

Replacement agenda

PERFORMANCE PORTFOLIO DECISION SCHEDULE



Friday 22nd June 2007

at 3.00 pm

in Conference Room 3, Belle Vue Community, Sports and Youth Centre,
Kendal Road

Councillor Hargreaves, Cabinet Member responsible for Performance will consider the following items.

1. **KEY DECISIONS**

None

2. **OTHER ITEMS REQUIRING DECISION**

2.1 Chief Executive's Departmental Plan 2007/08 – *Assistant Chief Executive and Chief Personnel Officer*

2.2 Extended Career Grade Scheme for Environmental Health and Trading Standards Officers (EHOs and TSOs) – *Head of Public Protection and Chief Personnel Officer*

3. **REPORTS FOR INFORMATION / DISCUSSION**

3.1 BVPI General Satisfaction Survey 2006 – Final report – *Assistant Chief Executive*

3.2 Corporate Complaints – *Assistant Chief Executive*

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

None

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

22 June 2007



Report of: Assistant Chief Executive and Chief Personnel Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2007/08

SUMMARY

1. PURPOSE OF REPORT

To report to Portfolio Holder the Chief Executives Departmental Plan containing the key objectives and actions for 2007/08.

2. SUMMARY OF CONTENTS

The Chief Executives Departmental Plan 2007/08 is attached as Appendix A, and sets out the key objectives and actions within an Action Plan that shows what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development objectives as identified in the 2007/08 Corporate Plan which will be published in June 2007.

The Plan includes proposals from all four divisions within the Chief Executives Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department. The plan was also considered by Finance Portfolio Holder at the meeting on 15 May 2007.

This document will be used as the basis for the quarterly monitoring reports to the Portfolio Holder.

3. RELEVANCE TO PORTFOLIO HOLDER

The Portfolio Member has responsibility for performance management issues in relation to Corporate Strategy and Human Resources.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Finance Portfolio meeting 15 May 2007 and Performance Portfolio meeting 22 June 2007.

6. DECISION(S) REQUIRED

Portfolio Holder is asked to approve the plan for distribution.

Report of: Assistant Chief Executive and Chief Personnel Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2007/08

PURPOSE OF REPORT

1. To report to Portfolio Holder the Chief Executives Departmental Plan containing the key objectives and actions for 2007/08.

BACKGROUND

2. Each year the Chief Executives Department produces a Departmental Plan, which includes an action plan that details the key objectives and actions that the department will deliver in the coming year. The plan also describes how the department will contribute to the Organisational Development objectives that are being proposed for inclusion in the 2007/08 Corporate Plan.
3. The plan provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
4. Each Division will also produce a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in the Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identified in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT and the relevant Portfolio Holder.
5. This year's plan reflects a number of improvements introduced for the 2007/8 corporate service planning process. Diversity, workforce development and risk management issues have begun to be mainstreamed in the service planning process. All divisions within the department have completed diversity assessments to identify objectives and targets; workforce development issues for the department have begun to be reflected within the plan; and risks to the achievement of the department's objectives have been identified. The risks are reviewed on a quarterly basis to ensure appropriate control measures are in place.
6. The departmental plan will be subject to quarterly monitoring throughout 2007/08 by both the Finance and Performance Management Portfolio Holders.

CHIEF EXECUTIVES DEPARTMENTAL PLAN 2007/08

7. The Chief Executives Departmental Plan 2007/08 is attached as Appendix A and includes proposals from all four divisions within the Chief Executives Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department. The plan was considered by Finance Portfolio Holder at the meeting on 15 May 2007.
8. This document will be used as the basis for the quarterly monitoring reports to the Portfolio Holder

RECOMMENDATIONS

9. Portfolio Holder is asked to approve the plan for distribution.



HARTLEPOOL
BOROUGH COUNCIL

Chief Executives Department

Departmental Plan 2007/08 – 2009/10

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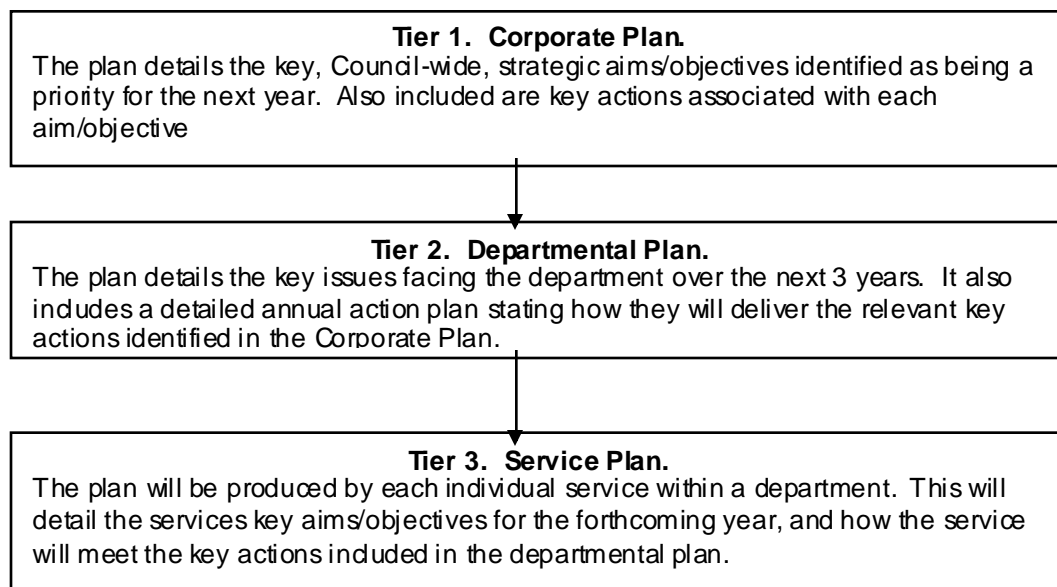
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Introduction

This document is the Chief Executive's Departmental Plan for 2007/08-2009/10 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

The plan details how the Department will meet the Council's objectives as stated in the Corporate Plan, in addition to identifying any key objectives that the department wishes to focus on that are not contained in the Corporate Plan.

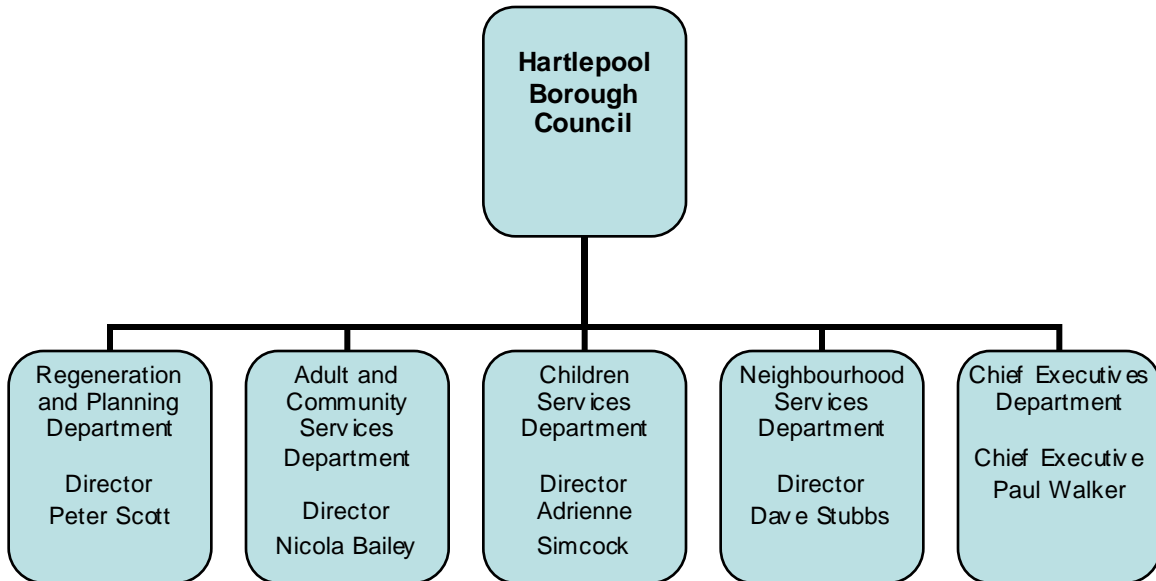
This plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual divisional plans, that together form part of the Council's overall Service Planning Arrangements. Figure 1, below, demonstrates how the plans are linked: -



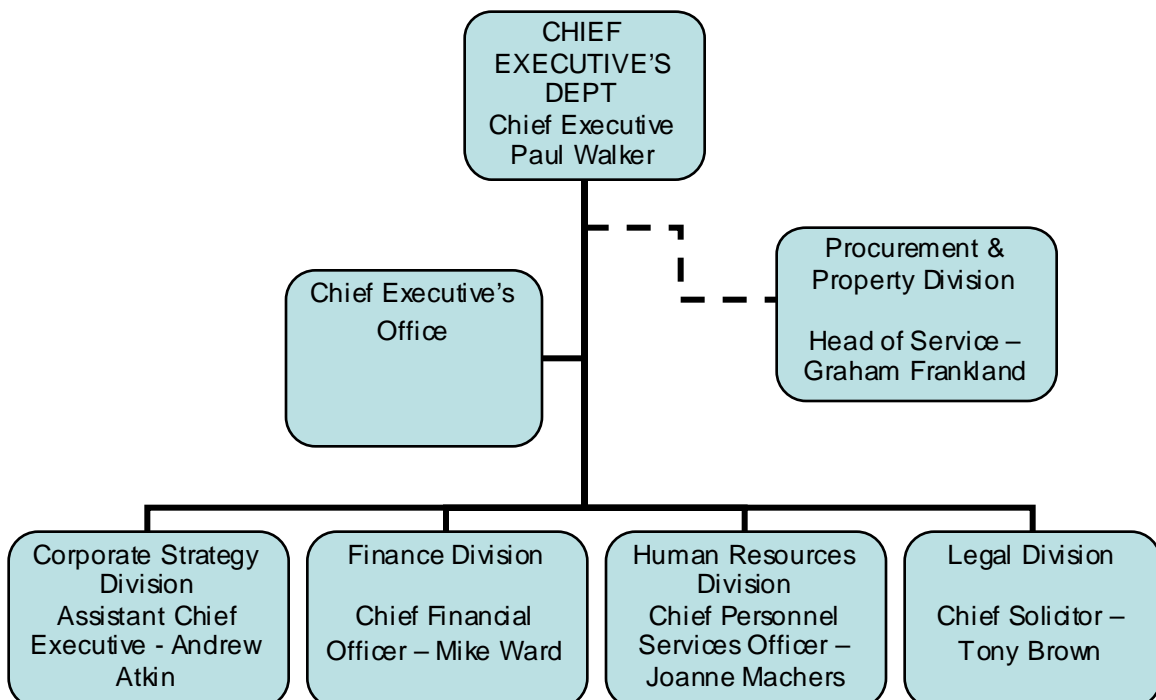
This approach ensures that any aim/objective that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall aims and objectives.

Departmental Structure

The Chief Executives Department is one of five with the authority, headed by the Chief Executive. The Corporate Management Team comprises the director of each department and meets every 2 weeks.



Within the Chief Executives Department there are four divisions, Corporate Strategy, Legal, Human Resources and Finance. The Chief Executive's Management Team comprises the head of each division meets every 4 weeks. Every six weeks they meet with the Corporate Management Team.



Each division is organised into a number of sections. These are detailed in the table below :-

Corporate Strategy	Finance	Human Resources	Legal
Administration – Andrea Brown	Audit and Governance – Noel Adamson	Advisors (Rachel Clark and Alison Swann)	Personal Services
Consultation – Liz Cookston	Financial Services – John Morton	Central Services – Christine Armstrong	Litigation
Democratic Services – Amanda Whittaker	Corporate Finance – Chris Little	HR Operations – Alison Oxley	Environment and Development
E Government – Joan Chapman	<i>Procurement Strategy</i>	Organisational Development – Wally Stagg	
Policy and Performance – Peter Turner	<i>Central Purchasing</i>		
Public Relations – Alastair Rae	<i>Business Improvement</i>		
Registration Services – Peter Spires			
Scrutiny – Charlotte Burnham			

It should be noted areas of work undertaken by the Procurement and Property Services section, primarily within the Neighbourhood Services Department, falls within the remit of the Chief Executives Department. Three important aspects of this service, namely the procurement strategy, central purchasing and business improvement sections are reflected within this plan. These sections can be seen in the above table, under the Finance Division, as it was considered that the actions included in the Action Plan, most closely sit within the objectives identified by the Finance Division. The objectives and actions can be seen in more detail in the Action Plan.

Performance Management

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main objectives for the forthcoming year will be monitored and reported using the following arrangements:

- Team supervision and annual appraisal and six monthly review arrangements
- Management Team (CEMT) meetings on a quarterly basis to consider report of progress.
- Performance Management Portfolio Holder and Cabinet meetings every quarter to consider reports of progress on the Departmental Plan and Corporate Plan.

- **Reviewing the Plan**

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an objective or specific action from the action plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of CEMT and Portfolio Holder and Cabinet where appropriate.

The overall departmental plan also contains the key priorities for the next three years that will affect the department. Naturally these will change over time and will need to be reviewed and updated to reflect these changing priorities. As a revised Departmental Plan will be produced on an annual basis the overall priorities will be reviewed on an annual basis and will be reflected in forthcoming year's departmental plans.

- **Communication**

- Each member of staff is informed via email of the location on the intranet/website of the Corporate, Departmental and Service plans
- Section managers are required to brief their teams on the issues considered most relevant to their teams
- The CMT, Cabinet and Council approve the Corporate Plan.
- CEMT and Performance Management Portfolio Holder approve the Chief Executive's Departmental Plan

Workforce Planning & Development

Departmental context

The CPA Corporate Assessment report about the Council organisation was overwhelmingly positive as the quotes 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

This provides a strong base for workforce development. The Corporate Plan includes the organisational development objective:

- Implement the Workforce Development Strategy and the People Strategy

and this provides the context for the workforce planning and development activities within the department.

Key workforce issues

An analysis of the departmental workforce has been undertaken (see appendix 1) and a number of issues have been identified where there is a significant workforce planning and development dimension.

The department leads and coordinates in fulfilling its corporate role and there are significant developments underway which will be progressed in 2007/8. These include:

- Progressing the corporate workforce development strategy
- Implementation of job evaluation, a revised pay and grading structure and single status.
- Continuation of the work to reduce absence
- Developing skills and knowledge to support the continued successful implementation of Performance and Risk Management systems and
- the continued implementation of the FMS system

Within the Department the areas where change is being considered or issues have been identified include:

Human Resources

- Restructuring the Well Being team

- Responsibility for diversity within the department and council as a whole, following DIALOG review

Corporate Strategy

- Responding to the Government's registration review and transfer of staff to Council employment.

Finance

- Skills and capacity to address Business Process Re-engineering and the efficiency strategy
- Progress on Business Continuity planning

Legal

- None

Action Plans

The workforce development issues will be addressed through the following objectives

Workforce development issue	Reference to plans and objectives where progress can be monitored
Corporate	
Progressing the corporate workforce development plan	Corporate Plan objective: Implement the People Strategy and the Workforce Development Strategy (Ref: CO56)
Implementation of job evaluation	Departmental Plan objective: Implement Revised Pay and Grading Structure (Ref: OD37)
Continuation of the work to reduce absence	Departmental Plan objective: Implement Plans to Promote Healthy Working (Ref: OD34)
Developing skills and knowledge to support the successful implementation of the Performance and Risk Management system	Departmental Plan objective: Procure and implement new Performance Management Database (Ref: OD02)
Developing skills and knowledge to support the continued implementation of the FMS system	Departmental Plan objective: Implementation of FMS Phase 3 (Ref: CED015)
Departmental	
Human Resources	
Restructuring the Well Being team	Departmental Plan objective: Implement appropriate improvements to deliver

	requirements of Use of Resources (Ref: OD05)
Responsibility for diversity within the department and council as a whole, following DIALOG review	Departmental Plan objective: Implement appropriate improvements to deliver requirements of Use of Resources (Ref: OD05)
Corporate Strategy	
Responding to the Government's registration review and transfer of staff to HBC	Service Plan objective: Respond to progress on Registration review
Finance	
Skills and capacity to address Business Process Re-engineering and the efficiency strategy, following CPA recommendation	Departmental objective: Develop BPR Strategy across Council (Ref CED410)
Make progress on the implementation of Business Continuity planning	Departmental Plan objective: Development of Business Continuity Strategy (Ref: CED018)

Medium Term Priorities

The department deals with a wide range of functions and pressures that arise from a number of sources. This plan details the priorities for the next 3 years – giving the opportunity to look more ‘longer term’ than if only the next 12 months were to be reflected, and will be reviewed on an annual basis: -

In operational terms the Council’s overall financial position and job evaluation are the two major medium term issues.

The outlook for future spending levels is summarised in the Corporate Plan. The main conclusion is that 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. Pressure on other services, including those within the Chief Executive’s Department, are therefore likely to be significant given the overall requirement to achieve 2.5% Gershon efficiency savings.

The Council’s Budget Strategy assumptions will need to be reviewed when details of the 2007 Comprehensive Spending Review (CSR) and 2008/2009 detailed Local Government grant allocations are known.

Areas to progress over the next 3 years include:

- Review the Council's Strategic Financial Planning arrangements and implementation of the medium term financial plan
- Achievement of efficiencies through the successful implementation of the efficiency and ICT strategies
- Development and implementation robust corporate internal control and governance arrangements

The completion of job evaluation, its implementation and its ramifications will also be a key issue throughout the period of this plan. Progress on workforce development and communication between staff and management will become even more important. In this period of considerable the need to retain the focus on performance will also remain a key priority.

Areas to progress over the next 3 years include:

- Progressing the corporate workforce development strategy
- Performance management and risk management across the Council will remain a continuing priority

In terms of the Department’s corporate role within the Council, the environment in which we operate is a constantly changing one. 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. The White Paper provides a number of opportunities to reduce the demands placed on the

Council by Government and other external bodies streamline. For example the introduction of revamped Local Area Agreements from April 2008, a reduction of requirements to report performance information to Government and further changes to the Best Value regime.

Areas to progress over the next 3 years include:

- Participation in the LAA feasibility study in order to influence future Government policy
- Review the Council's Constitution in 2007/08 to ensure it remains fit for purpose

Departmental Action Plan 2007/08

The action plan is split into two main parts. The first part includes those objectives that have been identified in the Council's Corporate Plan. This action plan expands on the Corporate Plan and gives more detail as to how this will be achieved.

Section 2 contains those objectives that have been identified as being a priority for the Department, but have not specifically been included in the Council's Corporate Plan.

