI 17b	Percentage of economically active minority ethnic community population			

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# CABINET REPORT

16<sup>th</sup> April 2006



**Report of:** Assistant Chief Executive / Chief Financial Officer

**Subject:** AUDIT COMMISSION ANNUAL AUDIT AND  
INSPECTION LETTER 2005/06

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## SUMMARY

### 1. PURPOSE OF REPORT

- 1.1 To inform the Cabinet of the content of the Audit Commission Audit and Inspection Letter 2005/06.

### 2. SUMMARY OF CONTENTS

- 2.1 Attached is the Audit Commissions Audit and Inspection 'Annual Letter' for members, which incorporates the Annual Audit Letter for 2005/06. The letter summarises the conclusions and significant issues arising from the Audit Commissions recent audit and inspections of the Council.
- 2.2 A representative of the audit commission will attend the meeting to present the report and answer any queries.

### 3. RELEVANCE TO CABINET

- 3.1 The Audit and Inspection Letter 2005/06 includes the Councils rating in relation to the new CPA process as well as judgements regarding the Councils performance and direction of travel, opinion on the Councils accounts and governance issues.

### 4. TYPE OF DECISION

- 4.1 Non-Key

**5. DECISION MAKING ROUTE**

- 5.1 The Audit Commission Audit and Inspection Letter 2005/06 will be considered by the Audit Committee and the Scrutiny Co-ordinating Committee on dates to be confirmed

**6. DECISION(S) REQUIRED**

- 6.1 It is recommended that Members of the Cabinet:-
- (a) Note the content of this report; and
  - (b) Consider the content of the Audit Commission Audit and Inspection Letter 2005/06.

**Report of:** Assistant Chief Executive / Chief Financial Officer

**Subject:** AUDIT COMMISSION ANNUAL AUDIT AND  
INSPECTION LETTER 2005/06

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**1. PURPOSE OF REPORT**

- 1.1 To inform the Cabinet of the outcome of the Audit Commission Audit and Inspection Letter 2005/06.

**2. BACKGROUND**

- 2.1 This report advises Members that under the new CPA assessment criteria the Council's performance has been judged as four-star (the highest rating). The report indicates that the Council continues to make progress in all areas identified as priorities. The contribution to the wider community outcomes is also strong and potential for further improvement is enhanced through strong leadership and effective scrutiny within the Council.
- 2.2 A representative of the audit commission will attend the meeting to present the report and answer any queries.

**3. RECOMMENDATIONS**

- 3.1 It is recommended that Members of the Cabinet:-
- (a) Note the content of this report; and
  - (b) Consider the content of the Annual Audit and Inspection Letter 2005/06.

# **Annual Audit and Inspection Letter**

**Hartlepool Borough Council**

**Audit 2005/2006**

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high-quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we ensure that public services are good value for money and that public money is properly spent.

### **Status of our reports**

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

### **Copies of this report**

If you require further copies of this report, or a copy in large print, in Braille, on tape, or in a language other than English, please call 0845 056 0566.

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## Our overall summary

- 1 This report provides an overall summary of the Audit Commission's assessment of the Council. It draws on the findings and conclusions from the audit of the Council and from the Corporate Assessment and inspections that have been undertaken in the last year and from a wider analysis of the Council's performance and its improvement over the last year, as measured through the Comprehensive Performance Assessment (CPA) framework.
- 2 The report is addressed to the Council, in particular it has been written for councillors, but is available as a public document for stakeholders, including members of the community served by the Council.
- 3 The main messages for the Council included in this report are:
  - The Council has maintained its 4 star status and is improving well. It also received unqualified opinions on its accounts and on its value for money arrangements and our recent corporate assessment of the Council identified it as performing well.
  - The Council works well with its partners to deliver good services and an improving quality of life to the people of Hartlepool.
  - The Council has a significant and increasing level of reserves to support future expenditure.

## Action needed by the Council

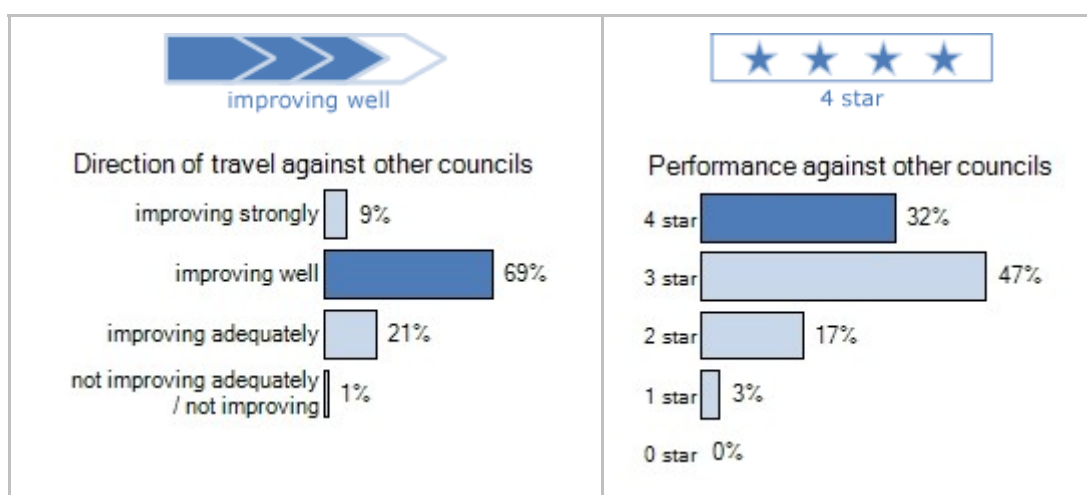
- 4 In order maintain its progress the Council needs to:
  - address those issues identified by the corporate assessment as areas for improvement; and
  - take forward its proposed action and consider the results of the latest user satisfaction survey and determine if improvements in some services, for example in waste collection and recycling need to be made.
- 5 Develop a robust financial strategy to support the Council's ambitious plans for the future.



## How is Hartlepool Council performing?

- 6 The Audit Commission's overall judgement is that Hartlepool Council is improving well and we have classified Hartlepool Council as four stars in its current level of performance under the Comprehensive Performance Assessment.
- 7 These assessments have been completed in all single tier and county councils with the following results.

**Table 1**



Source: Audit Commission

- 8 The detailed assessment for Hartlepool Council is as follows.

### Our overall assessment - the CPA scorecard

**Table 2 CPA scorecard**

Element	Assessment
Direction of Travel judgement	Improving well
Overall	4 Stars
Current performance	out of 4
Children and young people	3
Social care (adults)	3
Use of resources	3
Housing	3
Environment	3
Culture	3

Element	Assessment
Benefits	4
Previous corporate assessment/capacity to improve, as included in overall CPA judgement in 2006	4

(Note: 1 = lowest, 4 = highest)

### CPA Scorecard Summary

- 9 The Council continues to make progress in all areas identified as priorities. Additional investment in education has led to improved levels of achievement at several key stages and a further reduction in school exclusions. People are in better health, although the gap between Hartlepool and the national average is widening. The management of a small number of services to support vulnerable people has been improved in response to an inspection highlighting the need for change. Most crime levels have fallen considerably, with performance well ahead of agreed targets. People feel safer and drugs misuse is being actively tackled. Almost all new homes are being built on derelict land.
- 10 The contribution to wider community outcomes is strong, particularly in relation to economic regeneration where jobs and business start ups have increased. The Council engages well with all communities who are actively involved in local planning. Organisational and financial capacity, including value for money, is good; but some aspects of organisational change are progressing slowly.
- 11 The potential for further improvement is enhanced through strong leadership and effective scrutiny within the Council.

## The improvement since last year - our Direction of Travel report

- 12 The Council is improving in all of the priority areas set by the Hartlepool Partnership. These are: jobs and the economy, lifelong learning and skills, health and care, community safety, environment and housing, culture and leisure, and strengthening communities.
- 13 There has been continued improvement in educational achievement where Hartlepool is the third most improving authority in the country for key stage two results. The Council has made additional investments in education and there has been a 6% increase in the number of pupils obtaining 5 GCSE A-C grades. There has also been improvement in relation to services provided for those children and young people at risk of social exclusion. Fixed term exclusion rates are down and now very low in primary schools. Exclusions rates in secondary have fallen over a three year period but remain unchanged over the last 12 months.

- 14 Health and care continue to be a priority for the Council. Health is improving generally but the gap between Hartlepool and other areas is widening. Premature deaths from heart disease and cancer have reduced and are on track to meet local targets, but the gap between Hartlepool figures and national averages is widening. The smoking cessation four week quitter rates are among the best in the country. The incidence of teenage pregnancies is still very high but has reduced. The Council's supporting people services were rated as poor in an inspection report published in February 2006, but the Council has responded well to the report and introduced a number of changes which are beginning to impact on the quality of services to vulnerable groups. More vulnerable people are able to live at home and the benefits service continues to be judged as excellent by the BFI.
- 15 Community Safety is generally improving. Crime levels remain high in comparison, but the gap between Hartlepool and the rest of the country is narrowing having fallen from 41 to 25 per cent above average. Domestic burglary and vehicle crime have halved in the past two years and are falling faster than national averages. In the New Deal for Communities area, the fear of crime has been substantially reduced. Despite these improvements, the position on violence against the person is in the worst quartile and showing substantial deterioration. Accident levels, particularly among young people, are falling.
- 16 Environmental and housing currently form a single priority and again the Council continues to perform well. Work to meet the decent homes standard is on track to meet government requirements. Public satisfaction with cleanliness is also high and environmental campaigns led by the Mayor have proved to be effective in improving the area. There is more use of derelict sites for development with almost all new dwellings built on previously developed land. Total waste generated is reducing and recycling has been increased to 25 per cent in the first half of 2006/07.
- 17 The promotion of cultural and leisure services is one of the Council's priority areas. Although service costs are high, Hartlepool is the smallest unitary authority and these reflect the full range of cultural services offered. There are good satisfaction rates for library services and the Council now meets nine out of ten of the library standards. Services being developed include Sunday opening and an extensive home delivery service. The Council has been very successful this year, in being confirmed as the UK host for the 2010 Tall Ships Race, which will have a significant impact on the cultural and leisure opportunities open to local people.
- 18 The Council makes a strong contribution to wider community outcomes, particularly in relation to economic regeneration and the priority on jobs and the economy. Development work in the marina area has led to an increase in the number of visitors. The gap between Hartlepool and national employment rates has narrowed; self-employment and small business start ups has increased and 1,150 jobs have been created in the last three years. Emergency planning, in collaboration with partners is good.

- 19** Communities are very involved in the development of plans for regeneration and in their monitoring. Work to promote community cohesion is at an early stage, but the Council is working closely with the police to respond to local incidents. The Hartlepool Partnership and the Council have a thorough, inclusive and open approach to consultation with local people and a good knowledge of their needs. In the Housing Market Renewal area of the town the quality of communication and involvement has led to very few objections to the Compulsory Purchase Orders. Children and young people were engaged effectively in the development of the Children and Young People's Plan and feel confident that their aspirations and views are taken fully into account. Work on the preparation of Neighbourhood Action Plans (NAPs), which each identify priorities for their areas, involve ward councillors and local residents.
- 20** The Council is improving its approach to identifying the priorities of minority communities, through its successful Talking with Communities initiative, which engages with minority groups to provide information about Council services and seeks the views of these groups. It has long-standing consultation arrangements with disabled people and new arrangements for consultation with the lesbian and gay community. A thorough action plan towards the achievement of Level 3 of the Equality Standard for Local Government in early 2008 is being progressed. The proportions of staff from ethnic minority communities or with a disability are increasing, but remain low in relation to the borough's population. Departments have equality and diversity objectives and action plans and are carrying out impact statements.
- 21** The Council provides good value for money. The Council is continuing to produce high quality services and generates high rates of public satisfaction for many areas of its work. This is achieved against a local context which places Hartlepool as the 14th most deprived borough in the country. Areas of high spending are clearly in line with Council and community priorities. An amount is made available from the current budget to enable resources to be moved to priority areas, such as the development of health initiatives. The Council has used internal reviews to produce substantial savings and service improvement in a number of priority areas, including the attainment of children and young people at most key stages, the cost and quality of external care placements and the care of adults in residential care settings.
- 22** The Council, together with partners has a clear vision to improve the quality of life in Hartlepool. This is clearly stated in the Community Strategy 2002-2015 and together with its action plan, sets out clear and challenging ambitions for the borough. Actions and responsibilities within the plan are clear. Housing has been given greater prominence in the revised Strategy because of its importance to local people. The Council's own Corporate Plan and the Community Strategy's link to each other as part of the integrated framework for the borough.

- 23 The results of good performance management are clear and milestones are being achieved. Both service performance and the rate of improvement as measured by national performance indicators are among the best in the country. It is continuing to perform well in the way it is improving against the Audit Commission's PIs used in assessing CPA, where only seven other similar councils have performed better. Based on this comparative basket of PIs used in assessing CPA, 73 per cent have improved and 42 per cent are in the top quartile, which is well above the average.
- 24 Capacity continues to improve. 'The Way Forward' change programme continues to support organisational change and efficiency. Staff turnover is low. Some change is slow, with the projected outcomes from the business process re-engineering programme either modest or not quantified. New approaches to reduce high sickness absence are beginning to have some effect.
- 25 Financial capacity is good, but the approach to strategic procurement is underdeveloped. Overall financial capacity is greatly enhanced by the Council's ability to attract significant external funding, which is well managed. It is regarded as an excellent partner by those with whom it works and partnership working is used well by the Council to build and enhance capacity. Notable examples are the Housing Market Renewal project, the new £34 million Hartlands extra care village and the joint work of the Council's neighbourhood warden service and the Cleveland Police neighbourhood policing pilot in the New Deal for Communities area of the town. Risk management is effective.
- 26 Strong corporate governance arrangements provide a sound basis for continued improvement. Political arrangements are stable and there are good relations between councillors and officers. Both political and management leadership are good and the Mayoral function is very effectively delivered, with good community and Council leadership. The scrutiny process is much improved, where it has made an impact in a number of areas, for example on bus transport, railway approaches and flooding, and has demonstrated thorough work including on boys' attainment.

## Corporate assessment

- 27 The field work for this was undertaken between October and December 2006. The summary of the report is as follows.

### Executive Summary

- 28 Hartlepool Borough Council is performing well. Ambitions and action to achieve them are founded on a strong drive to improve life in Hartlepool. The Council has a very good understanding of the significant needs which have been generated by industrial decline and long-standing deprivation and of local people's priorities.
- 29 There has been significant progress in improving outcomes for local people in Hartlepool, and the gap between the quality of life in Hartlepool and other areas has narrowed in most respects. The achievements are supported by excellent partnership working and by very effective community leadership by the Council.

- 30 While the quality of life in Hartlepool is still poorer than national averages, the Council and its partners share a determination to improve outcomes for local people. This commonality of purpose is very strong and informs the way the members of the Hartlepool Partnership work together to define and deliver the ambitions of the Community Strategy 2002-2015.
- 31 The priority aims of the Community Strategy are wide ranging and embrace the key issues for Hartlepool people. The Council works to these priority aims and there is a very clear link from the Community Strategy through the Council's Corporate Plan to departmental and service plans and staff objectives. Good communications help councillors, staff and partners to understand the Council's objectives and to work together very effectively for their achievement.
- 32 Excellent consultation and engagement with local people and good use of data enable identification of local needs and priorities. The Council's services all have a strong focus on their users and in particular on the needs of the more deprived and disadvantaged communities. Neighbourhood Consultative Forums directly involve local people in service planning and in some decision making. The Council is taking a thorough approach to developing its arrangements for equality and diversity and is making good use of new arrangements to engage directly with minority communities.
- 33 The Mayor and Cabinet provide very effective community leadership, facilitating the achievement of shared aims with partners. Scrutiny committees work well in providing appropriate challenge to the Cabinet and to partners. Some weaknesses in political arrangements, including insufficient delegation on planning and a lack of transparency for the public, partners and Council staff on the function and status of the Administration Group, do not prevent overall political management from operating effectively.
- 34 Officer leadership and management are good. Staff at all levels demonstrate very strong commitment to delivering quality services. Officers work productively across departmental and organisational boundaries and are well supported by training programmes. The Council is using innovative approaches to procurement including long term partnering, joint commissioning, joint tendering, and working with the voluntary sector and other local authorities but it is not fully realising the benefits of strategic procurement or of new ways of working.
- 35 Financial capacity is good and the Council has substantial reserves. The Council uses its budget processes effectively to ensure that priorities are funded. While there is no formal medium term financial strategy, the Council has practical arrangements for financial planning in the medium term. Overall financial capacity is greatly enhanced by the Council's ability to attract significant external funding, which is well managed. Day to day financial management is effective and the Council provides good value for money.
- 36 Good performance management enables the Council and its partners to monitor and drive progress. There is a strong focus on improvement. Councillors and officers are open about performance and take action to improve performance when they need to do so. Performance often ranks among the best in England.



- 37 Outstanding partnership working is achieving improved outcomes almost without exception across national and local priorities. The Council has a strong and thorough approach to regeneration as essential to improving the quality of life in Hartlepool. There is good integration of housing and environmental improvements as key components of the regeneration of neighbourhoods. The economic gap between Hartlepool and the rest of the country has narrowed. Environmental services are good, with effective action by the Council to keep the borough clean while reducing waste and increasing recycling.
- 38 Crime rates overall have risen but there have been reductions in some types of crime and fear of crime has fallen significantly. The Council and its partners have had significant success in narrowing the gap between crime levels in Hartlepool and national averages. The Hartlepool Partnership has made tackling anti-social behaviour a priority in response to local concerns. Good work to reduce drug addiction is bringing positive results. Accident levels are falling. The Council is sustaining and improving community cohesion.
- 39 The Council and its partners are working well together to tackle the health inequalities suffered in Hartlepool. Health is improving and life expectancy is increasing. Premature deaths from heart disease and cancer have reduced and are on track to meet local targets. The prevalence of smoking is still high but has reduced. Teenage pregnancy rates are also reducing. There is good work to improve health through housing and physical activity programmes. However in spite of this progress, the gap between health outcomes in Hartlepool and the rest of the country is widening.
- 40 There is a strong and inclusive strategic approach to services for older people. Older people in Hartlepool are increasingly involved in a wide range of activities and in the development of services. There is a focus on independence and well being. Social care for older people is very good.
- 41 Outcomes for children and young people are good, supported by strong partnership working. Health education and provision are good. Vulnerable children and young people are well safeguarded through effective action by all agencies. Early years and childcare provision are good, and educational attainment continues to improve, but the number not in education, employment or training remains high. Support for school improvement and provision for children with special education needs are particular strengths. Multi-agency work to reduce offending and anti-social behaviour is good.

### **Areas for improvement**

- 42 There are a number of ways in which the Council can further improve the way it works.
- 43 The Council does not have a formal approach to medium term financial planning. While it has a very good framework for performance management, the Council could improve its financial and performance planning by developing and adopting a formal medium term financial strategy, clearly linked to Council objectives and funding streams and to its role in delivering the Community Strategy.

- 44 The Council could further enhance its capacity to deliver its objectives and further stimulate modernisation of the Council's functions by developing a strategic approach to working with the voluntary sector, including funding arrangements, which maximises the sector's potential to improve the quality of life in Hartlepool and to enable these organisations to plan ahead in support of the Council's objectives; and by reviewing its approach to strategic procurement and business process re-engineering to ensure that these produce the maximum gains in terms of outcomes for service users and efficiency.
- 45 The Council has effective political management, but it could further improve this by reviewing delegation arrangements for planning to ensure swift, transparent and efficient decision-making; and by clarifying the status and function of the Administration Group to make it transparent and understandable within and outside the Council.

## Service inspections

### Supporting People

- 46 This inspection report was published in March 2006 and assessed Hartlepool Council as providing a 'poor' no-star programme that has uncertain prospects for improvement.
- 47 During the inspection a number of weaknesses were highlighted, many of which were seen to be significant. These included lack of publicity for services, weaknesses in governance arrangements and lack of strategic direction. In addition, the report highlighted an absence of agreed service review methodology, eligibility or value for money criteria and an incomplete five-year strategy.
- 48 Some strengths of the programme were recognised. These included good arrangements for signposting enquirers, accurate payments being made on time to service providers and success in attracting additional resources to the programme from within and outside the Council.
- 49 The Council produced a response to the inspection in the form of an action plan which has been implemented with some success. A re-inspection is planned, but some evidence of improvement is highlighted within the corporate assessment summary.

### Other Inspectorates

- 50 An important aspect of the role of the Relationship Manager is to work with other inspectorates and regulators who also review and report on the Council's performance. Relationship Managers share information and seek to provide 'joined up' regulation to the Council. During the last year the Council has received the following assessments from other inspectorates.



**51** The assessment of children's services in Hartlepool has been conducted by Ofsted and other regulators through a joint area review (JAR), carried out in conjunction with the corporate assessment. The main points raised by the JAR were:

- 'The council is performing well overall. Strong political commitment to very effective partnership working has resulted in good outcomes for children and young people. Good levels of safety are maintained and vulnerable groups are generally well supported. There is a satisfactory youth service and the youth offending service is judged as good overall with adequate management. 117 There is exceptional unity of purpose in the authority to ensure that every Hartlepool child matters. Vision and ambitions are set out well in the Children and Young People's Plan with comprehensive priorities reflecting the Every Child Matters agenda. Key priorities include the continuation of impressive improvements in educational attainment, preventive work and inclusion. Planning is consistent and of a high quality, but financial implications are not explicit in plans. There is good value for money overall and very thorough arrangements for performance management. The combined work of all local services in securing each of the ECM outcomes is good.'