Section 1 – Objectives that are linked directly to the Corporate Plan

CORPORATE STRATEGY DIVISION			
Corporate Plan objective: Continued development of service planning and performance management arrangements (Ref: CO45)			
Departmental Plan objective: Complete updated 2008/09 Corporate Plan (Ref: OD01)		Risk Register Ref: POL1-1.10	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED001	Proposals for 2008/09 Corporate Plan considered by Cabinet	Jun 08	David Hunt
Departmental Plan objective: Procure and implement new Performance Management Database (Ref: OD02)		Risk Register Ref: ICT1-1.6 + POL1-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED002	Produce shortlist of potential PMDs	May 07	Kerry Trenchard
CED003	Make final decision on PMD	Sep 07	David Hunt
CED004	Go live with new PMD	Mar 08	David Hunt
Departmental Plan objective: Propose improvements to service planning process for 2008/09 (Ref: OD03)		Risk Register Ref: POL1-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED005	Integrate service planning with strategic financial planning	Sep 07	Peter Turner
CED006	Finalise Service Planning Guidance	Dec 07	Peter Turner
Departmental Plan objective: Manage achievement of continuous improvement (Ref: OD04)		Risk Register Ref: POL1-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED007	Coordination of Use of Resources and Direction of Travel Self Assessments	Sep 07	Peter Turner

Departmental Plan objective: Implement appropriate improvements to deliver requirements of Use of Resources (Ref: OD05)		Risk Register Ref: PER1-3.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED008	CMT review Use or Resources scores/criteria and determine areas to be improved	Apr 07	Andrew Atkin
Corporate Plan objective: Prepare for implementation of White Paper and Local Government Bill (Ref: CO46)			
Departmental Plan objective: Hold member seminars to discuss implications of White Paper and Local Government Bill (Ref: OD06)		Risk Register Ref: POL5-1.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED009	A number of seminars to be scheduled over the year	Mar 08	Andrew Atkin
Departmental Plan objective: Provide further reports on the implications of the White Paper and Local Government Bill and respond to Government consultations (Ref: OD07)		Risk Register Ref: POL5-1.7	Key PIs:
CED010	Reports to be identified as appropriate for Cabinet and other Committees	Mar 08	Andrew Atkin
Corporate Plan objective: Implement Risk Strategy to ensure robust risk management arrangements are in place (Ref: CO47)			
Departmental Plan objective: Maintain and review risk management arrangements (Ref: OD08)		Risk Register Ref: REP1-1.10	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED011	Review Strategic Risk Register	Qrtly from Jun 07	Kerry Trenchard
CED012	Review Departmental Risk Register	Qrtly from Jun 07	Kerry Trenchard
CED013	Conduct annual review of Strategic Risk Register and Risk Strategy	Jul 07	Kerry Trenchard
CED014	Conduct risk training	Sep 07	Peter Turner
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO54)			
Departmental Plan objective: Implement Corporate Communications Strategy Action Plan (Ref: OD23)		Risk Register Ref: FIN1-1.3, POL1-1.2, REP1-1.1, REP1-1.2, REP1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED015	Departmental Communications	Sep 07	Andrew Atkin

Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO55)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED016	Complete 2006/07 INRA assessments for Corporate Strategy Division	May 07	Peter Turner
CED017	Agree DIA programme for Corporate Strategy Division	May 07	Peter Turner
CED018	Complete 2007/08 INRA assessments for Corporate Strategy Division	Mar 08	Peter Turner
Corporate Plan objective: Develop and improve the effectiveness of the overview and scrutiny process (Ref: CO48)			
Departmental Plan objective: To continue to raise the profile of the work of the Overview and Scrutiny Function (Ref: OD09)		Risk Register Ref: REP1-1.9	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED020	Produce Annual Report detailing the work of the O&S Function during the previous Municipal Yr 2006/07	Jun 07	Charlotte Burnham
CED021	To revise the 'Overview and Scrutiny - An Introductory Guide' Leaflet	Sep 07	Charlotte Burnham
Departmental Plan objective: Compilation and Delivery of the Scrutiny Work Programme 2007/08 (Ref: OD10)		Risk Register Ref: POL1-1.15	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED022	Agree all Overview and Scrutiny Work Programmes for 2007/08	May 08	Charlotte Burnham
Departmental Plan objective: To implement the extended powers to Scrutiny as outlined in the Local Government Bill/Police and Justice Act 2006 (Ref: OD11)		Risk Register Ref: POL1-1.19	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED023	To formalise the extended powers of the Authority's Overview and Scrutiny Function to scrutinise the local Crime and Disorder Reduction Partnership and to implement the Community Call for Action provisions that will enable the public to trigger action on community safety issues that have not been adequately addressed by police/partners	Mar 08	Charlotte Burnham

Departmental Plan objective: To further enhance the knowledge of Non-Executive Members serving on the Overview and Scrutiny Committees (Ref: OD12)		Risk Register Ref: POL1-1.18	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED024	Identify opportunities available for enhancing knowledge and skills	Aug 07	Charlotte Bumham
Departmental Plan objective: Evaluate the work/added value to the Overview and Scrutiny arrangements in Hartlepool (Ref: OD13)		Risk Register Ref: POL1-1.17	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED025	Evaluate current overview and scrutiny arrangements	Feb 08	Charlotte Bumham
CED026	Identify areas to improve overview and scrutiny arrangements	Apr 08	Charlotte Bumham
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO54)			
Departmental Plan objective: Implement Corporate Communications Strategy Action Plan (Ref: OD23)		Risk Register Ref: FIN1-1.3, POL1-1.2 REP1-1.1, REP1-1.2 REP1-1.5	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED030	Improve Employee Engagement	Mar 08	Alastair Rae
CED031	Measuring communications effectiveness and performance	Mar 08	Alastair Rae
CED032	Improve individual communications between managers and employees	Ongoing	Alastair Rae
CED033	The media can help the Council communicate its messages	Mar 08	Alastair Rae
CED034	Explore producing an A-Z of Council Services	Mar 08	Alastair Rae
CED035	Council Correspondence	Aug 07	Alastair Rae
CED036	Hartbeat	Jul 07	Alastair Rae
CED037	Ensure that the Council has a clear and consistent identity	Sep 07	Alastair Rae
CED038	Raise the profile of Hartlepool regionally, nationally and internationally	Mar 08	Alastair Rae

Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO54)			
Departmental Plan objective: Implement the Corporate Consultation Strategy Action Plan (Ref: OD24)		Risk Register Ref: ICT1-1.2, PER1-1.2, POL1-1.11	Key Pls: NEW LC1-3
Ref:	Action	Date to be Completed	Responsible Officer
CED045	Implement the Corporate Consultation Strategy throughout the Council	Jun 07	Liz Crookston
CED046	Ensure co-ordination of consultation activities	Mar 08	Liz Crookston
CED047	Ensure high standards of consultation work throughout the Council	Ongoing	Liz Crookston
CED048	Promote the use of e-consultation	Ongoing	Liz Crookston
CED049	Promote consultation with "hard to reach" groups	Mar 08	Liz Crookston
CED050	Promote the feedback of consultation outcomes	Ongoing	Liz Crookston
CED051	Develop monitoring and evaluation of consultation work	Sep 08	Liz Crookston
Departmental Plan objective: Implement the Corporate Complaints Strategy Action Plan (Ref: OD25)		Risk Register Ref: FIN1-1.3, POL1-1.2 REP1-1.1, REP1-1.2 REP1-1.5	Key Pls: BVPI 4, LPI CE13 NEW LC4 & LC5
Ref:	Action	Date to be Completed	Responsible Officer
CED052	Review the Corporate Complaints & Comments procedures	Ongoing	Liz Crookston
CED053	Review departmental procedures	May 07	Liz Crookston
CED054	Ensure the accessibility of the complaints & comments procedure for all groups	Ongoing	Liz Crookston
CED055	Publicise the complaints procedure	Jul 07	Liz Crookston
CED056	Equip officers to deal appropriately with complaints	Ongoing	Liz Crookston
CED057	Maximise use of complaints & comments information	Ongoing	Liz Crookston
Corporate Plan objective: Delivery of the ICT Strategy to support corporate objectives (Ref: CO59)			
Departmental Plan objective: Review of ICT Strategy to ensure links with other corporate objectives (Ref: OD39)		Risk Register Ref: ICT1-1.7	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED060	Review ICT Strategy to ensure fit with business and departmental priorities	Nov 07	Joan Chapman
Departmental Plan objective: Identification and delivery of programme of priority projects (Ref: OD40)		Risk Register Ref: ICT1-1.4	Key Pls: LPI CE 14 - 17
Ref:	Action	Date to be Completed	Responsible Officer
CED061	Review of programme of priority projects to ensure fit with business priorities and ICT strategy	Apr 07 and ongoing	Joan Chapman

CED062	Increase take up of on line services	Jul 07	Joan Chapman
CED063	Implement and roll out EDRMS/Workflow solution	Apr 07 and ongoing	Joan Chapman
CED064	Further roll out of home and remote working	Apr 07 and ongoing	Joan Chapman
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO54)			
Departmental Plan objective: Implement Corporate Communications Strategy Action Plan (Ref: OD23)		Risk Register Ref: FIN1-1.3, POL1-1.2 REP1-1.1, REP1-1.2 REP1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED065	Improving corporate communications with employees	Jul 07	Joan Chapman
CED066	Increase usage of intranet for internal communications	Aug 07	Joan Chapman
CED067	Continue to develop website as key external communication tool	Mar 08	Joan Chapman

FINANCE DIVISION			
Corporate Plan objective: Increasing financial resources within family environments to provide improved lifestyle opportunities (Ref: CO40)			
Departmental Plan objective: Undertake community engagement programme to raise awareness and accessibility to financial support (Ref: SC13)		Risk Register Ref: FIN1-3.3	Key Pls: LAA SC16-18
Ref:	Action	Date to be Completed	Responsible Officer
CED100	Develop and implement Annual Engagement Strategy	May 07	John Morton
Corporate Plan objective: Development of Statement on Internal Control and Governance arrangements (Ref: CO49)			
Departmental Plan objective: Co-ordinate SIC Work Programme (Ref: OD14)		Risk Register Ref: PER1-3.4	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED101	Completed SIC Proformas	Mar 07	Noel Adamson
CED102	Corporate Evaluation of draft SIC by CMT	Apr 07	Noel Adamson
CED103	Report SIC document to Audit Committee	May 07	Noel Adamson
Corporate Plan objective: Develop and Implement Efficiency Strategy (Ref: CO52)			
Departmental Plan objective: Review and further develop integrated Efficiency Strategy (Ref: OD19)		Risk Register Ref: ICT1-3.2 & ICT1-3.3	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED104	Centralisation of FMS –Payments arrangements	Jun 07	Mike Ward
CED105	Review of Payroll / Human Resources Service Delivery	Sep 07	Mike Ward
CED106	Development of EDRMS Workflow Rollout programme	Dec 07	Mike Ward
Corporate Plan objective: Develop Strategic Financial Plans (Ref: CO60)			
Departmental Plan objective: Develop robust Strategic Planning Framework (Ref: OD41)		Risk Register Ref: FIN1-3.3	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED107	Review of implications of Comprehensive Spending Review	Oct 07	Mike Ward

CED108	Evaluation of potential future financial risks	Oct 07	Mike Ward
CED109	Review impacts of 3 year government financial settlements	Oct 07	Mike Ward
Departmental Plan objective: Aligning Strategic and Financial Planning (Ref: OD42)		Risk Register Ref:	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED110	Strategic review of corporate service and financial objectives	Oct 07	Mike Ward
CED111	Integrate review outcomes into budget and service planning processes	Dec 07	Mike Ward
Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO55)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED112	Complete 2006/07 INRA assessments for Finance Division	May 07	Mike Ward
CED113	Agree DIA programme for Finance Division	May 07	Mike Ward
CED114	Complete 2007/08 INRA assessments for Finance Division	Mar 08	Mike Ward
Corporate Plan objective: Continued development of service planning and performance management arrangements (Ref: CO45)			
Departmental Plan objective: Implement appropriate improvements to deliver requirements of Use of Resources (Ref: OD05)		Risk Register Ref: PER1-3.4	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED115	Develop detailed action plan for achieving improvements in CPA scores/criteria	Jul 07	Mike Ward

HUMAN RESOURCES DIVISION			
Corporate Plan objective: Put in place arrangements to ensure the structure of the authority and support arrangements are fit for purpose (Ref: CO50)			
Departmental Plan objective: Identify and implement structures appropriate to delivering high quality, efficient services (Ref: OD15)		Risk Register Ref: POL1-4.3, PER1-4.3 PER1-4.7 & PER1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED200	Improve Equality Structural arrangements	Jun 07	Joanne Machers
CED201	Review Employee Wellbeing structure	Jun 07	Joanne Machers
CED202	Support Departmental Restructures	Mar 08	Rachel Clark
Corporate Plan objective: Ensure arrangements in place to deal with new and existing legislation (Ref: CO51)			
Departmental Plan objective: Implement new and existing legislation (Ref: OD16)		Risk Register Ref: PER1-4.6, POL1-4.3 PER1-4.1, FIN1-4.1 ICT1-1.3 & POL1-2.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED205	Implement Equalities related legislation	Mar 08	Alison Oxley
CED206	Implement processes relating to Home Information	Aug 07	Lorraine Bennison
CED207	Implement provisions of Electoral Admin Bill	Mar 08	Lorraine Bennison
Corporate Plan objective: Develop and Implement Efficiency Strategy (Ref: CO52)			
Departmental Plan objective: Review and further develop integrated Efficiency Strategy (Ref: OD19)		Risk Register Ref: ICT1-3.2, ICT1-3.3 ICT1-1.7, FIN1-4.1 & PER1-4.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED210	Improve Reprographics Service	Mar 08	Christine Armstrong
CED211	Implement standardised address database	Mar 08	Lorraine Bennison

Corporate Plan objective: Develop the Contact Centre to increase the range of services provided (Ref: CO53)			
Departmental Plan objective: Develop the single point of access (Ref: OD20)		Risk Register Ref: REP1-4.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED215	Implement Contact Centre Roll Out Action Plan	Ongoing from Apr 07	Christine Armstrong
CED216	Implement Contact Centre Service Integration Action Plan	Mar 08	Dale Owens
CED217	Implement Contact Centre Technology Action Plan	Sep 07	Dale Owens
CED218	Encourage self-service	Dec 07	Dale Owens
Departmental Plan objective: Develop links with partner organisations including voluntary and community sector (Ref: OD21)		Risk Register Ref: REP1-4.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED219	Implement Contact Centre Partnership Working Action Plan	Mar 08	Christine Armstrong
Departmental Plan objective: Develop and agree communication arrangements (Ref: OD22)		Risk Register Ref: REP1-4.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED220	Implement Contact Centre Communications Action Plan	Mar 08	Christine Armstrong
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: CO54)			
Departmental Plan objective: Improve Customer Care and Service Delivery (Ref: OD26)		Risk Register Ref: REP1-4.1 & PER1-4.1	Key Pls:
CED225	Implement Customer Service Champions Action Plan	Mar 08	Christine Armstrong
Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO55)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6 & POL1-4.3	Key Pls: BVPI 2a, BVPI 2b
Ref:	Action	Date to be Completed	Responsible Officer
CED230	Publish, Implement and Monitor Equality Schemes	Mar 08	Vijaya Kotur

CED231	Improve Equalities BVPI performance	Mar 08	Wally Stagg
CED232	Complete 2006/07 INRA assessments for HR Division	May 07	Wally Stagg
CED233	Agree DIA programme for HR Division	May 07	Wally Stagg
CED234	Complete 2007/08 INRA assessments for HR Division	Mar 08	Wally Stagg
Corporate Plan objective: Implement Elected Member Development Strategy (Ref: CO56)			
Departmental Plan objective: Further develop the skills and knowledge of Elected Members (Ref: OD28)		Risk Register Ref: PER1-4.4 & POL1-4.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED240	Offer each Elected Member the opportunity to complete a personal development plan	Mar 08	Julie Wilson
CED241	Develop the Equality and Diversity Skills of Elected Members	Sep 07	Julie Wilson
Departmental Plan objective: Assess and develop the ICT skills of Elected Members to support e-democracy (Ref: OD29)		Risk Register Ref: PER1-4.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED242	Offer each Elected Member the opportunity to complete an ICT assessment.	Dec 07	Julie Wilson
Departmental Plan objective: Continue the commitment made to working towards the North East Charter for Member Development (Ref: OD30)		Risk Register Ref: PER1-4.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED243	Revise Elected Member Development Strategy	Dec 07	Joanne Machers
CED244	Ensure Potential candidates and newly Elected Members are aware of the role of an Elected Member and the support available to them	May 07	Julie Wilson
CED245	Produce Action Plan for working towards the Charter	Oct 07	Joanne Machers
Corporate Plan objective: Implement the People Strategy and the Workforce Development Strategy (Ref: CO57)			
Departmental Plan objective: Implement Plans to Develop & Promote Active, Visible and Effective Leadership (Ref: OD31)		Risk Register Ref: PER1-4.4 & PER1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED250	Develop, promote and improve manager core skills	Mar 08	Lucy Armstrong
CED251	Develop Manager Coaching & mentoring Skills via LMDP	Mar 08	Lucy Armstrong

Departmental Plan objective: Implement Plans to Continually Improve What We Do (Ref: OD32)		Risk Register Ref: POL1-4.3, PER1-4.6 PER1-4.1, PER1-4.7 FIN1-4.1	Key PIs: BVPI 11a-c BVPI 16a+b LPI HR 1a-g LPI HR 2a+b
Ref:	Action	Date to be Completed	Responsible Officer
CED252	Improve Workforce Profile information and usage	Mar 08	Wally Stagg
CED253	Benchmark HR function	Mar 08	Joanne Machers
CED254	Launch People Strategy	Jun 07	Joanne Machers
CED255	Develop & implement Services Standards	Sep 07	Alison Oxley
CED256	Review Learning Resource Centre usage and capability	Mar 08	Lucy Armstrong
CED257	Review, revise and introduce updated schools procedures	Mar 08	Alison Swann
CED258	Review, revise and introduce updated Induction process	Sep 07	Julie Wilson
CED259	Review, revise and introduce updated Qualification based training process	May 07	Rachel Wood
CED260	Achieve Corporate IIP status	Mar 08	Lucy Armstrong
Departmental Plan objective: Implement Plans to Develop Skills of the Workforce (Ref: OD33)		Risk Register Ref: POL1-4.3, PER1-4.1 PER1-4.4	Key PIs: BVPI 11a-c BVPI 16a+b LPI HR 1a-g LPI HR 2a+b
Ref:	Action	Date to be Completed	Responsible Officer
CED261	Provide Equality Standard Training	Mar 08	Lucy Armstrong
CED262	Bid for additional financial resources to support the delivery of the strategy	Aug 07	Joanne Machers
CED263	Deliver a corporate training programme to include the core skills for all staff	Aug 07	Lucy Armstrong
CED264	Develop workforce skills audit process	Jul 07	Lucy Armstrong
CED265	Embed Skills For Life in to all development programmes	Oct 07	Lucy Armstrong
Departmental Plan objective: Implement Plans to Promote Healthy Working (Ref: OD34)		Risk Register Ref: PER1-4.3, PER1-4.6 PER5-1.1, FIN1-4.1 CPS1-4.3	Key PIs: BVPI 12
Ref:	Action	Date to be Completed	Responsible Officer
CED266	Improve absence management arrangements	Dec 07	Rachel Clark
CED267	Improve Health and Safety Arrangements	Mar 08	David Quainton

Departmental Plan objective: Implement Plans to Effectively Recognise, Engage and Reward the Workforce (Ref: OD35)		Risk Register Ref: PER1-4.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED268	Manage Employee Consultation	Mar 08	Wally Stagg
CED269	Improve Communications with Employees	Mar 08	Wally Stagg
CED270	Celebrate Employee Achievement	Mar 08	Wally Stagg
Departmental Plan objective: Implement plans to Effectively Use Resources & Invest in the Future (Ref: OD36)		Risk Register Ref: PER 1-4.1, PER1-4.4 PER1-4.3	Key Pls: BVPI 11a-c BVPI 16a+b LPI HR 1a-g LPI HR 2a+b
Ref:	Action	Date to be Completed	Responsible Officer
CED271	Increase Workforce Planning skills amongst managers	Mar 08	Lucy Armstrong
CED272	Improve Recruitment Process	Mar 08	Georgina Taylor
CED273	Revised competency frameworks introduced across the authority	Mar 08	Lucy Armstrong
Corporate Plan objective: Implement Pay and Grading and Single Status arrangements (Ref: CO58)			
Departmental Plan objective: Implement Revised Pay and Grading Structure (Ref: OD37)		Risk Register Ref: POL1-4.3 & FIN5-1.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED275	Determine Provisional Pay and Grading Structure	Aug 07	Joanne Machers
CED276	Communicate Pay and Grading Structure to Workforce and Managers	Sep 07	Martyn Ingram
CED277	Determine and Implement Final Pay and Grading Structure	Mar 08	Joanne Machers
CED278	Determine Post Implementation Pay and Grading Arrangements	Mar 08	Wally Stagg
Departmental Plan objective: Implement revised Single Status Conditions of Service (Ref: OD38)		Risk Register Ref: POL1-4.3 & FIN5-1.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED279	Determine Provisional Conditions of Service arrangements	Aug 07	Joanne Machers
CED280	Communicate Conditions of Service arrangements to Workforce and Managers	Jun 07	Martyn Ingram
CED281	Implement Monthly Pay for all employees	Mar 08	Alison Swann
CED282	Determine and Implement Final Conditions of Service arrangements	Sep 07	Joanne Machers

Corporate Plan objective: Freedom from discrimination or harassment (Ref: CO41)			
Departmental Plan objective: Improve Consultation, Community Development and Scrutiny (Ref: SC14)		Risk Register Ref: POL1-4.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED285	Improve Diversity Scrutiny arrangements	Mar 08	Vijaya Kotur
Departmental Plan objective: Improve Service Delivery and Customer Care (Ref: SC15)		Risk Register Ref: POL1-4.3 & PER1-4.1	Key PIs: BVPI 2a
Ref:	Action	Date to be Completed	Responsible Officer
CED286	Implement Access Strategy Framework	Mar 08	Wally Stagg
CED287	Depts complete DIAs and INRAs	Nov 07	Joanne Machers
CED288	Embed Diversity issues into Partnership working	Mar 08	Vijaya Kotur

LEGAL SERVICES DIVISION			
Corporate Plan objective: Ensure arrangements in place to deal with new and existing legislation (Ref: CO51)			
Departmental Plan objective: Implement new and existing legislation (Ref: OD16)		Risk Register Ref: PER1-4.6, POL1-4.3 PER1-4.1, FIN1-4.1 ICT1-1.3 & POL1-2.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED300	Advise on new and existing legislation and in the implementation thereof	Jun 07 and ongoing	Tony Brown
Departmental Plan objective: Continue to develop and implement the ethical framework through revisions to the Member Code of Conduct and the introduction of an Officers Code (Ref: OD17)		Risk Register Ref: POL1-2.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED301	Develop Ethical Arrangements	May 07 and ongoing	Tony Brown
CED302	Revision of the Members Code of Conduct	Mar-08	Tony Brown
CED303	Introduction of the Officer's Code of Conduct	Mar-08	Tony Brown
Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: CO55)			
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment (Ref: OD27)		Risk Register Ref: PER1-4.6	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED305	Complete 2006/07 INRA assessments for Legal Division	May 07	Alyson Camen
CED306	Agree DIA programme for Legal Division	May 07	Alyson Camen
CED307	Complete 2007/08 INRA assessments for Legal Division	Mar 08	Alyson Camen

PROCUREMENT & PROPERTY SERVICES			
Corporate Plan objective: Develop and Implement Efficiency Strategy (Ref: CO52)			
Departmental Plan objective: Implement 5 year Procurement Plan (Ref: OD18)		Risk Register Ref: FIN5-1.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED400	Development of Strategic Procurement function	Feb 08	Graham Frankland
CED401	Review Procurement Strategy	Mar 08	Graham Frankland
CED402	Deliver guidance and training on procurement	Apr 07 and ongoing	Graham Frankland
CED403	Develop 5 year Procurement Plan	Feb 08	Graham Frankland
CED404	Develop sustainability in procurement and promote use of local businesses (Link JE02)	From April 07	Graham Frankland
CED405	Complete Spend Analysis	Aug 07	Karen Burke
CED406	Deliver Key Corporate Procurement Projects	Mar 08	Karen Burke
CED407	Develop eProcurement	Mar 08	Ursula Larkin
CED408	Rationalise Asset Base	Mar 08	Graham Frankland
CED409	Embed Diversity issues into Procurement	Mar 08	Graham Frankland
Departmental Plan objective: Review and further develop integrated Efficiency Strategy (Ref: OD19)		Risk Register Ref: ICT1-3.2 & ICT1-3.3 ICT1-1.7, FIN1-4.1 & PER1-4.7	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED410	Develop BPR Strategy across Council	From May 07	Graham Frankland/Mike Ward

Section 2 –Objectives that are specific to the Chief Executives department

CORPORATE STRATEGY DIVISION			
Departmental Plan objective: Implement Data Quality Action Plan (Ref: CEDO01)		Risk Register Ref: POL1-1.10	Key PIs: LPI CE9 + CE10
Ref:	Action	Date to be Completed	Responsible Officer
CED500	To ensure that the Council's performance data is relevant, accurate, timely and complete	Feb 08	Peter Turner
CED501	To ensure that where data is exchanged with other organisations appropriate protocols are in place	Dec 07	Peter Turner
CED502	To ensure that the quality of data is regularly monitored and checked	Mar 08	David Hunt
CED503	To ensure that appropriate mechanisms are in place to keep staff aware of the Council's data quality requirements and provide suitable training	Mar 08	Peter Turner
Departmental Plan objective: Put in place appropriate arrangements for development of MAAs, LAAs and associated governance (Ref: CEDO02)		Risk Register Ref: POL5-1.7 POL5-1.8	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED504	Undertake and take part in feasibility testing	Jul 08	Andrew Atkin
CED505	Review arrangements in place to deliver LAA and MAA aligned with Community Strategy and Governance considerations	Mar 08	Andrew Atkin
Departmental Plan objective: Review of NIS Contract (Ref: CEDO03)		Risk Register Ref: CPS1-1.2 & ICT5-1.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED510	Reach agreement between NIS and HBC on revised contract and SLA	Nov 07	Joan Chapman
CED511	Mapping top level process with regard to planning for end of 10 year agreement with NIS	Dec 07	Joan Chapman
CED512	Conduct annual contract review	Nov 07	Joan Chapman
Departmental Plan objective: Develop and improve efficiency and effectiveness of democratic function (Ref: CEDO04)		Risk Register Ref: PER1-1.3	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED515	Review efficient delivery of democratic processes	Jun 07 and ongoing	Amanda Whitaker

CED516	Raise profile of Democratic Services Team	Nov 07	Amanda Whitaker
Departmental Plan objective: Supporting the Council's Democratic Processes (Ref: CEDO05)		Risk Register Ref: PER1-1.5 & ASS1-1.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED517	Administration of Council's Executive, Non-Executive and Scrutiny processes	May 07 and ongoing	Amanda Whitaker
Departmental Plan objective: Manage programme of BVPI surveys (Ref: CEDO06)		Risk Register Ref: POL1-1.11	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED520	Ensure reporting of General Survey results to depts and elected members	Jul 07	Liz Crookston
CED521	Ensure appropriate reporting of results of Planning, Library & Benefits by depts responsible	Jul 07	Liz Crookston
Departmental Plan objective: Manage the Citizen's Panel - Viewpoint (Ref: CEDO07)		Risk Register Ref: ICT1-1.2 & PER1-1.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED522	Plan, carry out and report survey results to client departments -3 phases	Ongoing	Lisa Anderson
CED523	Report to Portfolio Holder on outcomes - 3 phases	Ongoing	Lisa Anderson
CED524	On-going follow up on use of previous results. To be reported to Portfolio Holder with standard reports	Ongoing	Lisa Anderson
Departmental Plan objective: Statistics & information support (Ref: CEDO08)		Risk Register Ref: CPS1-1.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED525	Council Factfile 2007 - design and issue	May 07	Lisa Anderson
CED526	TVJSU Information and Forecasting group - attend meetings and disseminate information	Ongoing	Lisa Anderson

HUMAN RESOURCES DIVISION			
Departmental Plan objective: Review HR Base Budget provision (Ref: CEDO10)		Risk Register Ref: PER1-4.7, FIN 1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED600	Undertake detailed examination of HR expenditure	Mar 08	Wally Stagg
CED601	Identify budget pressures	Sep 07	Joanne Machers
CED602	Address any workforce issues which arise	Mar 08	Joanne Machers
Departmental Plan objective: Improve support services to Members (Ref: CEDO11)		Risk Register Ref: PER1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED605	Review Members support services	Dec 07	Christine Armstrong
CED606	Enhance ward surgery arrangements	Sep 07	Christine Armstrong
CED607	Provide ICT support	Ongoing from Apr 07	Christine Armstrong
CED608	Review Members' Handbook	Dec 07	Christine Armstrong
CED609	Review civic regalia	Mar 08	Christine Armstrong

FINANCE DIVISION			
FINANCIAL SERVICES			
Departmental Plan objective: Development of arrangements for implementation of DWP Benefits Local Housing Allowance Scheme April 2008 (Ref: CEDO12)		Risk Register Ref: PER1-3.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED700	Introduction of direct bank credit payments with major registered social landlords	Jun 07	John Morton
CED701	Engagement with Credit Union and Banks re establishment of bank account arrangements for benefit claimants	Sep 07	John Morton
CED702	Implement communication strategy with Landlords covering new arrangements	Mar 08	Christopher Akers Beldher
CED703	Liaison with Rent Officer Service re future rent framework within the Borough	Sep 07	Julie Pullman
CED704	Implementation of DWP Local Housing Allowance toolkit	Mar 08	John Morton
Departmental Plan objective: Maintain Benefits Service CPA score 2007 (Ref: CEDO13)		Risk Register Ref: ICT1-3.3 & PER1-3.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED705	Benchmark Benefits Service against DWP Performance Standards	May 07	Christopher Akers Beldher
CED706	Finalise 2007 submission	Jun 07	Christopher Akers Beldher
CED707	Develop Service Action Plan on issues arising	Sep 07	Christopher Akers Beldher
Departmental Plan objective: Review of Interdepartmental Insurance Charging Framework (Ref: CEDO14)		Risk Register Ref: PER1-3.4	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED710	Analysis of claims history / risks	Sep 07	Kevin Shears
CED711	Financially model alternative charging bases/ departmental budget impacts	Dec 07	Kevin Shears
Departmental Plan objective: Implementation of FMS Phase 3 (Ref: CEDO15)		Risk Register Ref: ICT1-3.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED715	Evaluate alternative software arrangements	July 07	Kevin Shears
CED716	Determine project plan / proposal for implementation of Phase 3	Sept 07	Kevin Shears

Departmental Plan objective: Develop Governance Arrangements (Ref: CEDO16)		Risk Register Ref:	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED720	Review and analyse new CIPFA Audit Code of Practice	Dec 07	Noel Adamson
CED721	Consolidate new guidance into Internal Audit Manual and Management Arrangements	Dec 07	Noel Adamson
Departmental Plan objective: Implement National Benefits Performance Management Framework (Ref: CEDO17)		Risk Register Ref: ICT1-3.3	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED725	Register council and test IT links to voluntary national performance database	Sep 07	Christopher Akers Beldher
CED726	Submit performance data and analyse comparative results	Dec 07	Christopher Akers Beldher
CED727	Develop / implement improvement action plans.	Dec 07	Christopher Akers Beldher
Departmental Plan objective: Development of Business Continuity Strategy (Ref: CEDO18)		Risk Register Ref: ICT5-1.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED730	Completed Building Risk pro-forma to be considered	Apr 07	Mike Ward
CED731	Review Building Risk plan and finalise for distribution	Jul 07	Mike Ward
CED732	Completed People Risk pro-forma to be considered	Jul 07	Mike Ward
CED733	Review People Risk plan and finalise for distribution	Oct 07	Mike Ward
CED734	Completed Suppliers Risk pro-forma to be considered	Oct 07	Mike Ward
CED735	Review Suppliers Risk Plan and finalise for distribution	Jan 08	Mike Ward
CED736	Completed ICT Risk pro-forma to be considered	Jan 08	Mike Ward
CED737	Review ICT Risk Plan and finalise for distribution	Apr 08	Mike Ward
CED738	Review Programme and Set new milestones	Apr 08	Mike Ward
Departmental Plan objective: Embed awareness and use of risk management across the Council (Ref: CEDO19)		Risk Register Ref:	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED739	Develop / implement ongoing refresher training for members and senior officers.	Dec 07	Paul Hamilton
Departmental Plan objective: Maintenance of Risk Management Framework (Ref: CEDO20)		Risk Register Ref: PER1-3.4	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED740	Undertake quarterly review of Chief Executive's department risk register	Jun 07	Paul Hamilton

CED741	Undertake as part of the corporate risk management group quarterly review of other departmental risk registers	Jun 07	Paul Hamilton
Departmental Plan objective: Extend and evaluate homeworking pilot (Ref: CED021)		Risk Register Ref: PER1-3.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
CED745	Promote and extend homeworking arrangements	May 07	Paula Bass
CED746	Report Homeworking pilot evaluation to joint trades union group	May 07	Paula Bass

LEGAL SERVICES DIVISION			
Departmental Plan objective: Review and implement arrangements to ensure appropriate Standards and Ethics framework are in place (Ref: CEDO22)		Risk Register Ref: POL1-2.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED800	Explore potential for Council wide 'Political Groups' protocols and procedures	Mar 08	Tony Brown
CED801	Improve procedures for declaration of personal / prejudicial interests and minuting of declarations made	Mar 08	Tony Brown
CED802	Enhance role of Standards Committee as a 'proactive committee'	Mar 08	Tony Brown
CED803	Develop Officer Code of Conduct preparatory to introduction of Model Code	Mar 08	Tony Brown
Departmental Plan objective: Review Delegation Scheme (Ref: CEDO23)		Risk Register Ref: POL1-2.2	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
CED805	Review current delegations to officers	Mar 08	Tony Brown

Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below.

Ref	Definition	Outturn 2006/07	Target 2007/08
BVPI 11a	Percentage of top 5% earners that are w omen	43.79	48.09
BVPI 11b	Percentage of top 5% earners from black and minority ethnic communities	1.18	2.36
BVPI 11c	Percentage of top 5% earners w ho has a disability	6.93	8.1
BVPI 16a	Percentage of disabled employees	5.25	5.41
BVPI 16b	Percentage of economically active disabled community population	22.14	n/a
BVPI 12	Number of w orking days lost due to sickness absence	13	11.05
BVPI 2a	The equality standard for local government in England	2	3
BVPI 2b	Duty to promote race equality	89	89
LPI CE9	Pls amended as a result of external audit	2	0
LPI CE10	Pls qualified as a result of external audit	0	0
LPI CE 14	Number of w ebsite hits	137,669	151,000
LPI CE 15	Number of online transactions	3,698	4,000
LPI CE 16	Number of permanent and ad hoc home w orkers established	1	to be agreed
LPI CE 17	Number of available on-line services	37	50
LPI HR 1a	%age of employees aged under 18	0.36%	to be set
LPI HR 1b	%age of employees aged 18-24	5.90%	to be set
LPI HR 1c	%age of employees aged 25-34	18.88%	to be set
LPI HR 1d	%age of employees aged 35-44	29.60%	to be set
LPI HR 1e	%age of employees aged 45-54	29.80%	to be set
LPI HR 1f	%age of employees aged 55-64	15.36%	to be set
LPI HR 1g	%age of employees aged 65+	0.11%	to be set
LPI HR 2a	%age of employees w ho are male	25.71%	to be set
LPI HR 2b	%age of employees w ho are female	74.29%	to be set

Associated Risks

Within the action plan each objective had identified risks that could effect the successful implementation of the objective and associated actions. Those risks are included in more detail in the table below.

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
ASS1-1.2	CEDO05	Los of use of Civic Centre for meetings and/or as an administrative base	L	Other Council owned venues to be utilised where possible, e.g. Municipal, Town Hall, Borough Hall and Community Centres. List of viable alternative venues available	Quarterly DRRreview and annual service plan process	Quarterly DRRreview and annual service plan process	Amanda Whitaker
CPS1-1.1	CEDO08	Poor quality or loss of information from external partners. E.g. JSU	L	Continue funding JSU with four other districts. Regular meetings with JSU to maintain standards	Quarterly DRRreview and annual service plan process	Last reviewed 5.03 .07 Next review 31 06 07	Liz Crookston
CPS1-1.2	CEDO03	Loss of ICT service due to contract problems with Northgate	L	Regular monitoring of Northgate performance, Ongoing negotiations, Client side officer in post and independent advice, Open dialogue and regular monitoring with Northgate, Regular meetings between CEX, ACE and NIS Director. Contract Review facilitated by NCC.	Quarterly review of risk register and annual service planning process	Quarterly DRR review and annual service plan process	Andrew Atkin
CPS1-4.3	OD34	Failure of external suppliers / providers to consistently provide services, leading to HR not delivering services to departments	M	Service standards included in some contracts e.g. Advertising, Occupational Health. Suppliers assessed for their capability, track record and financial stability.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
FIN1-1.3	OD23	Failure to publish Hartbeat magazine	L	Close monitoring of advertising trends/Awareness of other advertising agency service providers/Recruited an additional editorial partner to reduce costs/Retendered on the design of Hartbeat to improve appearance/Launching Jobs page from June 07	Quarterly via Communications Action Plan monitoring	Quarterly DRRreview and annual service plan process	Alastair Rae

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
FIN1-3.3	OD41 SC13	Loss of Grant funding	M	Effective monitoring. Regular reporting. Loss of funding has been considered during the budget process	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Mike Ward
FIN1-4.1	OD16 OD19 OD32 OD34 CEDO10	Failure to achieve external income leading to budget reductions resulting in a reduction of staff	H	Specific resources dedicated to recovery of overpayments and 3rd party income. Account managers for schools in place. To some extent, staffing arrangements reflect permanency of funding. CRB costs curtailed in relation to income. Pension Processing efficiencies implemented	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
FIN5-1.1	OD37 OD38	Future Equal Pay claims	H	Resources have been factored into the budget strategy for future pay claims. Consultation & negotiation with staff and unions with ACAS support. Job Evaluation scheme is progressing. Manual Workers JE Scheme & Communication Strategy complete.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Joanne Maders
FIN5-1.3	OD18	Failure to implement National Procurement Strategy	L	Corporate Procurement group established to drive implementation of national and local strategy requirements. Procurement strategy developed & baseline developed with progress and performance being monitored. Collaborative link with NE Centre of Excellence & Tees Valley Authorities. E procurement needs identified as part of IEG4. 5 year procurement plan in place with linked projects. Contract procedure rules updated.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Graham Frankland
ICT1-1.2	OD24 CEDO07	Failure to ensure quality of consultation service by external agencies	L	Questionnaires personally collected. Validity checks. Works to data protection principles.	Quarterly DRR review and annual service plan process	Last reviewed 5.03 .07 Next review 31 06 07	Liz Crookston

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
ICT 1-1.3	OD16	Failure of IT system adversely affects ability to carry out statutory duties	L	Back up data. Replacement connection to Civic Centre now completed. Training of staff in manual registration. Back up internet access being arranged	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Spires
ICT 1-1.4	OD40	Lack of system integration	L	Advice provided by Northgate and software suppliers, Client side officer now in post, System integration included in all project plans, ICT strategy produced	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with E Govt team	Quarterly DRRreview and annual service plan process	Joan Chapman
ICT 1-1.6	OD02	Loss of SR means performance management database cannot be maintained or developed	M	Developing database admin skills within Policy Team. £50k budget to invest in new system for 2008/09. Project Plan for procurement of system is underway.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
ICT 1-1.7	OD19 OD39	Failure of ICT to support corporate objectives	L	Regular review of strategy by ICT Steering Group. Review of Steering Group and links with CMT, budget and corporate plan	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with E Govt team	Quarterly DRRreview and annual service plan process	Joan Chapman
ICT 1-3.2	OD19 CEDO15	Failure of Financial Management Systems	M	Disaster recovery plans. Back up and recovery procedures. Comprehensive testing following implementation and upgrades. Manual cheque for payments	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Mike Ward
ICT 1-3.3	OD19 CEDO13 CEDO17	Failure of IT service policy system	M	Disaster recovery plans in place. Back up & recovery procs established. Comprehensive testing following implementation and upgrades. Joint forward planning meetings are in place between HBC/NIS relating to system upgrades/software	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	John Morton