**52** The CSCI assessment of adult services highlighted the following:

- This has been a year of significant change, with the successful separation of adult social care from children's services and its integration into a wider Adult and Community Services Department, opening up opportunities for a broader approach to social inclusion.
- Planning continues to be undertaken at local level through neighbourhood action plans, and a Connected Care approach has been introduced in one area, in which residents are involved in shaping the development of low level services.
- Work has been undertaken to strengthen capacity in the voluntary sector and there are close working arrangements with the Primary Care Trust (PCT).
- Assessments have been undertaken more speedily.
- More people were helped to live in their own homes than last year, with very good performance across all service user groups.
- An inspection of services for people with learning disabilities in June 2006 judged that some people were being served well, and there was promising capacity for improvement.'

**53** The BFI assessment of the benefits service concluded that:

- 'Hartlepool Borough Council met 10 of the 12 performance measures where the Department had set a Standard and 64 of the 65 enablers. The council continued to set national and local targets that encouraged improved performance and had comprehensive performance monitoring and reporting systems in place. In addition, 2005/2006 saw the introduction of more mobile assessments in customers' homes so that benefits claims could be processed more quickly. Reported performance for processing new claims was an average of 24 days during 2005/06, a significant improvement over its performance of 40 days during 2004/05. Similarly, reported performance for processing changes of circumstances was 7 days and also demonstrated continuing improvement when compared to its performance of 19 days during 2004/05. In its efforts to reduce fraud and error the council met or exceeded the targets for interventions and visits, and secured 43 sanctions including 5 successful prosecutions during 2005/06. In December 2005 the Benefits Team and Counter Fraud Investigation Team achieved Charter Mark status for excellence in customer service.'

## **Citizens' views**

- 54** Overall compared with 2004, users in 2006 were more satisfied with many aspects of the Council's performance and in particular with crime and leisure related activities. However, satisfaction with waste collection and with recycling has declined and people feel that the Council does not keep them as well informed about its activities as it did in 2004.

## **Other performance work**

### **Partnership working across Teesside: tackling drugs misuse**

- 55** This report was published by the Commission in December 2006. It looked at the way in which a number of agencies are working together, both locally and across Teesside.
- 56** In looking at the work being undertaken in Hartlepool, the report noted that partners are working together effectively and have developed a culture where any partner can bring items to the agenda. Partners are very supportive of each other and there is consistent representation at meetings despite pressures from within partners' own agencies. Partners respond collectively with action plans drawn-up and delivered by operational task groups of the Safer Hartlepool Partnership.

## Financial management and value for money

- 57** As your appointed auditor I have reported separately to the General Purposes Committee acting as those charged with governance on the issues arising from our 2005/06 audit and have provided:
- an unqualified opinion on your accounts;
  - a conclusion on your vfm arrangements to say that these arrangements are adequate; and
  - a report on the Best Value Performance Plan confirming that the Plan has been audited.
- 58** Audit findings are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made in the following areas.
- Financial Reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
  - Financial management (including how the financial management is integrated with strategy to support council priorities).
  - Financial Standing (including the strength of the Council's financial position).
  - Internal Control (including how effectively the Council maintains proper stewardship and control of its finances).
  - Value for money (including an assessment of how well the Council balances the costs and quality of its services).
- 59** For the purposes of the CPA we have assessed the Council's arrangements for use of resources in these five areas as follows.

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**Table 3**

Element	Assessment out of 4
Financial reporting	3
Financial management	2
Financial standing	3
Internal control	3
Value for money	3
Overall assessment of the Audit Commission	3

(Note: 1=lowest, 4=highest)

60 The key issues arising from the audit, as reflected in the above judgements, are as follows.

- Arrangements for reviewing internal control to support the Statement on Internal Control have improved since last year.
- Progress is being made in addressing value for money, balancing service developments and financial savings and supported by some use of benchmarking information.
- The Council's General Fund Balances was £19.53m at 31 March 2006. This includes the Unearmarked General Fund Balances of £5m which is available to meet any general expenditure commitments not budgeted for in year and a considerable proportion of earmarked funds (£7.2m) is earmarked to support the budget over the next three years. A further £3.9m relates to potential expenditure arising from strategic or service changes and another £2m relates to departmental carry forward of under spends. A formal medium-term financial strategy is needed to ensure that the Council can continue to deliver its services and at the same time maintain an appropriate level of reserves.

## Conclusion

- 61 This letter has been discussed and agreed with the Chief Executive. A copy of the letter will be presented at the Cabinet, Scrutiny Co-ordinating Committee and Audit Committee in April and May 2007.
- 62 The Council has taken a positive and constructive approach to our audit and inspection I would like to take this opportunity to express my appreciation for the council's assistance and co-operation.

## Availability of this letter

- 63 This letter will be published on the Audit Commission's website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk), and also on the council's website.

**Steve Nicklin**

**Relationship Manager**

# CABINET REPORT

16<sup>th</sup> April, 2007



**Report of:** The Chief Executive and Director of Regeneration & Planning Services

**Subject:** TEES VALLEY UNLIMITED

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## SUMMARY

### 1. PURPOSE OF REPORT

To consider in more detail certain issues associated with the proposed governance arrangements for Tees Valley Unlimited.

### 2. SUMMARY OF CONTENTS

The report addresses concerns raised by Cabinet at the 5<sup>th</sup> March meeting on aspects of the proposals for the establishment of Tees Valley Unlimited as the new sub-regional partnership, relating to: the delegation of powers; private sector involvement; any potential for future local government reorganisation; and the safeguarding of Hartlepool's position in relation to future funding and investment in the Tees Valley.

### 3. RELEVANCE TO CABINET

The governance arrangements and implementation timescales relate to sub-regional developments and as such are of relevance to Cabinet.

### 4. TYPE OF DECISION

Non key decision.

### 5. DECISION MAKING ROUTE

Cabinet 16<sup>th</sup> April, 2007.

**6. DECISION(S) REQUIRED**

Cabinet's views on the proposals for Tees Valley Unlimited governance arrangements are requested.

**Report of:** The Chief Executive and Director of Regeneration  
& Planning Services

**Subject:** TEES VALLEY UNLIMITED

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## **1.0 PURPOSE OF REPORT**

- 1.1 To consider in more detail certain issues associated with the proposed governance arrangements for Tees Valley Unlimited.

## **2.0 BACKGROUND**

- 2.1 A report on the governance arrangements for the above was considered at the Cabinet meeting on 5<sup>th</sup> March 2007 (**Copy Appendix 1**) and deferred for a further report. Concerns raised in the meeting included the reference in paragraph 3.1 to delegation of powers; the involvement of the private sector especially in the Chair having a casting vote; the potential for the body to concentrate resources in the centre of the Tees Valley and the potential for this to be a first step to the creation of a Tees Valley local authority. This report seeks to address these matters.

## **3.0 POWERS**

- 3.1 The report in Appendix 1 refers to the delegation of powers to Tees Valley Unlimited and implies that this could happen sooner rather than later. The report however emphasises that this would depend on the proposal being sensible and agreed by the local authorities. In fact the Director of the Tees Valley Joint Strategy Unit has advised that he would be content if section of the report is deleted as it is not critical to the proposals. He has advised that the critical point is that it is not intended to give Tees Valley Unlimited any extra powers from local authorities. Key decisions made by Tees Valley Unlimited will have to be ratified by the Boroughs. There will be an officer support structure behind the Board structure to allow for discussion on and exploration of issues before they are considered by the Board. The experience of the JSC has been that there have been few problems which the Committee have had to resolve.



- 3.2 An exception to this might be 'transport authority' powers which are currently being considered by the Government. In addition the proposals for a Tees Valley wide metro might require some new governance arrangements to manage it. But this type of agreement may arise or require consideration anyway whether or not Tees Valley Unlimited is in place. In essence Tees Valley Unlimited is an attempt to provide governance agreements that reflect the needs of the Tees Valley and avoid a model being imposed on the area or powers being over concentrated at a regional level.
- 3.3 In effect Tees Valley Unlimited will essentially continue the work of Tees Valley Partnership and related organisations such as Tees Valley Living which has been given the role by regional bodies of allocating and overseeing the delivery of regional funds. Tees Valley Unlimited incorporates the work of the JSC through the Planning and Economy Board and Transport for Tees Valley
- 3.4 The topics which will be dealt with will continue to be subject to the principle of subsidiarity, i.e. 'decisions' at the right levels. Therefore the joint agreements or 'decisions' will relate to regional funding or how the sub-region agrees to plan its economic development, transport, skills, housing and tourism, and then only in so far as this cannot be dealt with at a unitary authority level. Tees Valley Unlimited is an attempt to do this in a more efficient and effective manner than the present arrangements, to reflect the expectations of the government/regional bodies and to encourage the allocation of funding and delegation of powers from national and regional bodies to the sub-region.
- 3.5 Tees Valley Unlimited will take over responsibility for the Tees Valley Partnership and visitTeesvalley which currently operate under One NorthEast governance procedures. Consequently they will be directly under the local authority governance arrangements i.e. real devolution of responsibility from ONE to the local authorities for single programme and tourism
- 3.6 Tees Valley Unlimited also provides the vehicle for Government in the outcome of the Comprehensive Spending Review to devolve power from the regional level to the city region level. At present it seems the regional tier will become more strategic and dominant. As a result of the quality of the Tees Valley City Region Business Case, the Local Government Minister has given indications that the Government is considering a series of special powers to the core cities and that the Tees Valley authorities would be given the same powers. The report of the recent Peer Assist Review group is offering the five Tees Valley authorities the possibility of single regional funding allocation which would enable the Tees Valley and not the regional agencies to decide on

projects to fund in the Tees Valley subject to a Multi Area Agreement agreed with Government. (**See Appendix 2**).

- 3.7 Through presenting a joined up and coordinated approach as five authorities working together, Tees Valley can present a much more coordinated and strategic approach to obtain resources from regional bodies such as the LSC, Jobcentre Plus, Natural England than by authorities working on their own.

#### **4.0 PRIVATE SECTOR**

- 4.1 Private Sector involvement is something that the Government is keen to strengthen. Indeed, in the Local Government White Paper there is reference to the establishment of boards with a stronger Private Sector role than is currently proposed for Tees Valley Unlimited. The response from Government through the recent peer review of the Tees Valley City Region Business Case emphasised the need to build stronger relations with the private sector but appeared to be surprised that the Chair was not held by a politician, indicating that such arrangements usually needed strong political leadership and that the Private Sector Chair of the Leadership Board as proposed would require strong support from the Leaders/Mayors and Chief Executives (Executive Group).
- 4.2 Members may wish to suggest alternatives ie it might be that the Chair is one of the Leaders/Mayors on a revolving basis; though this could have its own issues in terms of selection, length of term, order, etc. An alternative may be to reduce the membership of the Leadership Board to 10. These would however be significant changes and would require negotiation with partners.