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
ICT5-1.1	CEDO03 CEDO18	Failure or lack of access to Critical ICT systems	L	Data back up and recovery plans operated by Northgate. Information security action plan is in place to address the requirements of the Audit Commission audit. Ind. Prof.ICT advice now in place. Core system service standards availability added into the SLA - new. SLA serv. Stds revised upwards in terms of available. Client Support Officer now in post - Northgate qual/serv standards.	Quarterly review of risk register and annual service planning process	Quarterly DRR review and annual service plan process	Andrew Atkin
PER1-1.2	OD24 CEDO07	Failure to promote safety issues of survey interviewers when working away from office.	L	Health and Safety procedures. Provision of First aid packs. Interviewer briefings	Quarterly DRR review and annual service plan process	Last reviewed 5.3.07 Next review 31.6.07	Liz Crookston
PER1-1.3	CEDO04	Retention of key staff	L	Training junior staff to deputise for key roles. Increased flexibility will reduce the need to recruit. Maximising opportunities such as the Graduate Management Training Programme. Opportunities identified for progression among staff members	Quarterly review of risk register and annual service planning process	Quarterly DRR review and annual service plan process	Andrew Atkin
PER1-1.5	CEDO05 CEDO11	Serious problems prevent Councillors and staff attending decision making meetings	L	Meetings would be abandoned until such time as sufficient Councillors / staff can attend. BCP in place.	Quarterly DRR review and annual service plan process	Quarterly DRR review and annual service plan process	Amanda Whitaker
PER1-3.1	CEDO21	Dispersal of staff over a number of locations	L	None	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Mike Ward
PER1-3.4	OD05 OD14 CEDO12 CEDO13 CEDO14 CEDO20	Failure to retain and recruit key staff	M	Annual training plans inc workforce development programme for management. Rotation of staff within service areas. Re-prioritise workload issues. Consider flexible working arrs. Implemented a home working policy. Implemented compressed hours.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	John Morton

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
PER1-4.1	SC15 OD15 OD16 OD26 OD31 OD32 OD33 OD35 OD36	Poor recruitment / training / development / retention resulting in a failure to maintain a suitably skilled / experienced / procedure compliant workforce leading to inadequate/ inappropriate service delivery / behaviour by employees	A	Recruitment strategy & policy and pre-employment checks, performance management. Written terms and conditions of service to ensure consistency and equality. Whistleblowing policy, Summary of Conduct for employees. Peer influence, Constitution. Politically restricted posts. Workforce development planning and training and development for employees at all levels	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Joanne Maders
PER1-4.3	OD34 OD36	Avoidance of a major accident or incident	L	Suitably qualified and training for staff. Policies and procedures in place. External assessment of arrangements. Maintenance arrangements e.g. property, valuables, by qualified persons. Bomb procedures in place.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	David Quainton
PER1-4.4	OD28 OD29 OD30 OD31 OD33 OD36	Management development programme does not meet objectives, leading to managers not having the necessary competence, capability and knowledge to fulfil their roles effectively	M	"Be the Difference" brand established and recognised across the authority. Phase 2 designed and launched. Monitoring system in place to identify those managers who still need to attend the phase 1 2 day programme. Monitoring system in place to track individual manager progress through phase 2 Mandatory modules and skills sessions. Clear ownership by CMT. Development programme for new supervisors and team leaders designed and due to be rolled out.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
PER1-4.6	OD16 OD27 OD32 OD34	Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and/or accidents to employees, resulting in industrial, criminal or civil action against the Council.	M	System of consultation and communication with employees and their representatives. Visible senior management commitment by Chief Executive & Performance Management Portfolio holder. Policies and procedures in place and reviewed regularly. Internal resources for advice and monitoring. Access to	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Alison Swann

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
				updates and case law material. Recruitment of competent managers; training in inter-personal and other relevant skills and legislation. Regular training/briefing sessions delivered by competent HR Professionals.			
PER1-4.7	OD15 OD19 OD32 CEDO10	Shortage of skilled staff leading to an inability to fulfil HR commitments resulting in SLA's and/or service standards not being met and some tasks not being undertaken	L	Training and development of existing staff (via Appraisal). Rotation of staff within the teams. Access to agency staff. Introduce exit interviews.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Alison Oxley
PER5-1.1	OD34	Loss of key staff/insufficient numbers of staff to match service delivery demands	M	Development of career guide structures in Regeneration and Planning. Use of outside support as appropriate - Agency & Consultants. Mainstreaming of exit strategies for some posts. Recruitment & Retention team in place within Human Resources with Recruitment and Retention Strategy agreed. Corporate Restructure complete & new directors grading structure agreed. People Strategy and Workforce Development Plan in place. Attendance Management arrangements.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Joanne Maders
POL1-1.2	OD23	Failure to ensure good communication channels in the event of a major incident	L	An effective emergency communications plan /Regular testing of the plan through exercises /Regular updating of the plan/Further training to deal with major emergency incidents.	Quarterly via Communications Action Plan monitoring	Quarterly DRRreview and annual service plan process	Alastair Rae
POL1-1.11	OD24	Failure to carry out BVPI surveys in accordance with ODPM guidelines- sampling, methodology etc.	L	Professional staff assessing criteria and ensuring surveys meet the specification, Allocation of time and consultation budget to enable work to be done, Support/ info for other departments and budget where appropriate	Quarterly DRR review and annual service plan process	Last reviewed 5.3.07 Next review 31.6.07	Liz Crookston

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
POL1-1.10	OD01 CEDO01	Failure to collect PI'S/ Publish BVPP will result in adverse publicity and potentially external intervention	L	Project plan/timetable produced. Risk access PI's and Internal Audit access high risk PI's. PI co-ordinators arrangements in place, briefed January each year on process.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
POL1-1.7	OD02 OD03 OD04	Failure to achieve continuous improvement resulting in a decline in council performance compared with other LAs	M	Corporate service planning/performance management arrangements in place. VFM/efficiency/BPR programme in place. PI reports identify areas of declining performance. Performance agreements are also being developed with CMT.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
POL1-1.11	CEDO06	Failure to carry out BVPI surveys in accordance with ODPM guidelines- sampling, methodology etc.	L	Professional staff assessing criteria and ensuring surveys meet the specification, Allocation of time and consultation budget to enable work to be done, Support/ info for other departments and budget where appropriate	Quarterly DRR review and annual service plan process	Last reviewed 5.03 .07 Next review 31 06 07	Liz Crookston
POL1-2.3	OD16	Electoral problems/failures/legal challenges lead to Mayor/councillors not being elected to Council	L	Existing electoral procedures and Law. New Election Regulations - assessment of impact. Staff training on new regulations	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Tony Brown
POL1-4.3	SC14 SC15 OD15 OD16 OD27 OD28 OD32 OD33 OD37 OD38	Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims	L	Diversity Steering Group in place with detailed action plan. Departmental Equality Groups established. Equality considerations included in service planning arrangements. Level 2 of the Equality standard achieved. External assessment achieved. External assessment received. Internal Assessment (es@t)	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Wally Stagg
POL5-1.7	OD06 OD07 CEDO02	Potential negative effect of changes in local authority structures on Hartlepool	M	Promote H/Pool's success at National, Regional and Sub Regional. Keep abreast of changing/emerging policies and ensuring that the success of	Quarterly DRR review and annual service plan process	Quarterly DRR review and annual service plan process	Paul Walker

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
				H/pool is recognised. Responding to national consultation on the role & function of local authorities. Ensuring continued focus on achievement of local priorities.			
POL5-1.8	CEDO02	National & regional needs imposed which may not reflect Hartlepool needs including the creation of City Regions	M	Ongoing responses to Gov consultation on changes or potential changes at a nat & reg level e.g. Lyons Enquiry. Promoting Hartlepool both within the Region & to a wider audience. Working with organisations directly & regional Tees Valley Authorities. Maintain Operation/Management Communications with local and regional agencies.	Quarterly DRRreview and annual service plan process	Quarterly DRRreview and annual service plan process	Paul Walker
POL1-1.15	OD10	Failure to deliver the content of the Overview and Scrutiny Work Programme 2007/08	M	Systematic and realistic approach to the planning and delivery of Work Programmes of individual Scrutiny Forums, scrutiny investigations are well planned, have clear objectives and follow a prescribed project plan/timetable, work programmes re-prioritised upon receipt of a referral together with availability of dedicated scrutiny support, selection criteria to deal with non mandatory referrals devised and approved.	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRRreview and annual service plan process	Charlotte Burnham
POL1-1.19	OD11	Failure to implement the extended scrutiny powers as outlined in the Local Government Bill	M	Members Seminar to be held on new scrutiny powers for awareness purposes. Information disseminated to the Scrutiny Co-ordinating Cttee, Chief Officers and Scrutiny Officers Liaison Gp as and when further information is received	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRRreview and annual service plan process	Charlotte Burnham
POL1-1.18	OD12	Tackling the Barriers to Effective Scrutiny	M	Regular briefings meetings held with Scrutiny Officers and Chairs of individual Scrutiny Forums, tailor-made training programme held during	Quarterly review of risk register, annual service planning process,	Quarterly DRRreview and annual service plan process	Charlotte Burnham

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
				2005/06 and 2006/07 Municipal Years, Scrutiny Officer Liaison Group has been formed and meets quarterly, Scrutiny Chairs meet informally on a bi-monthly basis, CMT are updated on scrutiny issues on a quarterly basis	supervision arrangements up to CE and with Scrutiny team		
POL1-1.17	OD13	Failure to Monitor Agreed Scrutiny Recommendations	M	Implementation of current monitoring and evaluation procedure in place, procedure in place to ensure scrutiny recommendations are reported back manually to the relevant scrutiny forum on a six monthly basis.	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRRreview and annual service plan process	Charlotte Burnham
POL1-2.2	OD17 CEDO22 CEDO23	Delivery of an effective Corporate Service	M	Efficient Officer competence. Responsible Council (Members). Member / Officer training. Monitoring procedures.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Tony Brown
REP1-1.1	OD23	Failure to ensure Internal awareness of Public Relations	L	Awareness information given with staff induction pack/Members Induction training programme/Use of Internal employee newsletters/Review of Press Protocol undertaken/Communications built in to Workforce Development Program	Quarterly via Communications Action Plan monitoring	Quarterly DRRreview and annual service plan process	Alastair Rae
REP1-1.2	OD23	Failure to communicate in a clear and concise manner	L	Drafting Corporate Communication Strategy Action Plan 07/08/Media training for officers and councillors/PR consulted on presentation of communication material/Ensure that new employees are familiar with the Council's Corporate Identity and its application/Monitoring of how the brand is being applied/Attempt to build a good understanding and relationship with the media	Quarterly via Communications Action Plan monitoring	Quarterly DRRreview and annual service plan process	Alastair Rae

Risk Register Ref	Departmental Objective (Ref)	Key risks to achieving departmental service objectives	Priority H/ML	Procedures/processes/ management arrangements/ controls in place to mitigate identified risks	Method of Review	Date of Review Last/Next	Resp. Officer
REP1-1.5	OD23	Poor perception of the Council's profile regionally and nationally	L	Communicating Council news regionally and nationally/Targeting specific publications/Building relationships with regional and national partners	Quarterly via Communications Action Plan monitoring	Quarterly DRRreview and annual service plan process	Alastair Rae
REP1-1.9	OD09	Failure to raise the profile of the work of the Overview and Scrutiny Committees	L	Promotion of awareness of the role Scrutiny in Hartlepool in existing publications i.e. Hartbeat, newly developed scrutiny webpages, promotion of the conclusions/recommendations of scrutiny investigations, the Authority hold the Chair of the Officers Regional Scrutiny Network for 2006/07, Scrutiny leaflet produced and to be revised, Annual Report produced for 2005/06 and 2006/07	Quarterly review of risk register, annual service planning process, supervision arrangements up to CE and with Scrutiny team	Quarterly DRRreview and annual service plan process	Charlotte Burnham
REP1-1.10	OD08	Failure to embed risk management arrangements leads to service/governance failures resulting in reputation/financial loss	L	Corporate Risk Management Group meets regularly to lead process. Risk Champions ACE and PM PfH. Database implemented to facilitate Risk Management. Annual Review of Strategic Risk Register programmed for June 2007. Quarterly reviews of departmental risk registers. Officer and member training is planned for 2007/08.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Peter Turner
REP1-4.1	OD20 OD21 OD22 OD26	Failure or Contact Centre to improve service delivery	L	Regular steering group & project leaders meetings to monitor progress against plan. Engagement of departments in prioritising, mapping, re-engineering processes. Testing periods integral to implementation. Regular reporting to elected members. Public consultation. Staff trained programme.	Quarterly review of risk register, annual service planning process, supervision arrangements	Quarterly DRR review and annual service plan process	Christine Armstrong

Appendix 1 - Analysis of workforce

Complete when info available

PERFORMANCE PORTFOLIO

Report To Portfolio Holder

22 June 2007



Report of: Head of Public Protection & Chief Personnel Services Officer

Subject: EXTENDED CAREER GRADE SCHEME FOR ENVIRONMENTAL HEALTH AND TRADING STANDARDS OFFICERS (EHOs & TSOs)

SUMMARY

1. PURPOSE OF REPORT

To review the extended Career Grade Scheme for Environmental Health and Trading Standards Officers.

2. SUMMARY OF CONTENTS

The report reviews the progress of the scheme, as agreed by the Portfolio Holder in September 2005, and updates the current position on the retention and recruitment of EHOs and TSOs within Public Protection. Portfolio considered a report on the matter on 27 November 2006 and requested a further review be undertaken at financial year-end.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Holder is responsible for staff retention and reward matters under Performance Management.

4. TYPE OF DECISION

Non-Key.

5. DECISION MAKING ROUTE

Performance Management Portfolio Holder.

6. DECISION(S) REQUIRED

To agree to the continuation of the Extended Career Grade Scheme for EHOs and TSOs.

Report of: Head of Public Protection & Chief Personnel
Services Officer

Subject: EXTENDED CAREER GRADE SCHEME FOR
ENVIRONMENTAL HEALTH AND TRADING
STANDARDS OFFICERS (EHOs & TSOs)

1. PURPOSE OF REPORT

- 1.1 To review the extended Career Grade Scheme for Environmental Health Officers (EHO's) and Trading Standards Officers (TSO's) to verify its effectiveness in the recruitment and retention of EHO's and TSO's.

2. BACKGROUND

- 2.1 In response to the ongoing difficulties in recruiting and retaining qualified EHO's and TSO's, the Performance Management Portfolio Holder considered a report on 5 September 2005.
- 2.2 The Portfolio Holder approved a revised Career Grade Scheme for all posts occupied by either qualified EHO's or TSO's – the scheme to be reviewed after 12 months in operation.
- 2.3 A review was undertaken at the meeting held on 27 November 2006 and Portfolio Holder agreed to continue the Extended Career Grade Scheme for EMOs and TSOs and requested a further review be undertaken at the financial year-end.
- 2.4 Much of the information set out in the report of 27 November 2006 is still relevant and is therefore attached as Appendix 1.

3. CURRENT POSITION

- 3.1 The staffing situation has changed little since November 2006.
- 3.2 The vacant TSO post has not been further advertised. As indicated in the November report the post has been downgraded on a temporary basis and an existing trainee TSO has been undertaking related duties whilst working towards the professional qualification of the Institute of Trading Standards Officers. It is hoped the trainee will gain professional status during 2008 and will then be offered the vacant TSO post.
- 3.3 The Council currently has four trainee posts on the establishment (two EHOs and two TSOs). These posts were 50% part funded from external sources such as the ODPM. However, this source of funding is no

longer available to the Council and it is proposed to reduce the number of future trainee posts to two (one in each professional discipline), thereby maintaining the annual budget at current levels (£20k). Whilst the need to reduce the number of trainee posts is unfortunate, especially as this has previously been a rich source of qualified staff to the authority, nevertheless four student posts is an unusually large commitment for a small authority. Due to the variances in time scales for officers to successfully achieve professional status, there will be periods when more than two students are on the Council's employment register. However, this will be managed to avoid any financial overspend.

- 3.4 One of the current EHO students has successfully applied for a position outside the region and has resigned as from the end of May 2007.
- 3.5 As regards the Extended Career Grade Scheme for EHOs and TSOs, of the 16 EHOs and TSOs employed by the Council, seven have successfully achieved entry to the scheme. This was also the position at November 2006. Due to the challenging criteria developed for the scheme, which involves experience, qualifications, performance and sickness levels, it is not expected that there will be a substantial increase in numbers of staff entering the scheme.
- 3.6 Portfolio Holder will also recall that the original report in September 2005 committed to reviewing various career grade schemes, including those which applied to Technical Officers. Discussions have taken place with relevant trade union representatives on this matter and a set of principles have been agreed which will apply to any future Career Grade Scheme. However, it has been agreed that no meaningful progress on this matter can be made until the results of the Job Evaluation exercise are available.

4. NATIONAL AND LOCAL SITUATION ON EHO AND TSO POSTS

- 4.1 Following the report to you at the November 2006 meeting there is no further published data on the national position of occupational shortages in local authorities. The previous report highlighted that 67% of local authorities were reporting recruitment problems for EHOs and 63% for TSOs and the situation was deteriorating. There is no reason to believe this situation has substantially changed during recent months. However, there is anecdotal evidence that authorities are now employing more students and this should be reflected in the employment market in the next few years.
- 4.2 Enquiries of the other Tees Valley authorities reveals only one authority is fully staffed, the others have either one or two vacant EHO posts. All report and comment on the difficulties of recruitment, the lack of numbers of applicants with one commenting on the fact of having vacant posts virtually throughout the previous ten years despite enhanced recruitment packages.

5 FINANCIAL CONSIDERATIONS

- 5.1 The costings set out in the November 2006 report, were that the scheme had cost £3,612 (inclusive of National Insurance and Superannuation up to the end of August 2006).
- 5.2 The total cost up to March 2007 is approximately £21,000 and is substantially less than that originally estimated (£23,700). It is estimated that continuing the scheme throughout 2007/08 will result in an additional cost of about £24,300, although this may vary if additional officers qualify for the scheme during the course of the year. Again this is substantially less than originally estimated (£35,800) – due to a reduction in the expected take up.
- 5.3 Costs are met from various operational divisional budgets with minimal effect on service provision.

6 CONCLUSION

- 6.1 The improvement in the retention and recruitment of EHOs and TSOs since the Career Scheme was implemented in 2005 is substantial – there were four vacant posts in 2005 and only one at present. Whilst this improvement cannot be attributed solely to this scheme, it is highly likely that the scheme has had a substantial effect.
- 6.2 The scheme demonstrates to existing and potential EHOs and TSOs the Council's commitment to attracting and retaining such professional staff. Appointees to posts in both disciplines since 2005 have cited the extended career grade as a significant incentive in applying for employment with Hartlepool Borough Council. In addition, existing staff have remained loyal to the Council despite the possibility of financial advantages in moving to nearby authorities. Only two officers have resigned since 2005, one TSO and one student, both of whom moved away from the region.
- 6.3 It is difficult at present to predict the effect Job Evaluation (JE) may have on the current situation, as local results are not yet known and there is no agreed pay and grading structure. A commitment has been given generally to continuing with career grades where appropriate and it is envisaged that a revised scheme can be developed which is equally effective.
- 6.4 The current scheme does appear to be providing the Council with good value for money and we no longer have the acute problems posed by vacant posts that existed prior to the scheme in 2005.

7 RECOMMENDATION

7.1 That the Portfolio Holder:

- a) Notes the position as regards the recruitment and retention of Environmental Health and Trading Standards officers.
- b) Endorses the suggested future recruitment of student EHOs and TSOs as set out in Paragraph 3.3.
- c) That the scheme is reviewed after March 2008 and a report be prepared for the consideration of the Performance Management Portfolio Holder.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27 November 2006



Report of: Head of Public Protection & Housing and
Chief Personnel Services Officer

Subject: EXTENDED CAREER GRADE SCHEME FOR
ENVIRONMENTAL HEALTH AND TRADING
STANDARDS OFFICERS (EHOs & TSOs)

SUMMARY

1. PURPOSE OF REPORT

To review the extended Career Grade Scheme for Environmental Health and Trading Standards Officers.

2. SUMMARY OF CONTENTS

The report reviews the progress of the scheme, as agreed by the Portfolio Holder in September 2005, and updates the current position on the retention and recruitment of EHOs and TSOs within the Public Protection & Housing Division. Information is included on the national and local situation as to vacant posts.

3. RELEVANCE TO PORTFOLIO HOLDER

The Portfolio Holder is responsible for staff retention and reward matters under Performance Management.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Performance Management Portfolio Holder, 27 November 2006.

6. DECISION(S) REQUIRED

To agree to the continuation of the extended career grade scheme for EHOs and TSOs.

Report of: Head of Public Protection & Housing and
Chief Personnel Services Officer

Subject: EXTENDED CAREER GRADE SCHEME FOR
ENVIRONMENTAL HEALTH & TRADING
STANDARDS OFFICERS (EHOs & TSOs)

1. PURPOSE OF REPORT

- 1.1 To review the extended Career Grade Scheme for Environmental Health Officers (EHO's) and Trading Standards Officers (TSO's) to verify its effectiveness in the recruitment and retention of EHO's and TSO's.

2. BACKGROUND

- 2.1 In response to the ongoing difficulties in recruiting and retaining qualified EHO's and TSO's, the Performance Management Portfolio Holder considered a report on 5 September 2005.
- 2.2 The Portfolio Holder approved a revised career grade scheme for all posts occupied by either qualified EHO's or TSO's – the scheme to be reviewed after 12 months in operation.
- 2.3 Objective and challenging criteria for career progression has been established which includes experience, qualifications, performance and sickness levels.
- 2.4 This report reviews the progress of the scheme and updates the Portfolio Holder on current staffing issues within the Public Protection and Housing Division.

3. REVIEW OF SCHEME: SEPTEMBER 2005 – SEPTEMBER 2006

- 3.1 At the time of the original report in September 2005, the Division had vacancies for two TSO's (out of an establishment of four) and two EHO's (including one part-time post).
- 3.2 Following the Portfolio Holder approval of the extended career grade scheme, vacant posts were advertised, including a reference to the agreed new scheme. As a result, two experienced officers were recruited (one EHO and one TSO). Both the appointees cited the extended career grade scheme as a significant incentive in applying for employment by Hartlepool Borough Council.
- 3.3 Unfortunately, the TSO appointee has recently terminated employment with the Council in favour of a position outside the region in the private sector. That vacant post has again been advertised, but failed to attract

any applicants. The post is to be downgraded to a technical officer post on a temporary basis and offered to the existing trainee TSO who has obtained the necessary degree and is working towards the professional qualification of the Institute of Trading Standards Officers. The second vacant TSO post has been filled with a recently qualified officer who trained with this authority.

- 3.4 As regards the vacant EHO posts, one has been filled with an experienced, qualified officer who was previously trained and employed by this authority. The other vacant part time EHO post was enhanced with hours freed by other staff who have opted for part-time working to produce a full time post which has been filled with our newly qualified trainee.
- 3.5 Of the 16 EHO's and TSO's employed by the Council, seven have successfully achieved entry to the extended career grade scheme.
- 3.6 In order to further aid retention and recruitment, the Council now has four trainees in post (two EHO's and two TSO's). These posts are part funded from external sources such as the ODPM. Whilst four student posts is an unusually large training commitment for a small authority, this route has traditionally proved successful for this Council.
- 3.7 The original report also committed to reviewing the various schemes in the Neighbourhood Services Department that apply to Technical Officers, as part of a wider review of career grades. Discussions have taken place with relevant union representatives on this matter and it has been agreed to take no action until the outcome of the job evaluation process is known.

4. NATIONAL & LOCAL SITUATION ON EHO & TSO POSTS

- 4.1 There continues to be a national shortage of both qualified EHO's and TSO's.
- 4.2 The Local Government Pay and Workforce Strategy 2005 document which was produced by the ODPM, Employers Organisations and Local Government Association, includes as its main objectives:

“Ensuring local government has the people capacity required to deliver improved services and better customer focus in front line services”.

- 4.3 Two of the five strategic priorities in the report are:

“Resourcing Local Government – ensuring that authorities recruit, train and retain the staff they need”.

“Pay and Rewards – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving both value for money in service delivery and fairness”.

- 4.4 The report also highlights that in March 2001, 30% of Local Authorities were experiencing some recruitment and retention difficulties. This had increased to 94% of authorities by January 2004.
- 4.5 The report also lists the current top ten occupational shortages as set out below :

Occupation	% of employing councils reporting recruitment problems	
	2003	2004
Social worker – children and families	83	89
Social worker – community care	n/a	75
Occupational therapist	45	73
Environmental health officer	41	67
Trading standards officer	36	63
Social worker – residential	n/a	61
Planning officer	79	60
Building control officer	32	59
Educational psychologist	34	57
Teacher	29	52
Librarian	n/a	48

- 4.6 The table highlights that recruitment and retention problems are increasing in local government. There are signs that increased actions by local authorities, various professional institutes and universities are beginning to address skill shortages, e.g., the number of trainee EHO's has risen from 275 in 2002 to 400 per annum in 2004. However, there is still some distance to go before the skill shortages are satisfactorily addressed.
- 4.7 The national picture is reflected in this region. One adjacent authority reports that two of the eight EHO posts were vacant in the summer despite paying an annual supplement of £2k for staff who remain in their employment with that Council. The same authority also reports that of 3.6 TSO posts, only 0.6 were filled, one was vacant and two were filled with trainees. There is also an increasing trend throughout the region of employing non-qualified officers to posts.

5. FINANCIAL CONSIDERATIONS

- 5.1 The total cost of the extended scheme up to the end of August 2006 for the seven officers currently on the scheme, was £3,612 (inclusive of National Insurance and superannuation).

- 5.2 Costs for continuing the scheme for the current participating officers for a further 12 months is estimated at approximately £14.5k. However, it is likely more officers will be successful during the course of the next 12 months and precise costings are difficult to predict. However, the costs will be within the original estimated costs set out in last years original report (£7,900 for 2005/06, £23,700 for 2006/07 and a maximum of £35,800 by 2007/08 as compared with current salary costs).
- 5.3 These costs will continue to be met from various operational divisional budgets with minimal effect on service provision.

6. CONCLUSION

- 6.1 The revised career grade scheme does appear to have been a benefit in both the recruitment and retention of qualified EHO's and TSO's.
- 6.2 Despite there being ample opportunities to seek employment in other authorities in the region, only one relevant resignation has been received since the summer of 2005. Two trainees whom the Council appointed to permanent full time posts in the previous 12 months, have remained in the authority's employment and it is expected a further 'in house' trainee will accept an offer of the vacant TSO post once qualified.
- 6.3 The revised career grade scheme has successfully demonstrated the authority's commitment to attracting and retaining a skilled professional workforce and provides the Council with good value for money.
- 6.4 It is therefore recommended that the scheme be continued and that it be reviewed again after a further 12 months with a subsequent report to the Performance Management Portfolio Holder.

7. RECOMMENDATION

- 7.1 That the Portfolio Holder agrees to continuing the extended career grade scheme for EHO's and TSO's.
- 7.2 That the scheme be reviewed in a further 12 months and a report be prepared for the consideration of the Performance Management Portfolio Holder.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

22nd June 2007



Report of: Assistant Chief Executive

Subject: BVPI General Satisfaction Survey 2006
– Final report

SUMMARY

1. PURPOSE OF REPORT

To report to the Portfolio Holder on the final report of the Best Value Performance Indicator General Survey carried out in 2006.

2. SUMMARY OF CONTENTS

The report summarises the results of the General Survey of residents' satisfaction with Council services as collected in a self completion survey carried out in October and November 2006.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Member has responsibility for performance management issues.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Portfolio Holder meeting on 22nd June 2007

6. DECISION(S) REQUIRED

That the report be noted.

Report of: Assistant Chief Executive

Subject: BVPI General Satisfaction Survey 2006 – Final report

1. PURPOSE OF REPORT

In February 2007, the headline results of the BVPI General Survey were reported to the Performance Portfolio Holder with a recommendation that a more detailed report be made when full analysis of the data became available. The purpose of this report is to inform the Portfolio Holder of the results of a survey over 1004 Hartlepool residents which looks at residents' satisfaction with Council services. The survey provides information for a range of Best Value Performance Indicators (BVPIs) and contributes to the ongoing assessment of the Council's performance.

2. THE BVPI SURVEYS

Every three years all local authorities are required, by central government, to carry out a range of satisfaction surveys with local residents and service users. These surveys collect data for monitoring the Council's performance through BVPIs and enable the authority to look at trends in satisfaction and attitudes to the local area. There are four surveys which must be carried out:

- General Survey – a postal survey of a random sample of residents. Carried out in October and November 2006.
- Planning application service users - a postal survey of applicants. Carried out in October and November 2006.
- Library Users - a self completion survey of people visiting libraries. Carried out in September 2006.
- Benefits claimants – a postal survey of two samples of claimants. Carried out in September/October 2006 and January/February 2007.

This report contains summary information from the General Survey. A copy of the full survey report is attached in Appendix 1.

3. GENERAL SURVEY RESULTS

Background

- a. The 2006 Best Value Performance Indicator (BVPI) General Survey for Hartlepool was a postal survey of 1004 Hartlepool residents carried out in October and November 2006. A similar survey was carried out by every local authority in the country and the format and methodology of the survey was stipulated by the Audit Commission.

- b. The aims of the survey were to:
 - o collect information to enable monitoring of Council performance on a range of BVPIs relating to residents' satisfaction with Council services;
 - o collect information on local people's perceptions of Hartlepool as a place to live and their priorities for improvement;
 - o to look at perceptions of the Council and how well it carries out its various roles; and communicates with local residents.

Overall satisfaction with council services

- a. Overall, residents have a fairly positive perception of Hartlepool Borough Council and the services it provides. Asked about their satisfaction with their overall satisfaction with how the Council runs things, 49% are satisfied (with 5% very satisfied) as compared with 16% who are dissatisfied (3% very dissatisfied). Overall satisfaction levels are, however, lower than those recorded in previous surveys (2003 - 56%, 2000- 63% satisfied).
- b. Nearly a quarter of people (23%) feel that the Council's running of things has got better in the last three years, more than half (56%) feel it has stayed the same and 20% think it has got worse. These are similar figures to those recorded in 2003.
- c. Satisfaction with local authority education services is high (56% satisfied), whilst satisfaction with planning services, personal social services and housing services is lower (30%, 31% and 33% satisfied, respectively. For all these services, people who have used the services in the last 12 months are more satisfied than people who have not recently used the services. For example, 57% of Planning Services users are satisfied as compared to 27% of non-users.
- d. Looking at a range of services that are likely to be accessed by the general population, more people feel that services have got better than feel they have got worse in the last 3 years. Local recycling facilities (58% better) and doorstep collection of recycling (54% better) are most often thought to have got better. The proportion of people feeling that services have got worse are much smaller, the highest levels being for collection of household waste (25% worse) and local bus services (18% worse).
- e. Residents were asked to give their views on how the Council is performing on a range of general issues that are not linked to individual services but which apply to all the work the Council does – issues like efficiency, making the area a better place to live and value for money. Generally, more people feel positive about the Council than feel negative on these issues. For example, most local people feel that the Council treats all types of people fairly (73% think this applies to a great or some extent); that the Council is working to make the area cleaner and greener (72%), and that the Council is making the area a better place to live (72%). On the other hand just over half of people don't feel that the Council provides good value for money (59% think this applies not very much or not at all); or that the Council is efficient and well run (51%).

The local area

- a. Two thirds of respondents to the survey (66%) are satisfied with their local area as a place to live. This is almost identical to the figure of 67% recorded in 2003.
- b. The key “quality of life” factors that residents feel make an area a good place to live are identified as level of crime; health services; clean streets; and affordable, decent housing. There is overlap between these factors and those factors which people most want to see improved. The top priorities for improvement are: level of crime; activities for teenagers; road and pavement repairs; and clean streets. These priorities are very similar to those that residents identified in the 2003 survey.
- c. Levels of anti-social behaviour can be a key element in the quality of life in a local area. In Hartlepool, the problems people most often experience as a big or fairly big problem are: parents not taking responsibility for the behaviour of their children (70%) and teenagers hanging around the streets (63%). Other problems are perceived as being people not treating each other with respect and consideration (58%) and rubbish and litter lying around (51%). Some problems appear to have improved since 2003. For example, people using or dealing drugs is currently seen as a very big problem by 28% of people, whilst in 2003 it was a big problem for 48% of respondents. Similarly, abandoned and burnt out cars were a very big problem for 22% of people in 2003, by 2006 the figure has dropped to 3%.
- d. Seventy four percent of people agree that their local area is a place where people from different backgrounds get on well together (8% definitely agree, 68% tend to agree). Older people and people living in the South Neighbourhood Forum area are most likely to feel this way.

Environmental services

- a. The environmental services discussed in the survey were viewed positively by a majority of Hartlepool residents. Overall, 59% of people are very or fairly satisfied with the Council's performance in keeping public land free of litter and refuse. This is a small improvement on the 54% of people who were satisfied in 2003.
- b. Nearly three quarters of residents (72%) are satisfied with household waste collection service. However this is a significant reduction from the figure of 90% satisfied which was recorded in 2003. It is perhaps unfortunate that the survey coincided with a period of major change in household waste and recycling collection patterns for a substantial section of the borough. In terms of the detailed aspects of this service the large majority of people are satisfied with the bin provided for their waste, the cleanliness of the street after collection and the collection of bulky household waste. For the first 2 of these, there have been reductions in satisfaction levels since 2003, but for the collection of bulky waste there has been an increase in satisfaction.
- c. Two thirds of residents (66%) are satisfied with doorstep recycling. As with household waste collection, this is a reduction from the 2003 level when 81% were satisfied. A majority of people are satisfied with the container provided for recycling and the cleanliness of the street after the recycling collection but

as with household waste collection these levels are lower than those recorded in 2003.

- d. Seventy three percent of residents are satisfied with local recycling facilities (e.g. bottle and can banks). This is a reduction from the 2003 level of 80%. Over 70% of all people are satisfied with the location of the recycling facilities, how clean and tidy the site is and the items you can deposit. For the first two aspects there has been a reduction in satisfaction and the third aspect has stayed at very similar levels.
- e. Satisfaction with the household waste recycling centre (at Burn Rd) has increased from 84% in 2003 to 89% in 2006. Respondents were asked to consider 6 aspects of the site and satisfaction with these has stayed at or above 2003 levels for all 6 aspects. The helpfulness of staff and the “user friendliness” of the site are the aspects which have most clearly improved.

Public transport

- a. Just over half of all respondents (53%) are very or fairly satisfied with the public transport information provided by the Council. The comparative figure for 2003 was 59%. Satisfaction with both the amount of information provided has dropped from 66% in 2003 to 59% in 2006. However satisfaction with the accuracy of information has stayed at similar levels (2003 – 64%, 2006 – 62%).
- b. Two thirds of respondents (66%) are satisfied with local bus services which is almost identical to the 2003 level of 65% satisfied. As with other services, people who use bus services regularly are more likely to be satisfied than infrequent users or non-users.
- c. Satisfaction with more detailed aspects of bus services such as the number of bus stops, how easy it is to get on and off buses, the frequency of buses and the state of bus stops has stayed much the same as in 2003. Satisfaction with whether buses arrive on time has however improved.
- d. Seventeen percent of respondents use bus services almost every day and a further 17% use them at least once a week. Usage has dropped a little since 2003 when 37% of respondents used buses once a week or more often.

Culture and recreation

- a. Levels of satisfaction with culture and recreation services are generally quite high and are improving, for the most part. Sixty one percent of people are very or fairly satisfied with sport and leisure facilities, which is an improvement from the 54% of people who were satisfied in 2003.
- b. Eighty percent of residents are satisfied with the library service as compared with 77% who were satisfied in 2003. Only 3% of people are at all dissatisfied.
- c. When asked about museums and art galleries, 70% of people are satisfied. In 2003, 63% of residents were satisfied with these services.

- d. Satisfaction with theatres and concert halls was not as high as with other services in this group with 54% of people being satisfied. This compares with 51% satisfied in 2003.
- e. More than three quarters of residents (78%) are satisfied with the Council's parks and open spaces which is very similar to the 80% satisfied which was recorded in 2003.
- f. For all the services discussed in this group, people who use services, particularly those who use them regularly, are more likely to be satisfied with them than people who rarely or never use them. For example, 85% of people who use the parks once a week or more often are satisfied whilst only 49% of those who have never visited or visited more than a year ago are satisfied.

Communicating with the Council

- a. When asked how well informed they think the Council keeps them about the services and benefits it provides, 42% of people say that they feel very or fairly well informed. This a reduction in satisfaction from the figure of 54% feeling well informed in 2003.
- b. When asked in more detail about how well informed they feel about particular council services and activities, people feel particularly well informed about how to pay bills (89% very or fairly well informed), and how and where to register to vote (92% feel well informed). They feel least well informed about what the Council is doing to tackle anti-social behaviour (72% feel not very or not at all well informed) and whether the Council is delivering on its promises (71% not well informed).
- c. The most frequently mentioned way of finding out about council services is through the local media, e.g. papers, TV, radio, which is mentioned by 45% of people. Other main methods are information provided by the Council (29%) and word of mouth, e.g. family or friends (12%).
- d. Twenty three percent of people who took part in the survey said they had complained to the Council in the last 12 months. In 2003, the figure was 19%. Most of the complaints were about environmental issues, e.g. refuse collection/recycling (25% of complaints), street cleaning/litter/dog dirt (15%), roads/pavements/street lighting (12%).
- e. Thirty six percent of complaints were very or fairly satisfied with the way their complaints were handled and 56% were dissatisfied. This compares with 34% satisfied and 55% dissatisfied in 2003.
- f. Sixty three percent of people have contacted the Council in the last 12 months for any reason other than to make a complaint. The main reasons for their contacts were: to ask for advice or information (28% of contacts); to report a problem or issue (27%) and to apply to use a service (23%). Contacts were most often by phone (56%) or in person (29%). Only 4% were by email and 2% through the Council's website/the Internet.
- g. For all aspects of their contact that were discussed, people are largely satisfied with their contact with the Council. For example, 78% are very or fairly satisfied with how easy it is to find the right person to deal with, 75% are

satisfied with the helpfulness of staff, and 76% are satisfied with how long it took to deal with the person they contacted.