#### **5.0 FUTURE LOCAL GOVERNMENT RE-ORGANISATION**

- 5.1 There are no known proposals to undertake any local Government re-organisation in the Tees Valley. The Tees Valley Unlimited proposals are not seen as a precursor given their narrow remit. If some reorganisation proposals were to come forward in the future it is questionable whether the existence or otherwise of Tees Valley Unlimited would make any difference.

## 6.0 EXPECTATIONS

- 6.1 The expectation of Government, regional funders and our partner authorities in the Tees Valley is that sub-regional arrangements are desirable if Tees Valley is to punch above its weight with other major urban areas such as Tyne and Wear, Leeds and Manchester. In this way it is more likely to work effectively and strategically in addressing issues which cross administrative boundaries to the benefit of the area. It appears from the very positive response to the Tees Valley City Region Business Case and to the Peer Assist Review that Government continues to include the Tees Valley alongside other major urban areas as it began to do in the “Northern Way”. This has the prospect of additional powers and resources for the sub-region, in this context the regional bodies have a clear preference to work with sub-regional organisations rather than individual authorities. It is also significant that the proposals have been agreed by Middlesbrough and Stockton Councils and the proposals are understood to be recommended to Darlington’s Cabinet in mid-April. Redcar and Cleveland is proposing that there should be some form of mediation arrangements agreed to deal with exceptional disagreements where consensus cannot be achieved. Government had also welcomed the proposals through the Peer Assist Review process.

## 5.2 PARTNERSHIP WORKING

- 5.3 Partnership working has provided considerable benefits for Hartlepool through the allocations via the Single Programme for example, and also through the Housing Programmes. Millions of pounds of additional resources have been secured through this engagement for the benefit of Hartlepool. The Tees Valley Unlimited proposals raise the prospect of additional resources, powers and flexibilities being given to the Tees Valley by Government and regional funding bodies (See paragraph 3.6). The likelihood of this is increased and the positive response to the Tees Valley Business Case and feedback such as via the Peer Review appears to reinforce their view.

In practical terms the potential benefits to the people of Hartlepool of the Tees Valley Unlimited proposals include the following:

- a) Through working together to present a joint case to the Regional Transport Board Tees Valley has succeeded in obtaining £33 million of resource to improve the bus network in the Tees Valley, including a bus scheme for York Road next year which will be designed and implemented by officers of the local authorities through the Council’s structures;

- b) Resources from LSC and Jobcentre Plus to tackle skill shortages and lack of skills in Hartlepool;
- c) Support for key projects such as Hartlepool Quays (Victoria Harbour/Town Centre/Marina/Headland), Queens Meadow, Southern Business Zone, Education Zone; etc
- d) Greater influence with Government over the national agenda through city region processes;
- e) Greater control over regional funding streams to meet the needs of the residents of Hartlepool;
- f) Further resources for housing market renewal.

In addition, there is no clear alternative to the proposed arrangements and the risk of not securing the future support from regional programmes would be very high if Hartlepool was not to be part of Tees Valley Unlimited. There would be a considerable danger that Hartlepool would become marginalised and starved of funding. While the risk of funding being concentrated in the centre of the Tees Valley is possibly real, it is likely to be so whether or not Tees Valley Unlimited exists or not. Indeed the Tees Valley Unlimited proposals help to counter this risk by adopting a polycentric approach promoted through the Tees Valley Business Case, the substantial potential funding identified in this for the Coastal Arc including Hartlepool and Hartlepool Council's membership in the proposed governance arrangements for Tees Valley Unlimited help to ensure that the area's voice is heard. The alternate scenarios would be likely to be much worse from Hartlepool's perspective.

## **6.0 CONCLUSION**

- 6.1 The Tees Valley Unlimited proposals streamline existing arrangements through the Tees Valley Partnership. The reference to delegation of powers in the report in Appendix 1 can be deleted from the proposals and the Cabinet's decision could specifically exclude this. The Private Sector involvement as Chair of the leadership board is more complex but the Cabinet may wish to make alternative proposals perhaps including a change to a political Chair on a revolving basis. It may also be appropriate to request mediation arrangements as suggested by Redcar and Cleveland Council. Overall however, the arrangements proposed for Tees Valley Unlimited are probably the best available, have considerable potential benefits for Hartlepool and are recommended for approval.

## **7.0 RECOMMENDATION**

- 7.1 Cabinet views are requested.

# CABINET REPORT

5<sup>th</sup> March 2007



**Report of:** Chief Executive

**Subject:** TEES VALLEY UNLIMITED: PROPOSED GOVERNANCE ARRANGEMENTS

## SUMMARY

### 1. PURPOSE OF REPORT

To obtain Cabinet approval for the proposed governance arrangements for the Tees Valley Partnership "Tees Valley Unlimited", required to manage the Tees Valley City Region as set out in the Business Case submitted to the Secretary of State, and to obtain approval for the implementation timetable.

### 2. SUMMARY OF CONTENTS

The report sets out:-

- a) the principles which guide the operation of the Board;
- b) the terms of reference, composition and accountability arrangements for the Boards and Sub Boards; and
- c) an outline implementation programme for setting up Tees Valley Unlimited.

It is important to recognise that Tees Valley Unlimited is a partnership coordinating activities to improve economic performance across the Tees Valley appropriate to a city region level.

### 3. RELEVANCE TO CABINET

The Governance arrangements and implementation timescales relate to sub regional developments and as such are of relevance to Cabinet

### 4. TYPE OF DECISION

Non-key decision.

### 5. DECISION MAKING ROUTE

Cabinet 5<sup>th</sup> March 2007

### 6. DECISION(S) REQUIRED

Cabinet is requested to endorse the governance proposals and the implementation timetable set out in this report

**Report of:** Chief Executive

**Subject:** TEES VALLEY UNLIMITED: PROPOSED GOVERNANCE ARRANGEMENTS

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### 1.0 PURPOSE OF REPORT

- 1.1 A business case for the development of Tees Valley Unlimited has been prepared and considered by Tees Valley Leaders and Chief Executives and submitted to central government for consideration. The next stage of the development of this important initiative is the establishment of governance arrangements to support this.

It is important to recognise that Tees Valley Unlimited is a partnership coordinating activities to improve economic performance across the Tees Valley appropriate to a city region level.

The response to the City Region Business Case from Government and regional agencies to the proposals has been very positive. Key elements of the work programme are:

- a) a visit of the Peer Assist group of civil servants from various Government departments from which the Government's formal response to the Business Case will be formulated;
- b) negotiations with One North East to translate the Investment Plan into an agreed capital programme for the period 2007 – 12 which can be incorporated into ONE's corporate plan and in the longer term an agreement; and
- c) continued development of the transport proposals.

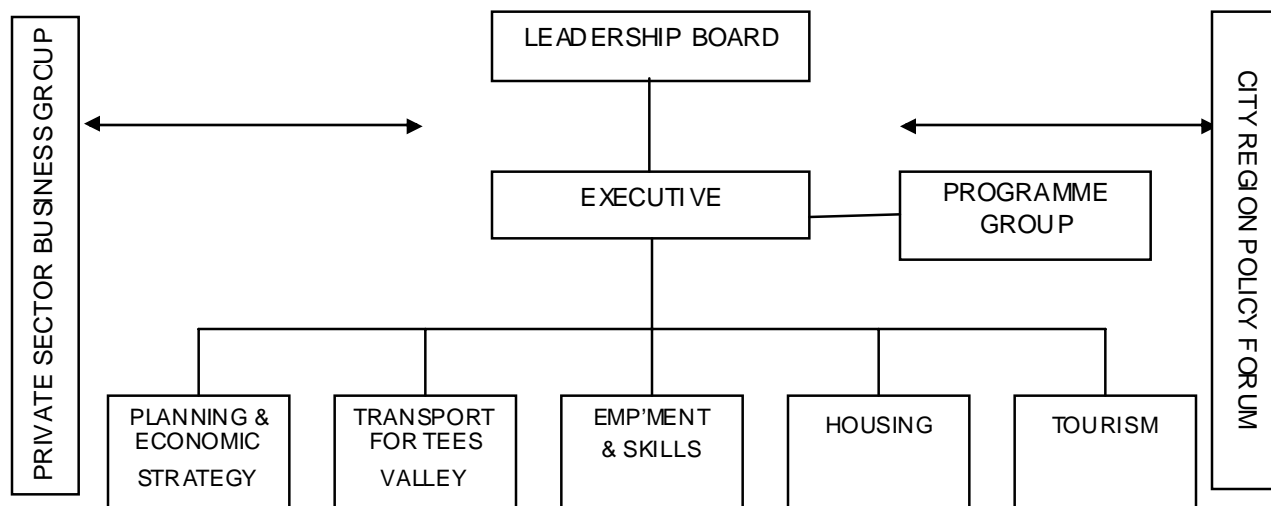
The report:

- 1. sets out the principles which guide the operation of the Boards;
- 2. the terms of reference, composition and accountability arrangements for the Boards and Sub Boards;
- 3. an outline implementation programme for setting up Tees Valley Unlimited.

It is expected that the Boards will meet for the first time in the summer.

### 2.0 INTRODUCTION

- 2.1 The paper takes as its starting point the outline proposals set out in the City Region Business Case, as illustrated below:-



Each of the constituent bodies is discussed in turn in the following sections, starting with a quote from the Business Case, and covering issues such as:

- Terms of Reference;
- Composition; and
- Accountability.

### 3.0 PRINCIPLES

#### 3.1 a) **Subsidiary**

It is important to recognise Tees Valley Unlimited will deal with issues which can best be dealt with by Tees Valley Unlimited at a city region level to improve the economic performance of the Tees Valley.

#### b) **Partnership**

It is envisaged that Tees Valley Unlimited is a partnership coordinating activities across the Tees Valley appropriate to a city region level. It is not proposed at least in the first year for the local authorities to delegate any powers to Tees Valley Unlimited. As progress is made on developing the work of the Boards, and where the partners agree it would be sensible, it may be necessary to delegate powers, but at least for the first year of operation, this is not expected to be the case.

#### c) **Joint Strategy Committee**

Tees Valley Unlimited effectively takes over the function of the Joint Strategy Committee. There will need to be a process put in train to wind up the JSC.

#### d) **Voting**

There is an issue over where it is appropriate for local authority members to have a vote or where all members of the Board can vote. In certain cases

where there are local authority statutory functions e.g. responses to the Regional Spatial Strategy, Transport it is proposed that only local authority members can vote. In other areas such as economic development, all members can vote. There is a concern that unless partners can vote on non statutory matters, they will feel unable to influence policy.

### e) Accountable Body

The Multi Area Agreement between the five local authorities and ONE, the Regional Housing Board/DCLG and DfT will need to be ratified by each of the authorities. One authority will act as an accountable body for the resources set out in the multi area agreement.

## 4.0 TEES VALLEY UNLIMITED COMPONENT GROUPS

### 4.1 a) Leadership Board

*"The Leadership Board will consist of about 10 members. Five of the members will be representatives of the five Tees Valley Authorities. There would be five other members representing other sectors (such as businesses, education/universities and the voluntary sector). Board level representation of regional agencies would not be formally members of the Board but would be invited to attend and actively contribute to discussions... The Chair of the Leadership Board would be a non-local authority chair with a local authority representative as the vice chair. The Chair would be appointed for 3 years."*

<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• To ensure delivery of the Tees Valley Investment Plan</li> <li>• To achieve the targets set out in the Multi Area Agreements</li> <li>• To deliver the City Region Development Programme</li> <li>• To agree and change to programme/funding as required to the Tees Valley Investment Plan</li> <li>• Approve any reviews of the Tees Valley City Region Development Programme and other City Regional strategies</li> <li>• Ensure the City Region Development Programme and other strategic reports are reflected in regional, pan-regional and national policies</li> <li>• Engage with local MPs</li> <li>• Meet on a quarterly basis</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• Mayors and Leaders of the Tees Valley Authorities</li> <li>• Five representatives from the private/third sector</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• To Government through the MAA</li> <li>• To other funding partners</li> <li>• All members of the Board, including the private sector, have a vote</li> </ul>



- It is apparent that a strong candidate is emerging for the position of Shadow Chair. The intention would be to appoint a Shadow Chair then to identify, with the agreement of Leaders and Mayors, which private/third sector partners should be approached.
- The Chair and non-Local Authority members would serve for a period of three years.

### b) Executive

*“To advise the Leadership board there needs to be an Executive. The Executive will comprise the five Tees Valley Authority Chief Executives, together with Chief Executives or leaders of other key Tees Valley organisations.”*

<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• Policy and strategic service to the Board</li> <li>• Monitoring and delivery of the Investment Strategy, the CRDP and the MAA</li> <li>• To report, by exception, progress on project delivery</li> <li>• To make recommendations to the Leadership Board on changes to programme/funding as required</li> <li>• Monthly meetings (in the initial stages and then may be quarterly to feed into Leadership Board meetings)</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• Tees Valley Local Authority Chief Executives and other key public sector sub regional chief executives/private sector organisations chief executives</li> <li>• Observers from ONE, GONE, LSC, Jobcentre Plus, CBI, Chamber of Commerce, Communities England</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• To the Leadership Board</li> </ul>

The Executive will be serviced by the Director of the JSU.

### c) Private Sector Business Group

*“The Private Sector Business Leadership Group [will] provide a very direct engagement of the private sector with decisions taken by the City Region as a whole.”*

<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• To provide two-way relationship between the Leadership Board/Executive and the private sector</li> <li>• Quarterly meetings, timed between meetings of the Leadership Board</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• 10 – 15 members from key private sector partners. 10 core members with provision of a further 5 to be invited depending on the issue.</li> </ul>

## 7.2 Appendix 1

<b>Accountability</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

- The Chair, when appointed, will work with the private sector partners to form the Group.
- The JSU will service the Group.

### d) City Region Policy Forum

*"A Tees Valley City Region Policy Forum is [proposed to be] set up with the County Durham and North Yorkshire authorities to develop policy in particular looking at not only how these areas can benefit from the improvement of the economic performance of the Tees Valley but also how they can contribute to improving the economic performance of the City Region."*

<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• To share information on strategic developments that will affect either parties' forward strategy, such as large scale planning applications, transport proposals housing and spatial planning</li> <li>• Probably six monthly meetings to coincide with the Leadership Board meetings, although may also depend on the Executive and the need for any special meetings to deal with specific issues</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• 5 nominated representatives from the Tees Valley, together with representatives from the 2 County Councils and 5 District Councils</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• No direct accountability within Tees Valley Unlimited, but relationship with existing (and future) arrangements in other authorities needs to be clarified</li> </ul>

- It is intended that this Forum should be entirely an Officer group, concerned primarily with the co-ordination of strategy.

### e) Planning and Economic Strategy

*"Coordinating the input of the City Region into the Regional Spatial Strategy, Regional Economic Strategy and the Northern Way and taking forward the strategic economic issues set out in the Business Case."*

<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• Co-ordinate delivery of the spatial priorities as set out in the Investment Plan</li> <li>• Co-ordinate the input of the City Region into the RSS, RES, The Northern Way and European policy</li> <li>• Produce research reports into economic issues</li> <li>• Produce an annual monitoring report on the economic</li> </ul>
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## 7.2 Appendix 1

	<p>performance of the City Region and the success of the CRDP</p> <ul style="list-style-type: none"> <li>• Take a lead on sector working, eg a logistics sector strategy related to ports and airports</li> <li>• Develop and implement the green infrastructure strategy</li> <li>• Co-ordinate the implementation of the regeneration/place programme and the key spatial initiatives</li> <li>• Liaise with One NorthEast on the key sector initiatives taking place in the Tees Valley</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• A Member/Officer group with Cabinet Members for planning/economic development and Officers from the five Tees Valley Authorities</li> <li>• Representatives from CBI, Chamber of Commerce, NEPIC, Renew Tees Valley, Centre for Process Innovation, Tees Valley Engineering Partnership, ONE, LSC, Business Link North East, NEA, North Yorkshire County Council (1 Officer), Durham County Council (1 Officer), Environment Agency, Tees Valley JSU, Tees Valley Regeneration</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• To the Leadership Board (through the Executive)</li> <li>• To funding partners</li> <li>• Local Authority Cabinet Members have a vote on any planning matters – all can vote on economic development matters</li> </ul>

### f) Transport for Tees Valley

*“To develop City Region transport strategy and develop the Tees Valley Metro, Bus Network Improvements and transport issues affecting the trunk road network.”*

<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• Co-ordinate delivery of the City Region Transport Strategy</li> <li>• Prepare the business case and co-ordinate the delivery of the Bus Network Improvements</li> <li>• Examine options for operating the system and take forward the Tees Valley Metro proposals after they have been progressed to a suitable degree</li> <li>• Prepare the Tees Valley Monitoring Report</li> <li>• Co-ordinate the implementation of transport resources delegated through TIF and the RFA process</li> <li>• Liaise with the Highways Agency and Network Rail on issues relating to the strategic road and rail network</li> <li>• Represent the Tees Valley and making the case for further investment through regional and national bodies, The Northern Way and European Funds</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• A Member/Officer group with Cabinet Members for transport and Officers from the five Tees Valley Authorities</li> <li>• Representatives from GONE, ONE, NEA, Highways Agency, Network Rail, Arriva, Stagecoach, Chamber of Commerce, CBI, PD Ports, Peel Holdings, North Yorkshire County</li> </ul>

## 7.2 Appendix 1

	Council (1 Officer), Durham County Council (1 Officer), Tees Valley JSU
<b>Accountability</b>	<ul style="list-style-type: none"> <li>To the Leadership Board (through the Executive)</li> <li>To funding partners</li> <li>To Government in delivering major transport schemes</li> <li>Only Local Authority Cabinet Members have a vote</li> </ul>

- There may be a need to set up a limited company to act as the Contracting Authority for the bus and rail network improvements. Composition reflects initial strategy stage- there may be a need to separate out in the future the provider organisations

### g) Employment and Skills Board

*"To develop a Tees Valley Skills Strategy."*

<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>Develop a City Region Employment and Skills Strategy</li> <li>Identify the key skills needs of the City Region and the programmes required</li> <li>Address issues relating to Employability, in particular the 20% of the working population with no qualifications</li> <li>Co-ordinate delivery of the employment and skills work being undertaken by partners and advise statutory agencies on commissioning of mainstream funded delivery</li> <li>Engage key City Region employers within the process</li> <li>Encourage people to recognize the value of education and training</li> <li>Improve the employment offer</li> <li>Encourage people to become more innovative and enterprising in business, work and training</li> <li>Prevent issues of underachievement and non-engagement arising at the outset</li> <li>Ensure that the outputs are aligned with the RES and Regional Employability Framework</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>LSC, Jobcentre Plus, five Tees Valley Authorities (Children's Services and Economic Development/Regeneration Departments), Colleges of Further Education (1), HEFCE, University of Durham, University of Teesside, Business Link North East, CBI, Chamber of Commerce, Federation of Small Businesses, TUC, training providers (1), voluntary sector (1), Tees Valley JSU</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>To the Leadership Board (through the Executive)</li> <li>It is intended that the Board will advise LSC/Jobcentre Plus on the skills needs of the Tees Valley. As such, it is a strategic advisory body</li> <li>Primarily an Officer Board, since it is concerned with strategy and co-ordination</li> </ul>

h) **Housing Board**

*“To coordinate the delivery of the housing market renewal strategy.”*

<b>Existing Arrangements</b>	<ul style="list-style-type: none"> <li>• Tees Valley Living</li> </ul>
<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• As existing TVL arrangements</li> <li>• Delivery of the housing market renewal strategy</li> <li>• Liaise with the Regional Housing Board</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• As existing TVL arrangements</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• As existing TVL arrangements but to the Leadership Board rather than TVP</li> <li>• Cabinet Members only will have voting rights as of now</li> </ul>

i) **Tourism Board**

*“To develop and realise the potential for tourism in the Tees Valley.”*

<b>Existing Arrangements</b>	<ul style="list-style-type: none"> <li>• Area Tourism Partnership (Visit Tees Valley)</li> </ul>
<b>Terms of Reference</b>	<ul style="list-style-type: none"> <li>• As existing ATP arrangements</li> <li>• Promote tourism</li> <li>• Co-ordinate the development of a programme of major events</li> <li>• Develop programmes to support the development of tourism business and the skills needs of this growing sector</li> <li>• Further items being delivered by the ATP</li> </ul>
<b>Composition</b>	<ul style="list-style-type: none"> <li>• As existing ATP arrangements</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• As existing ATP arrangements but to the Leadership Board instead of ONE</li> </ul>

5.0 **OUTLINE IMPLEMENTATION TIMETABLE**

The outline implementation timescale is shown below: -

**January/February**

- Leaders and Mayors agree terms of reference and composition of sub boards
- Appoint Shadow Chair
- Visit of Peer Assist Group
- Local Authority Cabinet Approval for proposed arrangements

## 7.2 Appendix 1

- Advice on legal issues re wind up of JSC and establishment of TVU

### February/March

- Discussions with private sector on the proposals
- Discussions with North Yorkshire and Durham authorities on proposals
- Negotiate with ONE the translation of the Investment Plan into an agreed programme which can form the basis of an agreement with ONE and inclusion in ONE corporate plan
- Discussions continue with DfT on transport projects and DCLG on governance
- Formally respond to City Development Companies consultation paper
- Prepare report restructuring JSU to be able to service TVU
- Response of the Peer Assist Review Group which will be the Government's formal response to the City Region Business Case

### April/May

- Agree board appointments where necessary
- Deal with implications of CSR 2007 Review

### June/July

- Boards meet for the first time

## 6.0 RECOMMENDATIONS

- 6.1 The Cabinet is asked to endorse the governance proposals and the implementation timetable set out in this report.