Local decision making

- a. In 2006, the BVPI survey, for the first time, asked about resident participation in local decision making. When asked how satisfied they are with the opportunities for participating in local decision making provided by the Council, 31% are satisfied, 22% are dissatisfied and the biggest group (47%) are neither satisfied nor dissatisfied.
- b. Over two thirds of people (69%) disagree with the idea that they can influence decisions affecting their local area (45% tend to disagree and 24% definitely disagree). Thirty one percent agree that they can influence local decision making.
- c. When asked whether they would like to be more involved in decisions made by the Council that affect their area, a quarter of people answer definitely that they would. A further 57% say that it would depend on the issue as to whether or not they would want to be involved. The remaining 18% would not want to be involved. There would appear to be some scope for involving more people in decision making, particularly on issues that are of particular local interest.

4. CONCLUSIONS

The BVPI General Survey covers a wide and varied range of services and issues relating to the Council and how it operates. Looking across the full range, satisfaction levels with Council services are generally good. In some areas, such as culture and recreation, satisfaction has increased and others, such as environmental services, satisfaction has dropped for some services and risen for others. The challenge will now be use the survey information to help scrutinise the quality of services, continue service improvements and raise standards. In some cases, the survey may act to highlight an area for further investigation, for example, looking more closely at the reasons behind dissatisfaction with a service. This report has been circulated to all departments for their attention and use.

5. RECOMMENDATIONS

- (i) That the Portfolio Holder notes the report.
- (ii) That the Portfolio Holder identifies any areas of the report and findings which she would wish other portfolio holders or departments to give particular attention.

6. BACKGROUND PAPERS

Satisfaction with Local Services in Hartlepool – a report of the General BVPI survey 2000, Pickersgil Consulting and Planning Ltd, .

General User Satisfaction Survey Report 2003, RBA Research Ltd, February 2004.

BVPI Survey Of Satisfaction With Council Service – detailed local results and national comparisons. Report to Performance Management Portfolio Holder, 20th September 2004.

BVPI Satisfaction Surveys 2006 – Headline Results. Report to Performance Portfolio Holder, 26th February 2007.

7. CONTACT OFFICER

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CORPORATE STRATEGY



HARTLEPOOL
BOROUGH COUNCIL

BVPI GENERAL SATISFACTION SURVEY 2006

Liz Crookston

May 2007

SUMMARY

Background

- This is the report of the 2006 Best Value Performance Indicator (BVPI) General Survey for Hartlepool. It was a postal survey of 1004 Hartlepool residents carried out in October and November 2006. A similar survey was carried out by every local authority in the country and the format and methodology of the survey was stipulated by the Audit Commission.
- The aims of the survey were to:
 - collect information to enable monitoring of Council performance on a range of BVPIs relating to residents' satisfaction with Council services;
 - collect information on local people's perceptions of Hartlepool as a place to live and their priorities for improvement;
 - to look at perceptions of the Council and how well it carries out its various roles; and communicates with local residents.

Overall satisfaction with council services

- Overall, residents have a fairly positive perception of Hartlepool Borough Council and the services it provides. Asked about their satisfaction with their overall satisfaction with how the Council runs things, 49% are satisfied (with 5% very satisfied) as compared with 16% who are dissatisfied (3% very dissatisfied). Overall satisfaction levels are, however, lower than those recorded in previous surveys (2003 - 56%, 2000- 63% satisfied).
- Nearly a quarter of people (23%) feel that the Council's running of things has got better in the last three years, more than half (56%) feel it has stayed the same and 20% think it has got worse. These are similar figures to those recorded in 2003.
- Satisfaction with local authority education services is high (56% satisfied), whilst satisfaction with planning services, personal social services and housing services is lower (30%, 31% and 33% satisfied, respectively). For all these services, people who have used the services in the last 12 months are more satisfied than people who have not recently used the services. For example, 57% of Planning Services users are satisfied as compared to 27% of non-users.
- Looking at a range of services that are likely to be accessed by the general population, more people feel that services have got better than feel they have got worse in the last 3 years. Local recycling facilities (58% better) and doorstep collection of recycling (54% better) are most often thought to have got better. The proportion of people feeling that services have got worse are much smaller, the highest levels being for collection of household waste (25% worse) and local bus services (18% worse).
- Residents were asked to give their views on how the Council is performing on a range of general issues that are not linked to individual services but which apply to all the work the Council does – issues like efficiency, making the area a better place to live and

value for money. Generally, more people feel positive about the Council than feel negative on these issues. For example, most local people feel that the Council treats all types of people fairly (73% think this applies to a great or some extent); that the Council is working to make the area cleaner and greener (72%), and that the Council is making the area a better place to live (72%). On the other hand just over half of people don't feel that the Council provides good value for money (59% think this applies not very much or not at all); or that the Council is efficient and well run (51%).

The local area

- Two thirds of respondents to the survey (66%) are satisfied with their local area as a place to live. This is almost identical to the figure of 67% recorded in 2003.
- The key "quality of life" factors that residents feel make an area a good place to live are identified as level of crime; health services; clean streets; and affordable, decent housing. There is overlap between these factors and those factors which people most want to see improved. The top priorities for improvement are: level of crime; activities for teenagers; road and pavement repairs; and clean streets. These priorities are very similar to those that residents identified in the 2003 survey.
- Levels of anti-social behaviour can be a key element in the quality of life in a local area. In Hartlepool, the problems people most often experience as a big or fairly big problem are: parents not taking responsibility for the behaviour of their children (70%) and teenagers hanging around the streets (63%). Other problems are perceived as being people not treating each other with respect and consideration (58%) and rubbish and litter lying around (51%). Some problems appear to have improved since 2003. For example, people using or dealing drugs is currently seen as a very big problem by 28% of people, whilst in 2003 it was a big problem for 48% of respondents. Similarly, abandoned and burnt out cars were a very big problem for 22% of people in 2003, by 2006 the figure has dropped to 3%.
- Seventy four percent of people agree that their local area is a place where people from different backgrounds get on well together (8% definitely agree, 68% tend to agree). Older people and people living in the South Neighbourhood Forum area are most likely to feel this way.

Environmental services

- The environmental services discussed in the survey were viewed positively by a majority of Hartlepool residents. Overall, 59% of people are very or fairly satisfied with the Council's performance in keeping public land free of litter and refuse. This is a small improvement on the 54% of people who were satisfied in 2003.
- Nearly three quarters of residents (72%) are satisfied with household waste collection service. However this is a significant reduction from the figure of 90% satisfied which was recorded in 2003. It is perhaps unfortunate that the survey coincided with a period of major change in household waste and recycling collection patterns for a substantial section of the borough. In terms of the detailed aspects of this service the large majority

of people are satisfied with the bin provided for their waste, the cleanliness of the street after collection and the collection of bulky household waste. For the first 2 of these, there have been reductions in satisfaction levels since 2003, but for the collection of bulky waste there has been an increase in satisfaction.

- Two thirds of residents (66%) are satisfied with doorstep recycling. As with household waste collection, this is a reduction from the 2003 level when 81% were satisfied. A majority of people are satisfied with the container provided for recycling and the cleanliness of the street after the recycling collection but as with household waste collection these levels are lower than those recorded in 2003.
- Seventy three percent of residents are satisfied with local recycling facilities (e.g. bottle and can banks). This is a reduction from the 2003 level of 80%. Over 70% of all people are satisfied with the location of the recycling facilities, how clean and tidy the site is and the items you can deposit. For the first two aspects there has been a reduction in satisfaction and the third aspect has stayed at very similar levels.
- Satisfaction with the household waste recycling centre (at Bum Rd) has increased from 84% in 2003 to 89% in 2006. Respondents were asked to consider 6 aspects of the site and satisfaction with these has stayed at or above 2003 levels for all 6 aspects. The helpfulness of staff and the “user friendliness” of the site are the aspects which have most clearly improved.

Public transport

- Just over half of all respondents (53%) are very or fairly satisfied with the public transport information provided by the Council. The comparative figure for 2003 was 59%. Satisfaction with both the amount of information provided has dropped from 66% in 2003 to 59% in 2006. However satisfaction with the accuracy of information has stayed at similar levels (2003 – 64%, 2006 – 62%).
- Two thirds of respondents (66%) are satisfied with local bus services which is almost identical to the 2003 level of 65% satisfied. As with other services, people who use bus services regularly are more likely to be satisfied than infrequent users or non-users.
- Satisfaction with more detailed aspects of bus services such as the number of bus stops, how easy it is to get on and off buses, the frequency of buses and the state of bus stops has stayed much the same as in 2003. Satisfaction with whether buses arrive on time has however improved.
- Seventeen percent of respondents use bus services almost every day and a further 17% use them at least once a week. Usage has dropped a little since 2003 when 37% of respondents used buses once a week or more often.

Culture and recreation

- Levels of satisfaction with culture and recreation services are generally quite high and are improving, for the most part. Sixty one percent of people are very or fairly satisfied with sport and leisure facilities which is an improvement from the 54% of people who were satisfied in 2003.
- Eighty percent of residents are satisfied with the library service as compared with 77% who were satisfied in 2003. Only 3% of people are at all dissatisfied.
- When asked about museums and art galleries, 70% of people are satisfied. In 2003, 63% of residents were satisfied with these services.
- Satisfaction with theatres and concert halls was not as high as with other services in this group with 54% of people being satisfied. This compares with 51% satisfied in 2003.
- More than three quarters of residents (78%) are satisfied with the Council's parks and open spaces which is very similar to the 80% satisfied which was recorded in 2003.
- For all the services discussed in this group, people who use services, particularly those who use them regularly, are more likely to be satisfied with them than people who rarely or never use them. For example, 85% of people who use the parks once a week or more often are satisfied whilst only 49% of those who have never visited or visited more than a year ago are satisfied.

Communicating with the Council

- When asked how well informed they think the Council keeps them about the services and benefits it provides, 42% of people say that they feel very or fairly well informed. This a reduction in satisfaction from the figure of 54% feeling well informed in 2003.
- When asked in more detail about how well informed they feel about particular council services and activities, people feel particularly well informed about how to pay bills (89% very or fairly well informed), and how and where to register to vote (92% feel well informed). They feel least well informed about what the Council is doing to tackle anti-social behaviour (72% feel not very or not at all well informed) and whether the Council is delivering on its promises (71% not well informed).
- The most frequently mentioned way of finding out about council services is through the local media, e.g. papers, TV, radio, which is mentioned by 45% of people. Other main methods are information provided by the Council (29%) and word of mouth, e.g. family or friends (12%).
- Twenty three percent of people who took part in the survey said they had complained to the Council in the last 12 months. In 2003, the figure was 19%. Most of the complaints were about environmental issues, e.g. refuse collection/recycling (25% of complaints), street cleaning/litter/dog dirt (15%), roads/pavements/street lighting (12%).

- Thirty six percent of complaints were very or fairly satisfied with the way their complaints were handled and 56% were dissatisfied. This compares with 34% satisfied and 55% dissatisfied in 2003.
- Sixty three percent of people have contacted the Council in the last 12 months for any reason other than to make a complaint. The main reasons for their contacts were: to ask for advice or information (28% of contacts); to report a problem or issue (27%) and to apply to use a service (23%). Contacts were most often by phone (56%) or in person (29%). Only 4% were by email and 2% through the Council's website/the Internet.
- For all aspects of their contact that were discussed, people are largely satisfied with their contact with the Council. For example, 78% are very or fairly satisfied with how easy it is to find the right person to deal with, 75% are satisfied with how helpful the staff were and 76% are satisfied with how long it took to deal with the person they contacted.

Local decision making

- In 2006, the BVPI survey, for the first time, asked about resident participation in local decision making. When asked how satisfied they are with the opportunities for participating in local decision making provided by the Council, 31% are satisfied, 22% are dissatisfied and the biggest group (47%) are neither satisfied nor dissatisfied.
- Over two thirds of people (69%) disagree with the idea that they can influence decisions affecting their local area (45% tend to disagree and 24% definitely disagree). Thirty one percent agree that they can influence local decision making.
- When asked whether they would like to be more involved in decisions made by the Council that affect their area, a quarter of people answer definitely that they would. A further 57% say that it would depend on the issue as to whether or not they would want to be involved. The remaining 18% would not want to be involved. There would appear to be some scope for involving more people in decision making, particularly on issues that are of particular local interest.

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Appendix 1 – Copy of the questionnaire used, with baseline results

Appendix 2 – Copy of covering letter to respondents

1. INTRODUCTION

Background

- 1.1 This report contains the findings from the 2006 General Satisfaction Survey for Hartlepool Borough Council. Every three years, all local authorities are required to carry out a series of Best Value Performance Indicator (BVPI) surveys which measure the Council's performance on a range of Performance Indicators (PIs). The objectives of the surveys are to measure service users' perceptions of how the Council is performing against these PIs. The information collected contributes to the Council's BVPIs as reported annually to the Audit Commission and to the Comprehensive Performance Assessment.
- 1.2 This is the third round of statutory Best Value surveys, previous rounds having taken place in 2000 and 2003. A certain amount of comparison is possible between years but some care has to be exercised in doing this. (See Section 2.8 "Notes on Comparisons").
- 1.3 The basic questionnaire content and methodology were prescribed by the Audit Commission. The survey data have been provided to the Audit Commission to enable it to look at national patterns of user satisfaction with local authorities.
- 1.4 This report covers the results of the General Survey and as such reports on questions about services that are used by or available to all or most of the local population. The question areas covered by the basic questionnaire were:
 - Overall satisfaction with Hartlepool Borough Council, and perceptions of how its performance has changed over the last three years;
 - Quality of life in the local area, perceptions of how this has changed in the last 3 years;
 - Satisfaction with environmental services, e.g. street cleansing, refuse collection, recycling facilities and perceptions of whether they have changed in the last 3 years;
 - Satisfaction with transport services, e.g. information about bus services and local services and perceptions of whether they have changed in the last 3 years;
 - Satisfaction with cultural and recreational services, e.g. libraries, parks and open spaces, museums and art galleries etc., and perceptions of whether they have changed in the last 3 years;
 - Views and experiences of communicating with the Council and finding out information about it; and satisfaction with complaints handling;
 - Satisfaction with opportunities to be involved in local decision making.

2. METHODOLOGY

- 2.1 The survey was carried out using a self-completion questionnaire delivered to local households by post. The methodology for the survey was prescribed by the Audit Commission with strict criteria to be met in terms of sampling, questionnaire design and the organisation of the survey. All the requirements set by the Audit Commission were met in the design and conduct of the survey.

The Questionnaire

- 2.2 The questionnaire was based on the Audit Commission template, with some permitted modifications made to the layout and description of services but none to the question wording. The questionnaires were printed in a booklet form.

The Sample

- 2.3 The Audit Commission provided a random sample of 5,000 addresses from the Postcode Address File. From these 5,000 addresses, 2500 were selected at random to receive a questionnaire. The questionnaire instructions requested that the questionnaire be completed by the resident aged 18 or over who had most recently had a birthday but stated that any other resident adult may complete it if this was not possible. This approach was designed to strike a balance between attempting to get a representative sample (through random selection of individuals within an address) and getting as high a response rate as possible (through allowing other household members to participate).

Mailing Out Questionnaires

- 2.4 The first mailing took place on 25th October 2006, and it contained a questionnaire (see Appendix 1, a covering letter and a reply paid envelope, addressed to PHL, the data processing firm who were handling the data entry of the survey returns. The outward envelope showed the Hartlepool Borough Council logo prominently.
- 2.5 Those who had not responded within two weeks were sent a reminder mailing on 10th November 2006 and after a further two weeks, a second reminder was sent to non-responders. Both reminder mailings contained a covering letter, a fresh questionnaire and a reply paid envelope.

Response Rates

- 2.6 The “cut off” date for returns was 11th December 2006. By this date, 1004 completed questionnaires had been received. This represents a gross response rate of 40%. Of the initial sample, 73 were classified as “deadwood”, e.g. the property had been demolished. These can be removed from the response rate calculation as it would have been impossible to get a response from these addresses. The final (or net) response rate was therefore 41%.

- 2.7 The inputted data was sent to the Audit Commission for verification and weighting. The data was verified as acceptable for BVPI reporting purposes and a weighted dataset was returned to the Council. The Audit Commission weighted the data to the known population profile on age group, gender and ethnicity, as well as compensating for the over-representation of people living in smaller households that resulted from the use of the Postcode Address File. This report was written using the weighted dataset.

Notes on Interpretation.

- 2.8 Where appropriate, this report shows how attitudes have changed since the 2000 and 2003 surveys. Please note, however, that whilst the 2006 and 2003 datasets are largely comparable, the 2000 survey is not fully comparable. In 2000, the Electoral register was used to select the sample. This was not permitted in 2003 and 2006 and the Postcode Address File (PAF) was used. The electoral register allows the selection of a sample of individuals but there are problems about how comprehensive its coverage is, and legal issues about its use for survey purposes. The PAF is a more complete listing but can only provide a sample of households rather than individuals. The use of the PAF in 2003 and 2006 means that the sample profile is quite different from that achieved in 2000. The use of a different sample source, therefore, means that we should be cautious when interpreting changes since 2000. For the BVPIs and LAA indicators, national figures have recently been published by the Audit Commission and are quoted here appropriate.
- 2.9 A sample size of 1,004 from a random sample means that the results of this survey are reliable to within +/- 3.1 percentage points at the 95% confidence level. In other words, if we find that 50 percent of the sample give a particular response, we can be 95 percent confident that had we interviewed the entire population, the "real" result would have been between 53.1% and 46.9%. Sub-division of the sample into smaller groups, e.g. when analysing by gender or age, means that the confidence interval becomes larger and the reliability of the data is hence reduced.
- 2.10 The above calculation does, however, assume that the sample is reasonably representative. Due to the use of the PAF file and a postal methodology, the sample achieved was not fully representative, e.g. there was an over representation of women and older people. Weighting has compensated for this to some extent, but it is still likely that the sample is less reliable than is indicated in paragraph 2.9. This is, however, the only calculation that is available to us, is therefore the one that has been used in calculating confidence intervals for the data.

The Report

- 2.11 It should be noted that in certain sections of the report, combined figures are quoted, with separate figures in brackets, e.g. 45 percent are satisfied (12% very satisfied, 34% fairly satisfied). The separate percentages do not always add up to the combined percentage. This is because both the combined and separate percentages are rounded to the nearest whole number and as the data is weighted, the base figures are also rounded.