GOVERNMENT OFFICE  
FOR THE NORTH EAST

7.2  
APPENDIX 2

Mr John Lowther  
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**Jonathan Blackie**  
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Your Ref:

Our Ref:

Date: 22 March 2007

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Dear

**TEES VALLEY PEER ASSIST 1-2 FEBRUARY 2006 , PANEL REPORT**

I am pleased to be able to send you the final report of the panel following their meeting and discussions with you and Tees Valley colleagues.

I would like to add my personal thanks to Tees Valley and Whitehall colleagues for the open and honest fashion in which everyone approached the assist. I think this is reflected in the discussion and opinions in the report which I believe are positive and helpful. We will be commending the approach across government.

The report outlines a series of recommendations designed to help take forward the business case, and the proposed Multi Area Agreement. GO and CLG colleagues are keen to follow up and work with you in developing your MAA propositions.

I do hope you find the report helpful, and we look forward to discussing the way forward with you; John Rundle will remain our initial point of contact, but he will draw in our new place based Tees Valley team as it is established over the coming weeks.

Yours sincerely

*Jonathan Blackie*

JONATHAN BLACKIE

cc Peer Assist Panel members  
GO Directors  
Local Authority Chief Executives  
Alan Clarke, One NorthEast  
Dominic Brankin, Jobcentre Plus  
Chris Roberts, LSC



INVESTOR IN PEOPLE

# **TEES VALLEY CITY REGION BUSINESS CASE**

## **PEER ASSIST REPORT**

### **INTRODUCTION**

1. This note sets out the conclusions of the Peer Assist panel, following our study visit to the Tees Valley on 1-2 February, at the invitation of the Tees Valley Joint Strategy Unit (on behalf of the Tees Valley partners) and the Government Office for the North East.
2. The agreed purpose of the study was to:
  - Add value to the work of local partners, by assessing and challenging the vision and priorities set out in the Tees Valley City Region Business Case, and in ensuring the Tees Valley makes a strong contribution to the delivery of the Regional Economic Strategy;
  - Developing – as far as possible – a shared vision between local, regional and national authorities, which allows the Tees Valley to move forward on the basis of a coherent and evidence-based approach, and with the full support of national government and regional institutions;
  - Identify areas of disagreement or lack of cohesion between local and regional institutions or national government, and identify ways these differences might be resolved;
  - Develop a response to the policy propositions which Tees Valley have put to central government, as part of their business case;
  - Learn lessons that might be applicable to national policymaking; particularly in the context of the Local Government White Paper and Comprehensive Spending Review.
  - Contribute to the development of an agreed contribution from the Tees Valley to the Action Plan for the Regional Economic Strategy.
3. The study was conducted in full partnership with the local authorities and partners, One NorthEast and other regional institutions, and national government departments; facilitated by the Government Office North East, working closely with the Tees Valley Joint Strategy Unit and One NorthEast. The panel brought together expertise – particularly analytical expertise - from a wide range of relevant government departments (DCLG, DWP, DFT, DTI, HMT and the regional Government Office network), working together on a joined-up basis.
4. The purpose of this report is to identify issues for further consideration by local, regional and national partners, and to provide advice. It does not in itself commit to actions by government or pre-judge matters to be decided by Ministers. Subject to the views of local partners, it could help inform a



**Multi-Area Agreement** (as envisaged in the Local Government White Paper) between local partners and central government.

5. Panel members were extremely pleased to take part in this peer assist. We saw it as an excellent opportunity to bring a high level cross departmental perspective to work alongside local partners to address issues around evidence, analysis, interpretation of strategy and governance. We were impressed by the commitment, self-confidence and openness of partners, which gave us plenty of opportunity to explore the issues facing Tees Valley and their interaction with a range of government policies, including the emerging work under the Comprehensive Spending Review. It was helpful to have the presentations on the strategy, business case and MAA proposals; the presentations, and visits over the 2 days also allowed us a practical insight into the issues behind some of the underpinning analysis.
6. To be part of a group from across Whitehall was also helpful in allowing us some useful cross departmental discussions within the group, and with a range of sub-regional partners; the process worked well - we would commend its replication elsewhere, where possible.

## HEADLINE MESSAGES

7. We endorse the broad direction of the strategy and commend the work that has been done within the region.
  - We were impressed by the passion and commitment of partners, and the broad base of support for the business case.
  - A good attempt had been made at economic analysis, although, as local partners recognised, there is a need to improve understanding in some critical areas.
  - The approach of seeking to concentrate on identified, rather than purely aspirational, economic assets, is we believe sensible, and the approaches to transport and the port, chemicals and energy, are innovative.
  - We felt that the Housing market renewal work was strong and there was a clear acknowledgement of the need to ensure that economic development, regeneration and skills work address the needs of local communities, but some lack of clarity in the Strategy and MAA as to how this would be taken forward.
  - We were also impressed by the fact that individual local authority areas had recognised the importance of working together and were working continually to improve their partnership arrangements.

8. Areas for strengthening the strategy, and further work, include:
- the opportunity to develop a new relationship between public and private sectors less focussed on reliance on public sector resources;
  - a need for more detailed and disaggregated analysis of sectors of the sub regional economy such as business and financial services to better understand and clarify their contribution and role in the sub regional economy;
  - development of approaches to employment and skills, to develop an approach to skills which shows how the high level skills requirements for Chemicals, Energy, advanced engineering etc. will be met, the balance between public and private resources, and how you propose to tackle low skill levels to bring economic development to disadvantaged communities;
  - increasing the quality of appraisal to enable a more rigorous and formal process for prioritisation across budgets, and working alongside the Regional Development Agency to develop the methodologies to do so;
  - building on the above, exploring the opportunity for a sub regional funding allocation exercise to create a prioritised set of actions and budgets as part of the MAA;
  - an opportunity to review and strengthen proposed governance arrangements particularly around the role of the private sector, and the proposed Skills and Employment Board.
9. Most of the key changes proposed for the Tees Valley can be carried out within the current statutory arrangements, and do not in our view require radical shifts in central government policy. Nevertheless, there are some clear steps that central government can take, many of which fit well with the work of the Sub-National Review of Economic Development, being taken forward as part of the Comprehensive Spending Review. In particular there is a need to devolve responsibility and accountability to the appropriate level. There is a need for greater co-ordination from government in applying national policies at a regional/sub regional level. Specifically in the case of the LSC and Jobcentreplus, there is a strong and well-argued request from local partners, including from staff of the organisations themselves, to allow significantly greater local flexibility in how and when contributions are made to national targets and outcomes from a sub regional level. There was also a request for central government to do more to advice on best practise in strengthening the existing city, sub-regional and regional evidence base, including international benchmarking of performance.
10. As the MAA process moves forward, we would expect specific barriers to emerge, requiring new freedoms and flexibilities to deliver effectively. It will be important that the Government Office takes on a strong and authoritative

role within central government, to identify and advocate steps to resolve those barriers, or at least to explain to local partners why they are necessary, and to work towards innovative solutions.

11. The following sections set out in more detail our observations and suggestions for further refinement for partners to consider, and areas where we need to work together.

## **Partnership and Prioritisation**

12. There seems to be a real commitment across the sub-region to working together. In our view Tees Valley ranked very highly in this respect, relative to other sub-regions, and the development of sub-regional approaches is at least as strong as in larger city-regions with greater capacity at their disposal. The stakeholders we met were generally enthusiastic about the business case. There was a sense that people from across the city region were engaging with the plan. People were aware that the area faces challenges, and that relative economic performance over a number of decades has been poor. But the challenge of turning this around is also fully recognised.
13. Overall, we felt that Tees Valley offers a helpful case-study to explain the factors reinforcing cooperation across local authority boundaries and with a wider partnership. Positive factors in Tees Valley's case appear to be:
  - a history of joint working under previous local government structures, with central capacity and political structures having been maintained to some degree despite the move to individual unitary authorities;
  - a fair degree of shared characteristics and problems, and hence a recognition that all the localities are in it together;
  - the lack of a single dominant authority, creating a sense of a partnership of equals;
  - effective support from the Joint Strategy Unit; and
  - A shared understanding that it is in all five authorities' collective interest to work together, particularly in approaching the RDA and central government.
14. We were given strong messages, particularly from local authority Chief Executives, on the willingness to take on more responsibility for economic development in the city region, and a willingness to be held accountable for actions, including through greater local discretion over budgets. There seems to be a developing partnership between the Local Authorities, who share a clear vision for the area and are prepared to take responsibility for allocating resources between their localities. In our view, in principle devolution of funding is highly desirable. But to fully exploit the opportunities for devolved decision-making, partners would need to further develop their

capacity for rigorous appraisal and evaluation. We also acknowledge the difficulties inherent in models of partnership built up from individual local accountabilities, and the consequent difficulty this can cause for the allocation of resources on the basis of evidence, where some partners might feel they are losing out at least some of the time. Resolving these potential tensions and prioritising actions across a City Region geography will clearly provide a major test of the strength of the partnership, and in particular of its political leadership.

15. We saw Tees Valley Living as an example of the benefits of robust prioritisation on the basis of analysis: which necessarily creates circumstances in which resources are not spread evenly across individual local authorities. The Joint Strategy Unit has also clearly been effective in influencing the RSS by identifying its priorities, in a manner which has been broadly supported by the Inspector's report. However, the prioritisation of regeneration and local economic development activity appeared to us less impressive, and we had sense of a lot of small initiatives lacking coherence across the sub-region as a whole. We also felt the partnership had not yet cracked the problem of assessing and appraising priorities across types of spend (housing, transport, skills) in terms of relevant impact on economic and social outcomes. Developing such a methodology could help demonstrate effective prioritisation and help clarify appropriate levels for activity and delegation of resources and associated accountability. We also recognise that central government and regional agencies need to support this sensible prioritisation by avoiding introducing their own distortions. One example given by local partners was that the development of Green infrastructure as part of the regeneration of contaminated land, while in principle a cost effective means of delivering economic value to an area, failed to pass many of the direct job-creation targets that have traditionally been necessary to access central funding.
16. As part of this process, there appears to be scope for the Joint Strategy Unit and One NorthEast to significantly strengthen their day-to-day working relationship at all levels. We understand that One NorthEast is moving away from arrangements through which population-based budgets were allocated to sub-regions, towards an approach which secures strategic agreement to high level priorities, with a mix of delivery arrangements then deployed to meet particular needs. We felt it was important that this change strengthened rather than weakened the influence of local partners over strategic priorities, on the basis of evidence. We would hope that local partners and One NorthEast could work together to avoid a situation in which local ambitions and regional priorities were seen to be in conflict, either because of alternative views about strategy, differences or lack of quality in the evidence base, or lack of clarity about the availability of resources. We would therefore encourage the Joint Strategy Unit to continue to develop its capacity to analyse and evaluate projects, and would recommend that One NorthEast and Tees Valley partners use the opportunities created by Tees Valley Unlimited to secure agreement to a common set of actions and priorities.

17. A key proposal in the business case is the need to improve relationships with the private sector and we noted the proposal for a private sector business leadership group reporting directly to the executive and the board. Our view is that the weakest element of the partnership was the relationship with the private sector. We were interested to see the proposal that Tees Valley Unlimited should be chaired by someone from the private sector, particularly since a number of other City Regions have seen it as important to secure strong political leadership through the chair. We felt this would be a hugely challenging role, requiring a high level of support from the Chief Executives Group, and positive engagement from the collective political leadership of the Tees Valley. But we also felt it would be important to build in a more broadly based engagement from the wider business community, including through a strong message about how business will benefit from new governance and partnership arrangements, and how best they might get involved in shaping priorities and public sector resources. We felt from our informal discussions that there was an opportunity to refresh the relationship between the public and private sector across the Tees Valley, we detected a tendency for some in the private sector to look to the public sector perhaps too readily for financial support. The wide range of often small scale routes for direct support is of particular concern in the context of the government and One NorthEast's commitment to simplify publicly-funded business support. The opportunity to make a success of the new Business Link arrangements will be key here.
18. We recommend that the Tees Valley partners consider the basis for a new relationship between the public and private sectors, with less emphasis on publicly-funded direct business support, particularly from individual local authorities, and more on creating a responsive environment within which business can flourish, with appropriate influence over strategic public sector priorities. A good example of the potential of this partnership is the supportive planning environment, which representatives from the port and process industries compliment the local authorities for having created for their sectors.

### **Economic Analysis and Strategy**

19. The economic analysis of the Tees Valley is of a relatively good standard, comparing well with that available for other City/Sub-regions across England. The work by the Joint Strategy Unit (JSU) is impressive, with key facts and figures easily accessible and well presented, and with a good understanding of the area's strengths and challenges. The work being done to build links from and to the Universities and research centres is also commendable, as is the engagement of the wider NE academic community in issues facing the region.
20. The analytical work is, almost uniquely we believe, genuinely sub-regionally focused – with the caveat that more might need to be done to properly capture the economic connections to Durham and North Yorkshire, outside the boundaries of the five unitary authorities. Having a Joint Strategy Unit (JSU) focused at this level and doing the analysis seems to be a real

benefit, and we found them to be active and influential in the Tees Valley. Basing the analysis on the actual economic characteristics and strengths/weaknesses of the area is a real advantage, for example, much of the analysis follows from the chemical sector and the area's comparative advantages in terms of infrastructure related to those industries. The work on the potential for logistics also seems admirably grounded.

21. The JSU expressed concerns around the accuracy and use of GVA below the regional level. We agree that the robustness of sub-regional measures of economic performance does need to be radically improved, although in our view these concerns shouldn't lead partners to set aside the measure, but rather to supplement it by other indicators to give a well rounded view. The GVA figures for the area do illustrate the scale of the economic challenge it faces.
22. The panel did have some concerns around the balance of the economic assessment across sectors. There is room for better analysis of some sectors in the economy and for more work on skills. The emphasis on the key sectors is understandable and appropriate, but a comprehensive analysis needs to consider the wider environment for the private sector; since in practice the key sectors represent a relatively small proportion of GVA, and have their own distinct drivers. We had a useful discussion with the NE Academic Panel, during which concern was expressed about the future of business/financial/professional services in the Tees Valley, given the competition from firms based in more developed City Regions such as Newcastle and Leeds. More focus is probably needed around what the area sees as its potential for the private services sector, and how a distinctive comparative advantage can be developed for services that trade in a wider market. More analysis and disaggregation are needed as this is a heterogeneous sector, ranging from office services and industrial cleaning, through call centres and computer software, to consultancy services and sophisticated financial services.
23. Tees Valley does seem to have some high value added architectural and engineering consultancy services, and this is a genuine strength, but the bulk of employment in the business service sector seems to be call centres and "back-office" functions. A relatively low value-added financial and business service sector has the potential advantage to provide employment for relatively large numbers, and to provide a pathway into work, and ultimately to better jobs, for those currently outside the labour market. There are signs that this strategy is proving successful in Darlington, which has relatively high GVA and employment rates, albeit with relatively low wages compared to those in highly productive sectors such as the process industries. If this were to be the sub-region's approach, it needs to be articulated more clearly in the strategy, with a clear sense of the public interventions which would be appropriate in addressing any market failures or barriers holding back the development of a heterogeneous private service sector in the Tees Valley.

24. There was limited opportunity during our visit to consider the role and contribution of the Tees Valley Urban Regeneration Company, the only URC in the country that spans more than one local authority area. The partners should consider how this organisation fits within the overall priorities for the sub-region, and how its role – or that of any future regeneration vehicles – might be developed in the future.
25. In contrast, we gained a strong impression of the activity around the Wilton site. The Process Industry cluster, and associated research activity, represents a major economic asset for the Tees Valley. It represents an excellent example of how to adapt capabilities (in this case arising from ICI's historic role) and build on those existing strengths to respond to new global market opportunities. Public resources have played an important role in supporting the development of the Cluster, and may continue to be required to meet market failures in technological research and development. But ultimately the future of the site depends on the ability to respond to new market opportunities, in a rapidly changing environment. The attraction and retention of talented individuals will be vital.
26. There appears to be some tension in the strategy, reflected in a debate between the JSU and One NorthEast, between the emphasis on physical regeneration and the "softer" areas around skills, employability and enterprise. Our view is that the balance in the strategy and analysis needs to shift its emphasis towards the latter, although in practice the strongest gains come from integrating all relevant approaches, so that the physical regeneration priorities are determined as a means of achieving a more enterprising, higher aspiration, higher skill, high employment economy; rather than stand-alone projects. This reinforces the importance of pooled approaches at the right geographic level, able to influence a wide range of strategies and funding streams towards strategies that cut across traditional silos. We acknowledge that central government has often created barriers that make this sub-national integration more difficult, and will be looking at how we can reduce those barriers in the Comprehensive Spending Review.
27. Finally, we were struck by how little the strategy looked outside the Tees Valley. Partners might consider developing a clearer picture of how the Tees Valley connects in an economic sense to the wider North of England, and with the South East. There is a tendency to see this issue as solely about transport connectivity, but in fact that is only one element.

## **Skills**

28. The JSU has acknowledged the need to develop a skills strategy designed to meet the needs of the area. What this skills strategy will look like and the evidence that will underpin this strategy is not at present clear from the business case. We believe that as well as the strategy, there is also a need to strengthen the governance and accountability, and partners may want to examine the scope whether the proposed Skills and Employability Board should just be advisory, or perhaps more involved with implementation; the

development of the MAA offers the opportunity for partners to explore this with Jobcentreplus and the LSC.

29. There are clearly also challenges for Central Government too in the skills area. The LSC are in the process, following the Leitch Report, moving from a supply-focused central planning approach to a more demand-led approach to skills. The demand-led approach has in our view a significant potential in areas such as the Tees Valley, as part of wider strategies to raise the demand for skills by continuing the long-term transition to more knowledge-based sectors. The impression we had was that at the present time the LSC, whilst willing, were not yet ready to fully engage on the new emerging structures in the sub-region. Nor is it entirely clear at this stage how sub-regional approaches to skills might fit with national and regional approaches. It would be important to be clear how well-evidenced strategies developed at the sub-regional level can have traction with the LSC, to ensure that resources are deployed to deliver on those strategies. This presents an issue that DfES colleagues will want to look at in more detail.
30. We were impressed with the degree to which local Jobcentre Plus had invested time and capacity to the local partnership structures within the Tees Valley, often creating tensions with their role as a nationally driven delivery agency undergoing a substantial period of change and restructuring. We recommend that the Tees Valley authorities strengthen their relationship with Jobcentre Plus, and with local providers of employment programmes, to develop their own understanding of how partners can support each other in raising the rate of employment. There would appear to be an opportunity for DWP colleagues to explore with Tees Valley creative approaches to tackle this issue that cut across traditional policy silos; for example, we heard how Housing Market Renewal resources were being used to successfully tackle long standing areas of deprivation. It is unclear whether this leads to individuals who move out of areas have a better chance of becoming less dependent upon benefits, and it will be important to consider issues like this across administrative boundaries.

## **Transport**

31. We were impressed by the degree of thought and innovation which has gone into the transport proposals. It was extremely helpful from the visits to understand the unusual character of the route of the planned Metro and also to see the super core bus route leading out of Darlington. In presenting propositions to Government, it would be helpful if the partnership could continue to stress the overall strategy/content of these proposals clearly identifying how they will solve problems and address barriers. In addition, the partnership does need to ensure that its appraisal methods follow guidance and principles set out in the Treasury's Green Book and Web Tag, and other appropriate notes from DfT particularly in terms of prioritisation, cross boundaries and value for money. DfT will, when considering the business case for the Tees Valley bus route, want to be assured that the



principal corridors have been chosen on the basis of objective achievement and VFM.

32. The proposals regarding the freeing up of space on the trunk road corridor (developing the parallel Local Authority roads and ultimately public transport capacity, including rail) were also innovative and sound attractive. We cannot see there would be any fundamental problem to this, provided that the Highways Agency can be persuaded that this would be a cheaper and more practicable alternative to widening the road itself.
33. More generally, we recognise the need for all the transport agencies to engage fully and constructively with the developing sub-regional approaches, and to ensure they address any conflicts with national approaches as they arise through dialogue and shared analysis.