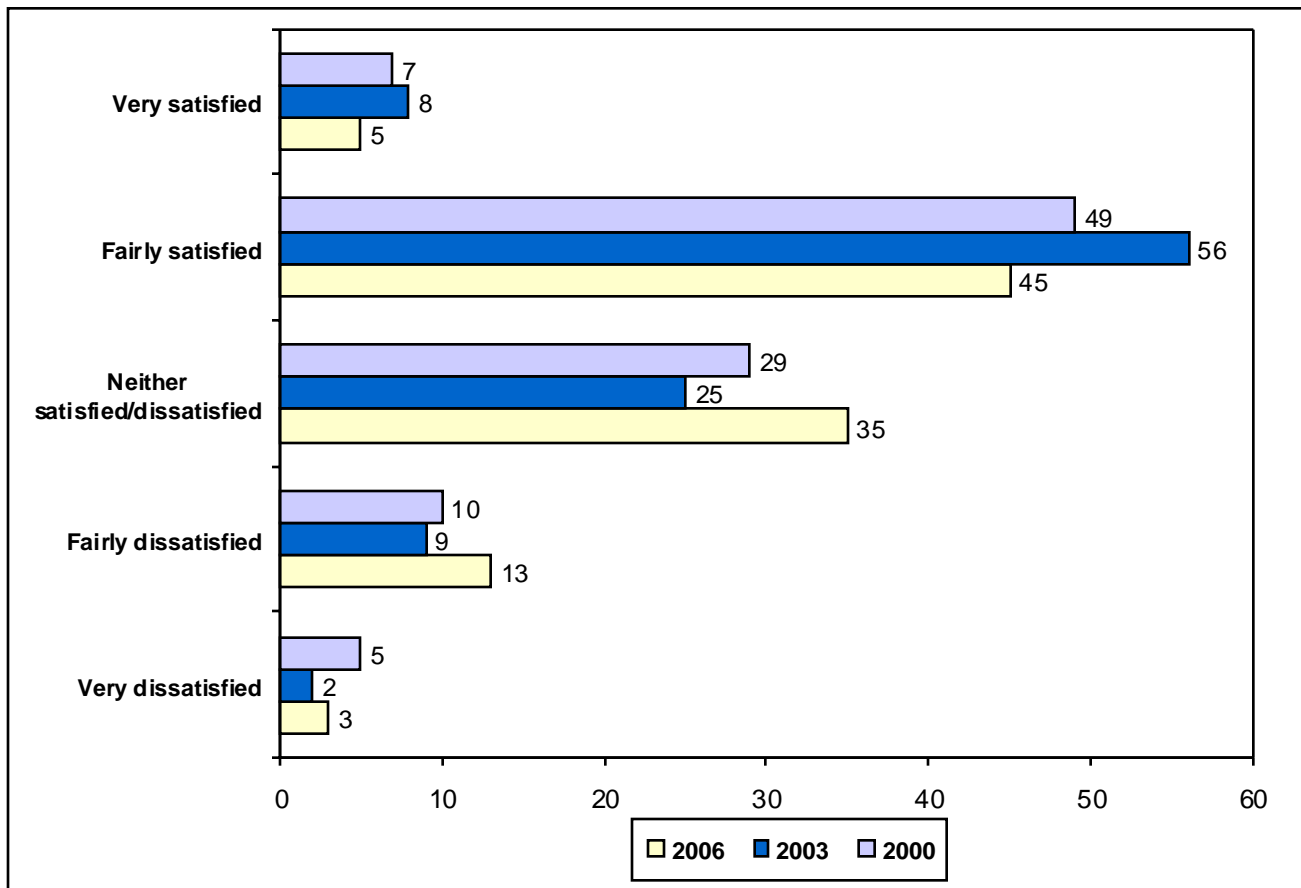
- 2.12 As instructed by the Audit Commission, those respondents who did not reply to certain questions or wrote in a response which was not on the questionnaire are excluded from the analysis, as are those who chose “It does not apply to me” as their response. For most questions, the Audit Commission also required that respondents answering “Don’t know” were also excluded. The number of respondents therefore varies from question to question.
- 2.13 When analysing the data, differences in responses were examined by age; gender; employment status, and area of residence (North, Central or South Neighbourhood Consultative Forum areas). Statistically significant differences between sub-groups have been highlighted throughout the report.
- 2.14 Please note that the survey collected data on the services provided by the Council and on Cleveland Fire Service (as dictated by the Audit Commission) although the Council is not responsible for the Fire Service.

3. SATISFACTION WITH COUNCIL SERVICES

Overall satisfaction with the way that Hartlepool Borough Council runs things

- 3.1 All the people who took part in the survey were asked to give an overall rating of the way Hartlepool Borough Council runs things. This question provides the information for BVPI 3. This question followed on from a number of questions asking respondents views of a range of local services (see later chapters for details),. Chart 1 shows their responses and compares them with satisfaction levels recorded in similar surveys in 2000 and 2003.
- 3.2 Overall, 49% of residents are satisfied with the way the Council runs things. (5% very satisfied, 45% fairly satisfied). A comparison with the results of the 2003 and 2000 surveys show that levels of satisfaction are falling (56% satisfied in 2003 and 63% satisfied in 2000).

Chart 1 Overall Satisfaction with Hartlepool Borough Council (BVPI 3)
(Base: All answering question – 976)



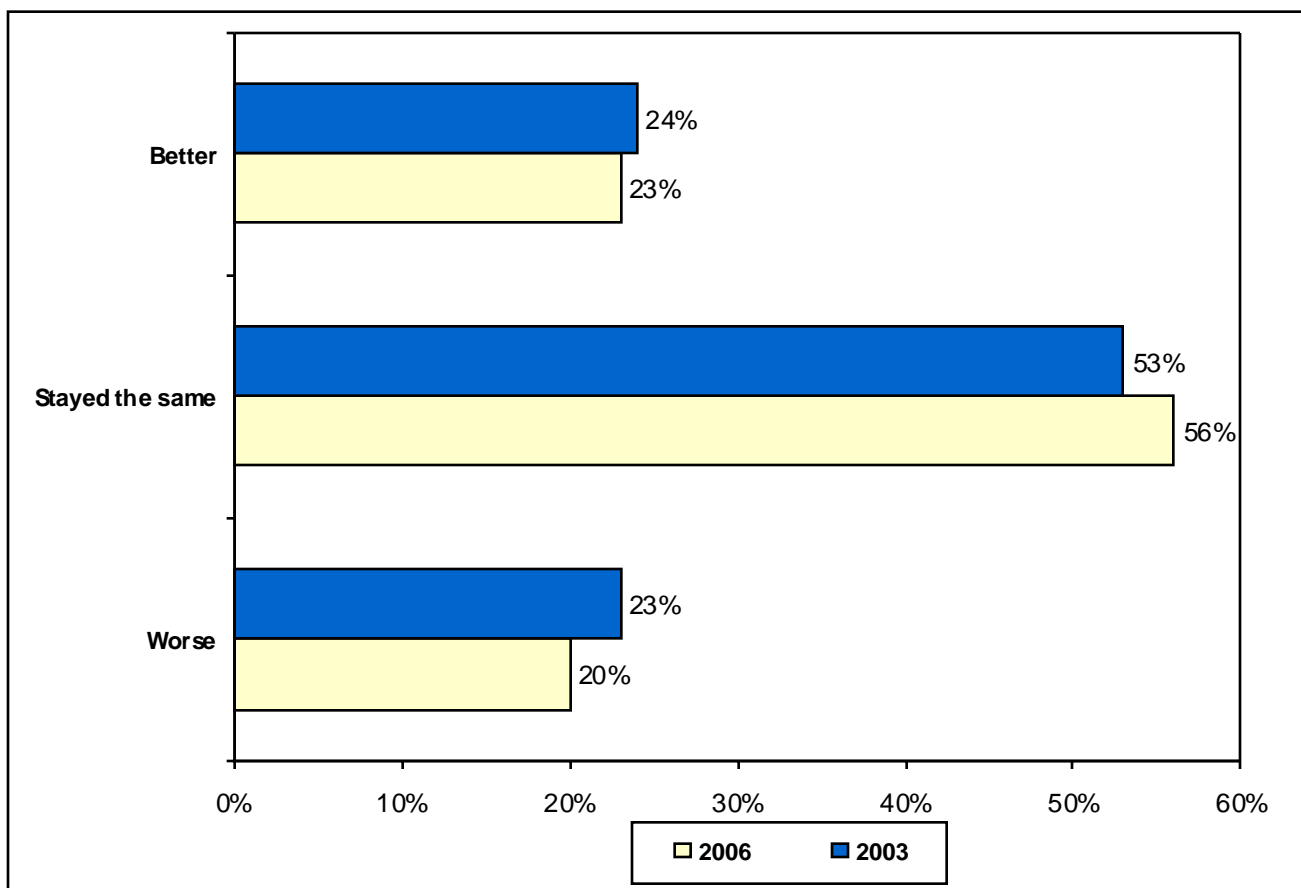
- 3.3 Nationally, overall satisfaction levels have remained fairly stable. In 2003, overall satisfaction was 55% nationally. In 2006, 54% of people nationally are satisfied.
- 3.4 Perceptions and opinions of the Council appear to vary according to the type of resident giving their views. Those aged 65 or over tended to have a more positive opinion of the Council than those aged under 65 years. Fifty eight percent of older people were very or fairly satisfied with the Council's performance as compared with 48 percent of under 35 year olds and 47% of 35 to 64 year olds. Women were slightly more likely to be satisfied (52%) than were men (45%). People not in paid employment (i.e. retired, employed, sick/disabled, full time education etc) were more satisfied than those in employment, 57%and 44% respectively.

Have things got better or worse overall?

- 3.5 Residents were asked to say whether, over the last 3 years , the way Hartlepool Borough Council runs things has got better, stayed the same or got worse. Their responses are compared in Chart 2 with the responses made in 2003. Over half (56%) think that there has been no change, 23% think that it has got better and 20% think that it has got worse. These are very similar figures to those recorded in 2003.

Chart 2 Have Things got Better, Worse or Stayed the Same Overall?

(Base: All answering question)



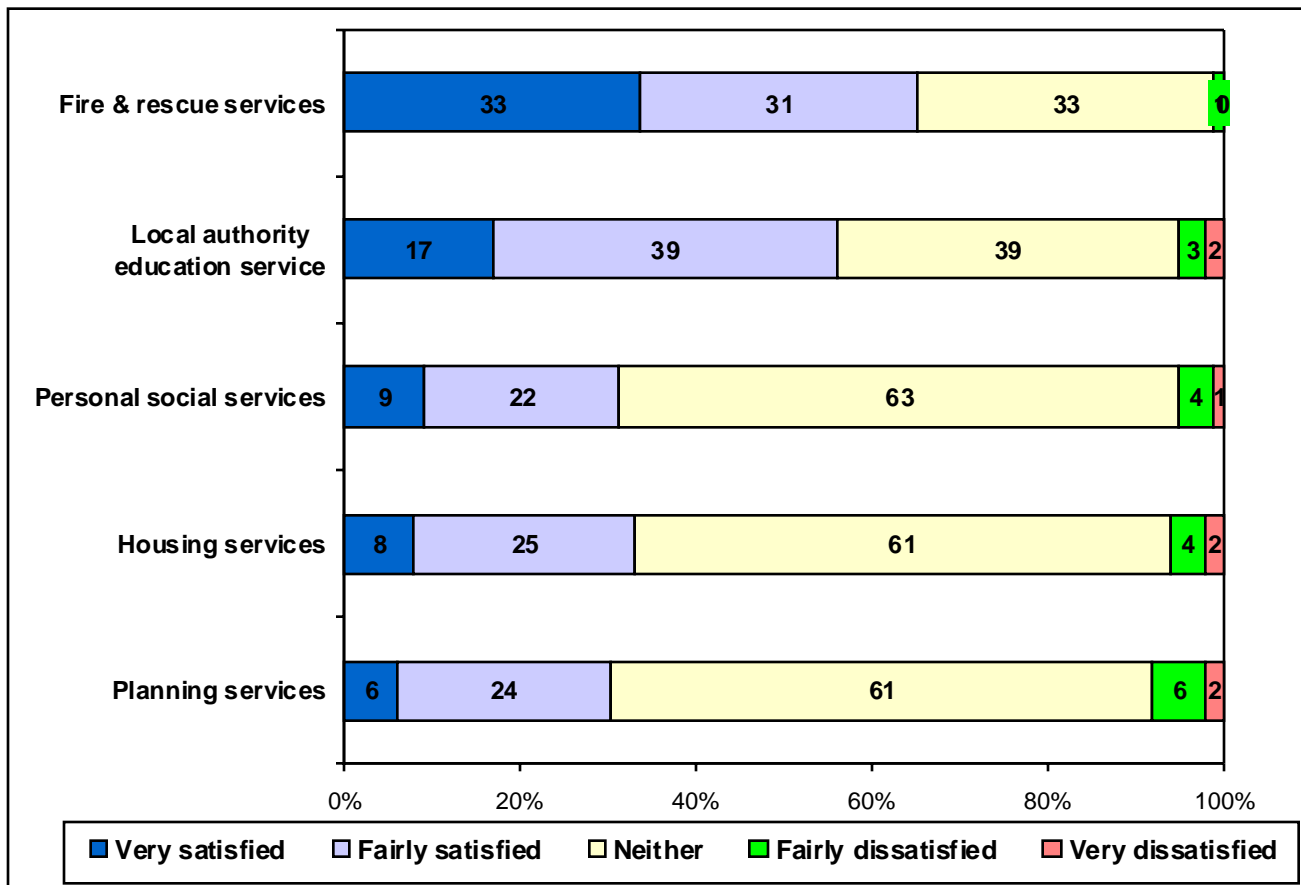
- 3.6 Responses to this question need to be interpreted with care. Asking people to compare what they currently think with what they remember thinking three years ago brings with it the risk of recall problems. Respondents may believe that they can remember what they thought three years ago but memory and interim events may have coloured their judgements. However, these results do tell us whether there is a general perception that things are getting better or worse.
- 3.7 Women are more likely than men to feel that things had got better (30% of women and 17% of men). Conversely, men are more likely to think that things had got worse (25% of men and 15% of women). People who are aged 25 to 34 years are more likely to think there have been improvements (34%) as compared with 35 to 44 year olds (19%)

Overall satisfaction with service areas

- 3.8 Respondents were shown a description of a range of the different services provided by Hartlepool Borough Council, and asked to give an overall satisfaction rating with area. Chart 3 shows that the most highly rated council service is the education service. For the other three services discussed, personal/social services, housing services and planning services, more than 6 out of 10 people said that they were neither satisfied nor dissatisfied.

Chart 3 Overall Satisfaction with Service Areas

(Base: All answering question)



Planning Services – trends in satisfaction

- 3.9 Overall, 30% of residents are satisfied with the Council planning services (6% very satisfied, 24% fairly satisfied). A comparison with results for 2000 and 2003 suggests that satisfaction levels have fallen over the last 6 years from 41% in 2000 to 30 percent in 2006.
- 3.10 Respondents who have had experience of the planning services in the last 12 months either by using them themselves or through a family member using them, are more likely to be satisfied than are non-users. Fifty seven percent of users are very or fairly satisfied as compared with 27 percent of no-users.

Table 3.1 Satisfaction with Planning Services

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	9	9	6	-3
Fairly satisfied	32	26	24	-2
Neither	49	57	61	+4
Fairly dissatisfied	7	5	5	-1
Very dissatisfied	4	2	2	-
Very/fairly satisfied	41	36	30	-6
Very/fairly/dissatisfied	10	7	7	-
<i>Base:</i>	<i>1030</i>	<i>1044</i>	<i>957</i>	

- 3.11 Satisfaction with planning services is greater among older people, e.g. 44% of those aged 75 years and over are satisfied as compared with 24% of those aged 25 to 34 years. Those in employment are less satisfied than those who are not in employment (27% and 35% satisfied, respectively). Looking at the town's three neighbourhood areas, the North and South areas are similar (33% and 35% satisfied respectively), but only 27% of Central area residents are satisfied.

Personal Social Services – trends in satisfaction

- 3.12 Overall, 31% of respondents are satisfied with the Council's personal social services (9% very satisfied, 22% fairly satisfied. This is a significant reduction in satisfaction from the levels recorded in 2003 when 45% were very or fairly satisfied.
- 3.13 People who have used personal social services in the last 12 months or where a family member has, are more likely to be satisfied. Sixty nine percent of users are very or fairly satisfied as compared with 23% of non-users.

Table 3.2 Satisfaction with Personal Social Services

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	19	15	9	-6
Fairly satisfied	36	30	22	-8
Neither	40	50	63	+13
Fairly dissatisfied	4	3	4	-1
Very dissatisfied	1	1	1	-
Very/fairly satisfied	55	45	31	-14
Very/fairly/dissatisfied	5	5	5	-
<i>Base:</i>	<i>1030</i>	<i>1078</i>	<i>959</i>	

- 3.14 Satisfaction with personal social services is greater among older people, 45% of 65 to 74 year olds and 66% of people aged 75 years and over are very or fairly satisfied. This compares with 28% of 25 to 34 year olds and 19% of 35 to 44 year olds. People not in employment are more often satisfied as compared to those in work (45% and 20% very or fairly satisfied respectively). Residents of the Central area are less likely to be satisfied than in the North and South areas (24%, 35% and 34% satisfied, respectively).

Local Authority Education Services – trends in satisfaction

- 3.15 Overall, more than half of respondents (56%) are satisfied with local authority education services (17% very satisfied, 39% fairly satisfied). In 2003, the overall satisfaction level was 63 percent.
- 3.16 As with other services, people who have used these services in the last 12 months are more satisfied than people who have not used them. Seventy eight percent of users are very or fairly satisfied as compared with 49% of non-users.

Table 3.3 Satisfaction with Local Authority Education Services

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	21	20	17	-3
Fairly satisfied	46	43	39	-4
Neither	28	33	39	+6
Fairly dissatisfied	3	3	3	-
Very dissatisfied	2	0	2	+2
Very/fairly satisfied	67	63	56	-7
Very/fairly/dissatisfied	5	3	5	+2
<i>Base:</i>	<i>1014</i>	<i>1068</i>	964	

- 3.17 People aged 45 to 54 years and 55 to 64 years seem to be slightly less satisfied (50% and 51% very or fairly satisfied) than other age groups, e.g. 58% of both 35 to 44 year olds and 65 to 74 year olds are very or fairly satisfied.

Housing Services – trends in satisfaction

- 3.18 Overall, 33% of respondents are satisfied with the housing services provided by Hartlepool Borough Council (8% very satisfied, 25% fairly satisfied. This is a reduction from the figure of 41% satisfied which was recorded in 2003. It is impossible to know what services respondents had in mind when they answered this question. Whilst the description given on the questionnaire did not include council housing (now the responsibility of Housing Hartlepool), it is worth noting that when asked about recent contacts with the Council a number of respondents mentioned contacts about housing repairs and maintenance which must have been with Housing Hartlepool.
- 3.19 Users of housing services are more likely to be satisfied with these services than are non-users. Seventy three percent of service users were satisfied and 24% of non-users were satisfied.

Table 3.4 Satisfaction with Housing Services

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	12	12	8	-4
Fairly satisfied	32	29	25	-4
Neither	46	51	61	+10
Fairly dissatisfied	6	5	4	-1
Very dissatisfied	4	3	2	-1
Very/fairly satisfied	44	41	33	-8
Very/fairly/dissatisfied	11	8	6	-2
<i>Base:</i>	<i>1022</i>	<i>1093</i>	966	

- 3.20 Older people tend to be more satisfied with housing services, e.g. 47% of 65 to 74 yrs olds and 50% of 75yrs and over). Those not in employment are more likely to be satisfied than those in work (45% and 24% respectively were very or fairly satisfied). Respondents who live in the Central area are less satisfied with housing services than in the North and South (27% in Central, 37% in North and 37% in South were very or fairly satisfied).

Fire and Rescue Services – trends in satisfaction

- 3.20 Although it is not run by Hartlepool Borough Council, it can be useful to see how opinions of the fire service compare and how they have changed. Overall, 64% of residents are satisfied with the fire service (33% very satisfied, 31% fairly satisfied. Satisfaction levels have fallen from 85% in 2000 and 70% in 2003.