### **Multi-Area Agreement**

34. The overall approach to the MAA is sensible and pragmatic throughout. We believe the proposals would deliver benefits relative to the current system by increasing the area's influence over regional and central decisions and by making the move towards a programme rather than a project approach. They should also simplify structures and provide a clearer basis for engagement between local authorities, and with the business sector. One of the key benefits will be the joining up across policy areas, and it will be important to maintain this element despite the practical need to identify individual work streams and sub-structures focused on particular aspects – it is important that skills, transport and regeneration are not treated in silos. The approach of seeking to pooling various funding streams, rather than simply seeking additional funding to produce better outcomes for local people has much to commend it; the desire for flexibilities from government on pooling of funding to allow better local use and joined up projects is also sensible.
35. There will we think be the potential to develop the model further. For example, by considering the integration of Local Development Frameworks and Local Transport Plans at the sub-regional level.
36. Colleagues in CLG and the Government Office will want to work with you over the coming months in developing indicators and targets for the MAA, as part of the process for developing the New Performance Framework. It will be important to avoid indicators and targets that are additional to those being established through that framework, and we would suggest that the best approach might be to determine which of those reduced number of targets might best apply at the sub-regional rather than a local level. Consistency with the targets established in the Regional Economic Strategy would also support alignment between the sub-regional and regional tiers.
37. You will also want to continue to work with individual departments on particular funding streams and the flexibilities behind them; CLG and the government office are happy to help with this. You will also want to continue

to explore funding streams that local authorities and other partners can pool without any agreement from central government, and how these could fit within your MAA proposition.

## **Next Steps**

38. A key intention of this assist was that it should not be a one off event, but rather a contribution to the ongoing dialogue in the development and strengthening of the Business case and the emerging MAA proposition. Government Office colleagues will be the main arm of government in working with you, but their ability to draw on expertise and input from Whitehall colleagues will be essential; CLG are already planning a follow up session on the MAA, Treasury colleagues have fed some of their experiences in to the sub national review, and a dialogue is continuing with DfT on the Transport proposals.
39. The preceding sections also include a series of propositions for Tees Valley partners to consider, including, developing a sophisticated Skills Strategy; more detailed analysis of the business services sector, developing a comprehensive methodology for analysing, evaluating and prioritising projects, and developing a new basis for the relationship between the public and private sectors.
40. We believe there is a particular need to unpack the employment and skills issue. Colleagues in DWP, DfES, DTI, LSC and JC+ will have thoughts about this, as will Government Office for the North East, as central government in the region. A shared commitment to find a way forward will be essential.
41. We heard from Tees Valley partners a strong message that they recognised public sector resource constraints and were keen to maximise the impact of their investment. The development of the Tees Valley City Region Business case and the MAA offer an opportunity, to establish clear priorities for public sector investment across the sub region, going beyond the RDA single pot and LA resources; this would, in effect, mean undertaking a mini "regional funding allocation " exercise involving all partners including the Regional Assembly and the RDA; this has the potential to offer a firm base for any MAA propositions, giving all partners clarity of return for a longer term commitment of resources. An essential prerequisite for this approach to be successful is the identification of competing priorities both within, and between different budgets, an agreed methodology and approach to identify priorities, and what freedoms and flexibilities might be needed to deliver these. We would commend this approach to you.

## **SUMMARY OF KEY RECOMMENDATIONS**

- i. Produce a more detailed and disaggregated analysis of sectors of the sub regional economy in particular business and financial services to better understand and clarify their contribution. JSU working with the

government office, DTI and other departments as appropriate and local academics.

- ii. Develop a sophisticated skills strategy which shows how the high level skills required for Chemicals, Energy, advanced engineering etc. will be met and how low skill levels will be tackled to bring economic development to disadvantaged communities. JSU working with One NorthEast, LSC, JC+ and Government Office.
- iii. Review the proposed governance arrangements for the Skills and Employability Board , in particular whether it should be just advisory, or have a role in implementation.
- iv. Increase the quality of appraisal to develop a enable a more rigorous and formal process and methodology for prioritisation within and between separate funding budgets. JSU working alongside the Regional Development Agency, HMT and GO.
- v. Examine scope for a Sub regional funding allocation exercise, building on prioritised resources allocation and clear identification of freedoms and flexibilities to deliver funding through the MAA. Tees Valley partners work with One NorthEast, the GO and Whitehall partners.
- vi. Consider the basis for a new relationship between the public and private sectors, with less emphasis on publicly-funded direct business support, particularly from individual local authorities, and more on creating a responsive environment within which business can flourish, with appropriate influence over strategic public sector priorities. Tees Valley partners.

# CABINET REPORT

16 April 2007



**Report of:** Scrutiny Co-ordinating Committee

**Subject:** FORMAL RESPONSE TO THE AUTHORITY'S  
DRAFT CORPORATE PLAN 2007/08

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## SUMMARY

### 1. PURPOSE OF REPORT

- 1.1 To provide the formal response of the Scrutiny Co-ordinating Committee in relation to the Authority's Draft Corporate Plan for 2007/08.

### 2. SUMMARY OF CONTENTS

- 2.1 The report provides an overview of the Overview and Scrutiny Committees involvement during the compilation of the Authority's Corporate Plan for 2007/08 together with the formal response of the Scrutiny Co-ordinating Committee.

### 3. RELEVANCE TO CABINET

- 3.1 Cabinet are requested to consider the formal response of the Scrutiny Co-ordinating Committee in relation to the Authority's Draft Corporate Plan for 2007/08, prior to consideration being given to the finalised version at their meeting on 14 May 2007.

### 4. TYPE OF DECISION

- 4.1 Not applicable in this instance.

### 5. DECISION MAKING ROUTE

- 5.1 Cabinet meeting of 16 April 2007 to assist the Executive in the finalisation of the Corporate Plan for 2007/08 on 14 May 2007. Prior to approval being sought from Full Council on 21 June 2007 and statutory publication on 30 June 2007.

### 6. DECISION(S) REQUIRED

- 6.1 It is recommended that the Cabinet considers the formal response of the Scrutiny Co-ordinating Committee as outlined in Section 3 of this report.

**Report of:** Scrutiny Co-ordinating Committee

**Subject:** FORMAL RESPONSE TO THE AUTHORITY'S  
DRAFT CORPORATE PLAN 2007/08

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**1. PURPOSE OF THE REPORT**

- 1.1 To provide the formal response of the Scrutiny Co-ordinating Committee in relation to the Authority's Draft Corporate Plan for 2007/08.

**2. BACKGROUND INFORMATION**

- 2.1 At a meeting of the Scrutiny Co-ordinating Committee held on 19 January 2007, consideration was given to the proposed key objectives of the Draft Corporate Plan for 2007/08.
- 2.2 At this meeting it was agreed that the proposed key objectives and actions as outlined in the Draft Corporate Plan for 2007/08 be considered on a departmental basis by the appropriate Scrutiny Forums. With any comments/observations being fed back to the meeting of the Scrutiny Co-ordinating Committee held on 23 March 2007 to assist in the formulation of this Committee's formal response to the Cabinet on 16 April 2007.
- 2.3 It was also noted that the Scrutiny Co-ordinating Committee will have a further opportunity to consider the working draft of the Corporate Plan 2007/08 on 27 April 2007 and finally on 18 May 2007 during which all performance indicators information will be included. Prior to approval being sought from Full Council on 21 June 2007 and statutory publication on 30 June 2007.

**3. FORMAL RESPONSE OF THE SCRUTINY CO-ORDINATING COMMITTEE**

- 3.1 Members of the Scrutiny Co-ordinating Committee and the four standing Scrutiny Forums considered in detail the proposed objectives and actions as outlined in Draft Corporate Plan 2007/08 between 19 February 2007 to 23 March 2007.
- 3.2 Whilst the Overview and Scrutiny Committees raised a number of questions in relation to the specific areas of the Draft Corporate Plan 2007/08, Members supported the proposed Objectives and Actions for inclusion into the 2007/08 Corporate Plan. Although a number of specific comments were made, as outlined below :-

(a) Neighbourhood Services Scrutiny Forum's detailed comments:-

- (i) **HC02** - The Forum queried the take up of healthy school meals and were advised that whilst there had been drop off a strategy has been developed to deal with the issue. The Forum was also advised that officers would like to see legislation with nutritional standards for packed lunches;
- (ii) **SC06** – The Forum queried if work had been undertaken to ascertain what other local authorities are doing. Members were assured that other local authorities had been contacted and that efforts are being made to encourage outside businesses and supermarkets to participate in initiatives to make Hartlepool a Fairtrade Town; and
- (iii) **EO3** – The Forum highlighted the ongoing issue of subsidised bus services and in particular the issue of the provision of transport to hospitals outside Hartlepool. Members were advised that work was being undertaken to look at this issue with Stagecoach and options considered for the provision of a service by the Local Authority.

(b) Children's Services Scrutiny Forum's detailed comments:-

- (i) In relation to the general issue of performance indicators the Forum:-
  - Expressed concern that schools are being 'over faced' and emphasised the importance of children rather than achieving targets;
  - Queried how 'value added' figures are utilised in the setting of targets and was advised that current BVPI's were based around actual figures and only looked at the high level of indicators; and
  - Highlighted that figures are not always clear as the percentages used can related to small numbers. This can provided an inaccurate picture.
- (ii) In relation to children being taken out of school during term time to go on holiday the Forum was advised of work being undertaken with local travel agents regarding initiative to address the pricing of holidays during school holidays. Members were of the view that this work should be encouraged.
- (iii) **BVPI 38 to 41** - In relation to figures for the percentage of pupils achieving Members expressed concern regarding the setting of unrealistic targets for schools. The Forum was assured that targets are set following validation of last year's figures and in conjunction with schools and school governors. It was also highlighted that the Corporate Strategy has a role in challenging targets that are felt to be unrealistic.

- (iv) **BVPI 197** - Disappointment was expressed that despite all of the work undertaken in Hartlepool in relation to the issue of teenage pregnancies the figures were still on the increase.
- (v) **LAA LLS6a to LAA LLS10c** – The Forum expressed concern that targets for the NRS area in Hartlepool are unrealistic as they relate to the most deprived areas of the town. It was, however, highlighted that this could be a way of highlighting areas where additional resources should be targeted across the town.

#### **4. RECOMMENDATION**

- 4.1 It is recommended that the Cabinet considers the formal response of the Scrutiny Co-ordinating Committee in relation to the Draft Corporate Plan for 2007/08 as outlined in Section 3 of this report.

**COUNCILLOR MARJORIE JAMES  
CHAIR OF THE SCRUTINY CO-ORDINATING COMMITTEE**

March 2007

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#### **BACKGROUND PAPERS**

The following background papers were used in the preparation of this report:-

- (i) Minutes of Neighbourhood Services Scrutiny Forum held on 19 February 2007;
- (ii) Minutes of the Regeneration and Planning Services Scrutiny Forum held on 23 February 2007;
- (iii) Minutes of the Children's Services Scrutiny Forum held on 26 February 2007;
- (iv) Minutes of the Adult and Community Services and Health Scrutiny Forum held on 6 March 2007; and
- (v) Minutes of the Scrutiny Co-ordinating Committee held on 13 March 2007 and 23 March 2007.