Table 3.5 Satisfaction with Fire and Rescue Services

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	51	41	33	-8
Fairly satisfied	33	29	31	+2
Neither	15	29	35	+6
Fairly dissatisfied	1	1	1	-
Very dissatisfied	*	0	0	-
Very/fairly satisfied	85	70	64	-6
Very/fairly/dissatisfied	1	1	1	-
<i>Base:</i>	<i>1052</i>	<i>1079</i>	<i>964</i>	

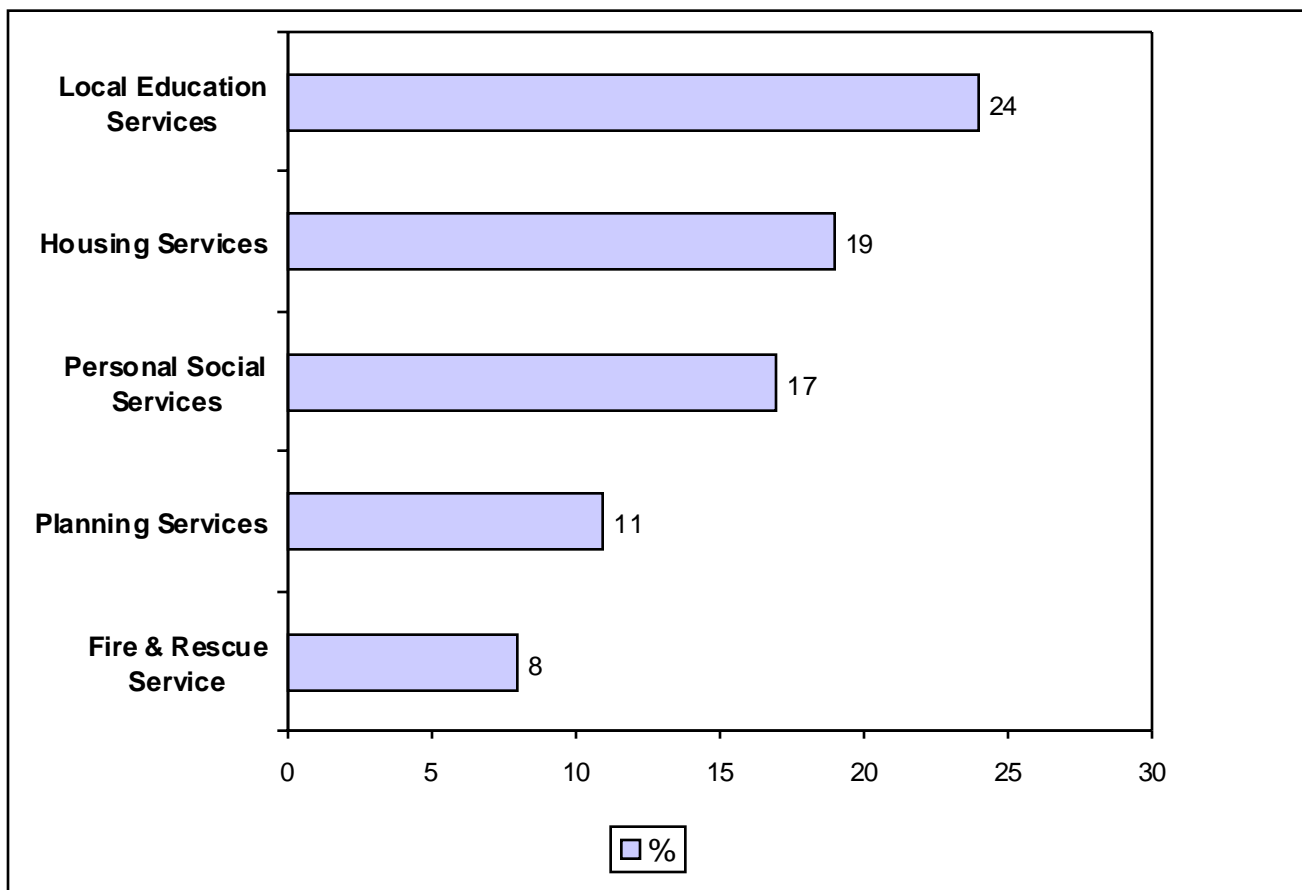
* = Less than 0.5%

Use of services

- 3.21 All respondents were asked to say whether they or any member of their family had used any of this range of services in the last 12 months. The most widely used service is education services (24%), followed by housing services (19%), personal social services (17%). Planning services were used by 11% of respondents. Fire and rescue services, not provided by Hartlepool Borough Council, were used by 9% of respondents.

Chart 4 Use of Services

(Base: All answering question = 1004)



- 3.22 As has been previously mentioned in the detailed discussions of service areas, those people who have used a service in the last 12 months are more likely to be satisfied than those who have not. A summary of this data is presented below in Table 3.6.

Table 3.6 Summary of Satisfaction with Services by Use

Base=All giving a response

	% Very/Fairly satisfied			
	Service used in the last 12 month		Service not used in the last 12 months	
	2003	2006	2003	2006
Planning	64	57	33	27
Personal Social Services	75	69	39	23
Local Authority Education Services	82	78	55	49
Housing Services	72	73	32	24
Fire & Rescue Services	89	89	69	62

Have council services got better or worse in the last 3 years?

- 3.23 Respondents were given a list of all the Council services discussed in detail in the questionnaire and were asked to say whether they thought the services had got better, worse or had stayed the same in the last 3 years.

Table 3.7 Have Council Services Got Better or Worse in the Last 3 Years?

Base=All giving a response

	Better	Stayed the same	Worse
	%	%	%
Keeping public land clear of litter and refuse	33	53	15
Collection of household waste	40	35	25
Local recycling facilities	54	41	6
Doorstep collection of items for recycling	58	29	13
Local tips/household waste recycling centres	50	45	5
Local transport information	15	73	12
Local bus services	20	62	18
Sport/leisure facilities	22	68	10
Libraries	21	78	2
Museums/art galleries	20	79	2
Theatres/concert halls	9	85	6
Parks and open spaces	27	63	9

- 3.24 For all the services discussed, three quarters or more of residents feel that the services have either got better or have stayed the same.
- 3.25 The services that were most often seen to have improved are all in the area of recycling. They are: doorstep collection of items for recycling (58% think it has got better); local recycling facilities (54%); and local tips/household waste recycling centre (50%).
- 3.26 Whilst the collection of household waste is the service most likely to be seen as having got worse (25%), this negative view is outweighed to a certain extent by the 40 percent of resident who think this service has improved in the last 3 years.

How the Council performs generally

- 3.27 The respondents were asked to give their views on how well the Council is performing on a range of issues. These issues cover things like efficiency, value for money, treating people fairly and other aspects of the Council's overall approach to its work. Respondents were asked to look at a list of statements about the Council and say how much each statement applied to their local Council.

Table 3.8 How Hartlepool Borough Council is Performing

Base=All giving a response

	A great deal	To some extent	Not very much	Not at all
	%	%	%	%
My Council				
Is making the local area a better place to live	11	61	22	6
Is working to make the area safer	11	55	27	7
Is working to make the area cleaner and greener	16	56	22	6
Is efficient and well run	9	40	33	18
Provides good value for money	6	35	33	26
Is trustworthy	11	43	30	17
Is remote and impersonal	12	46	28	14
Promotes the interests of local residents	7	49	34	10
Acts on the concerns of local residents	8	49	30	13
Treats all types of people fairly	16	57	19	8

3.28 The statements that respondents most often feel apply to Hartlepool Borough Council are:

- “My Council treats all types of people fairly (73% feel it applies a great deal or to some extent)
- “My Council is working to make the area cleaner and greener” (72%)
- “My Council is making the area a better place to live” (72%)

3.29 The statements that respondents least often feel apply to Hartlepool Borough Council are:

- “My Council provides good value for money (59% feel it applies not very much or not at all)
- “My Council is efficient and well run” (51%)

These are the only two statements where the negative view of the Council outweighs the positive view. For all the other statements, more people feel positive than feel negative about the Council.

4. THE LOCAL AREA

Quality of life

- 4.1 Respondents were given a list of 20 “quality of life factors, and asked to choose up to five that are most important in making somewhere a good place to live. Table 4.1 (overleaf) shows that the most important factors for Hartlepool people are thought to be:
- Level of crime (65% chose this for their 5 most important factors)
 - Health services (56%)
 - Clean streets (46%)
 - Affordable, decent housing (40%)
- 4.2 These priorities are very similar to those recorded in 2003 when the same four factors were most often chosen.
- 4.3 From the same list of “quality of life” factors, respondents were invited to select up to five factors that most needed improving in their local area. The second half of Table 10 shows the responses to this question and compares the figures with the priorities recorded in 2003. The most important factors for improvement in 2006 are:
- Level of crime (51% chose this for their 5 factors most needing improvement)
 - Activities for teenagers (47%)
 - Roads and pavement repairs (47%)
 - Clean streets (42%)
- 4.4 Residents’ priorities for improvement are similar to those expressed in 2003. However some of the strength of feeling has changed. For example, in 2003 70% of people thought that the level of crime should be a top priority. In 2006, whilst level of crime is still the most frequently chosen factor, only 53% of people actually chose it. In 2006, activities for teenagers have become slightly more of a priority whilst clean streets has become slightly less of a priority but is still in the top four.

Table 4.1 Factors making Somewhere a Good Place to Live/Most needing Improvement

Base: All answering

	Good place to live		Most needing improvement	
	2003	2006	2003	2006
	%	%	%	%
Level of crime	74	65	70	53
Health services	53	56	22	22
Clean streets	55	46	48	42
Affordable, decent housing	38	40	20	21
Education provision	29	33	7	6
Job prospects	31	30	28	24
Activities for teenagers	32	26	40	47
Road & pavement repairs	26	25	44	47
Shopping facilities	24	23	17	16
Parks and open spaces	18	21	10	10
Level of traffic congestion	20	18	21	23
Facilities for young children	24	16	25	20
Wage levels & cost of living	19	16	23	15
Public transport	18	16	17	13
Community activities	9	12	7	11
Level of pollution	15	10	9	10
Cultural facilities	9	10	4	5
Access to nature	10	10	3	2
Sports & leisure facilities	10	7	15	10
Race relations	2	2	3	3
Other	2	1	4	4
None of these	#	#	1	1
Don't know	-	#	-	1
Base=	1118	1004	1142	1004

= Less than 0.5%

4.5 Looking at the factors that different groups see as important in making an area a good place to live, the following can be observed:

- Whilst crime is an important local factor for a majority of respondents, men are more likely than women to chose it (70% of men and 61% of women). Women place a higher priority on affordable decent housing than do men.
- The features of the local area which older people are more likely than younger people to classify as important are health services; road and pavement repairs; and activities for teenagers.
- Young people are more likely than older people to see education provision; wage levels and local cost of living; crime levels; and parks and open spaces as important factors in making an area a good place to live.
- People in employment are more likely to choose education provision; crime levels; and wages and local cost of living than those not in employment. On the other hand, those who are not in employment are more likely to chose roads and pavements; road and pavement repairs; and activities for teenagers.

4.6 Priorities for improvement also vary somewhat from group to group. The main differences observed are:

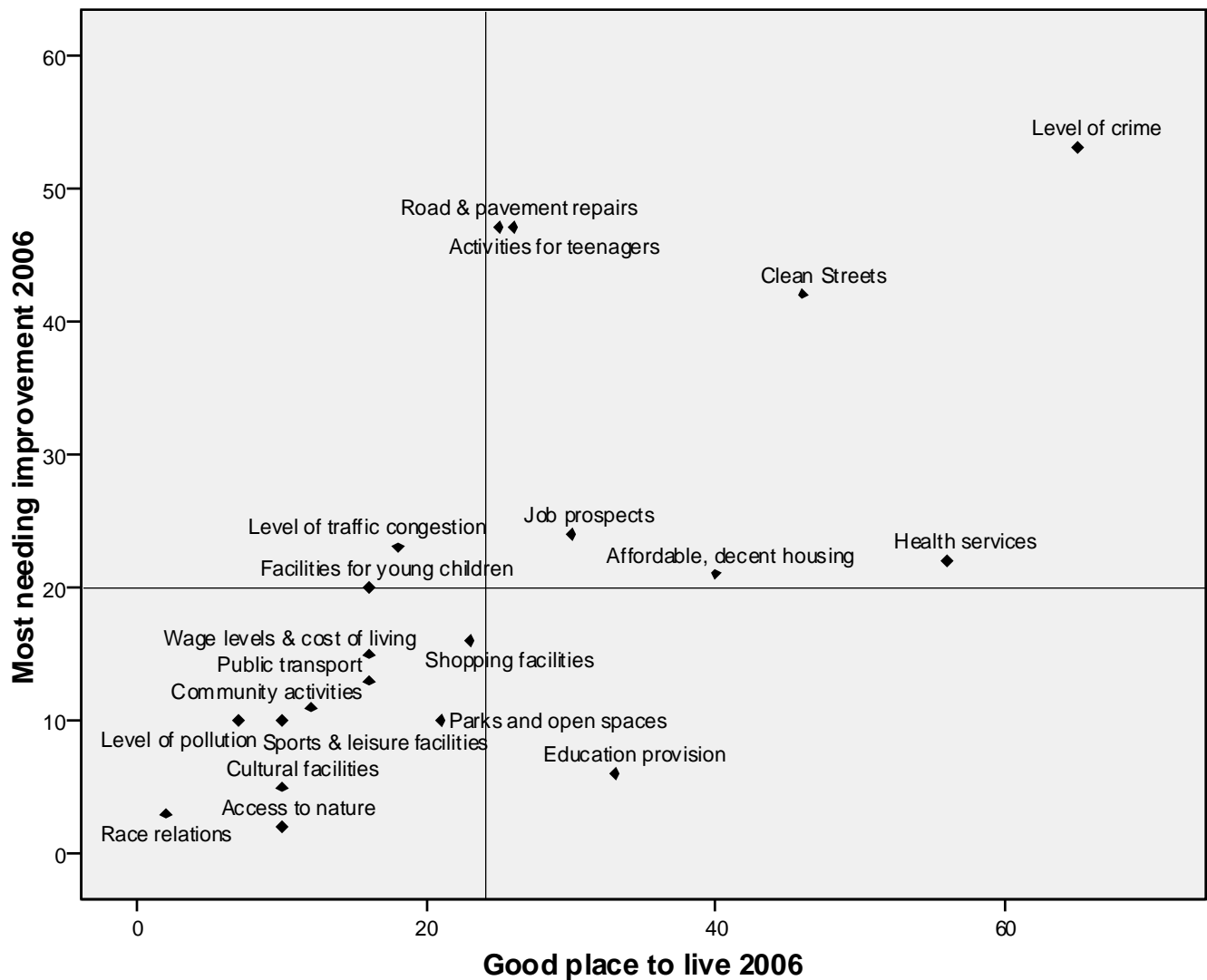
- Whilst men and women have similar opinions on many priorities, men are more likely than women to prioritise the level of crime (58% of men and 50% of women) and women are slightly more likely to prioritise community activities (1% of women, 9% of men).
- Older peoples tend to differ most from younger people in their priorities for improvement on: road and pavement repairs (61% of people aged 55 and over, 36% of those aged 35 years and under); clean streets (48% of 55yrs and over, 38% of under 35 yr olds and 40% of 35 to 54 yr olds); and the level of traffic congestion.
- Younger people are more likely than older people to want to prioritise; wage levels and cost of living; activities for teenagers and sports and leisure facilities.
- People in employment in employment more likely than those not in employment to see wage levels and cost of living as a priority for improvement. People not in employment place a higher priority on road and pavement repairs; health services; and clean streets.

Quality of life priorities

- 4.7 By combining the results of the two questions previously discussed, it is possible to identify the quality of life indicators that Hartlepool residents feel should be prioritised. Chart 5 plots the results of the two questions against each other. The 4 quarters of the chart are separated by a line that indicates the mean score of most important/needs improving. The factors that appear in the top right quarter of the chart are arguably those that are top of the priority list – these are the things that residents are most likely to consider important and are also those that they are most likely to think need improving.

Chart 5 Use of Services

(Base: All answering question)



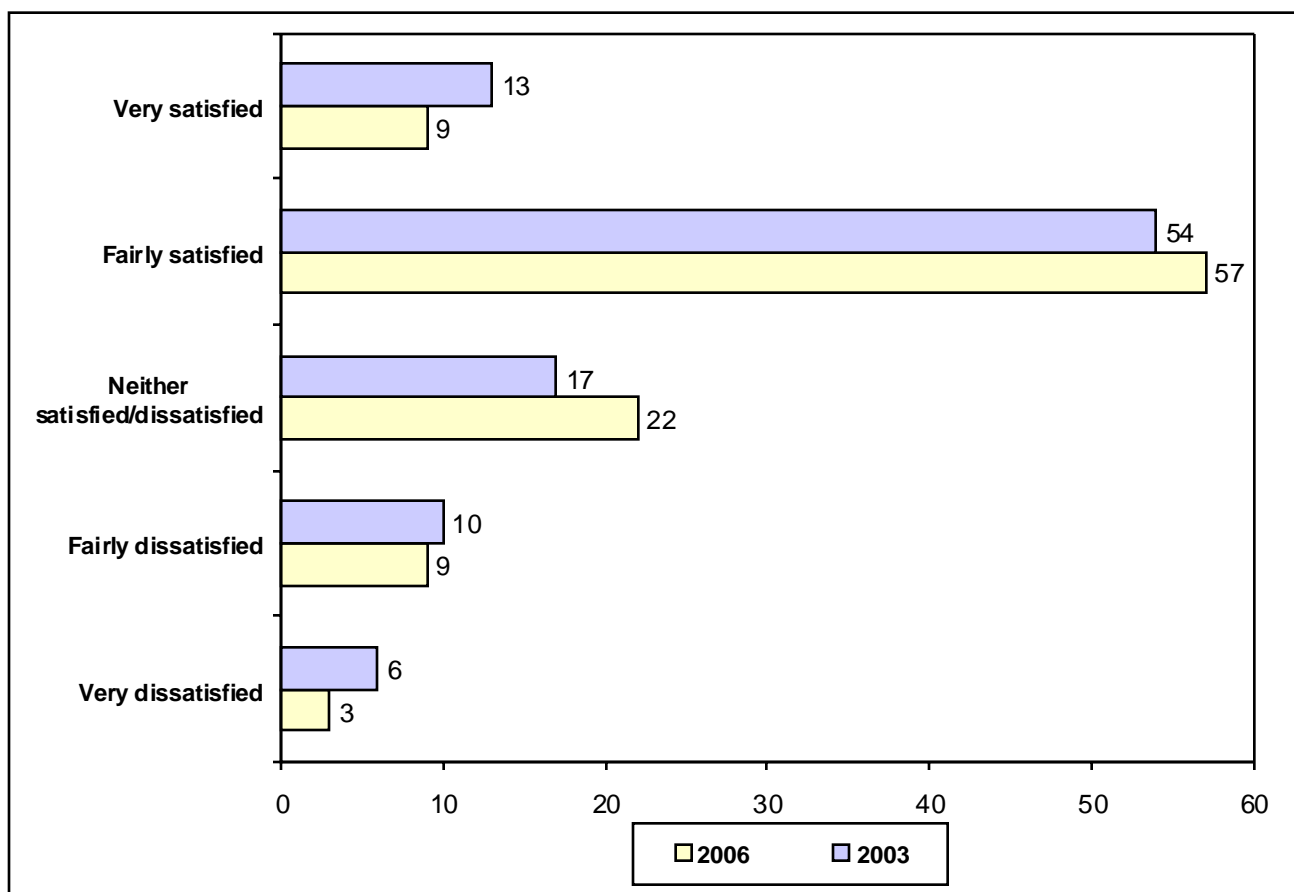
- 4.8 According to this analysis, the Council should prioritise level of crime; and clean streets in order to improve the quality of life of Hartlepool residents.

Overall satisfaction with the local area as a place to live

- 4.9 After having given their views on quality of life issues, respondents were asked to give an overall rating of the local area. Sixty six percent of Hartlepool residents are satisfied with their local area as a place to live. This is almost identical to the figure of 67% recorded in 2003. However the proportion of people who are very satisfied has dropped slightly
- 4.10 Nationally, satisfaction with the local area as a place to live has increased from 71% satisfied in 2003 to 75% satisfied in 2006. Hartlepool's figure of 66% satisfied places it in the bottom 25% nationally for this indicator.

Chart 6 Overall Satisfaction with the Local Area as a Place to Live (LAA PI)

(Base: All answering question = 2003 – 1155; 2006 – 951))



- 4.11 Women tend to be more satisfied with their local area as a place to live with 72% being very or fairly satisfied as compared with 62% of men. Those over 65 years in age are more likely to be satisfied than younger age groups. Eighty percent of 65 yrs and over are satisfied, while only 59% of 55 to 64 year olds are satisfied. People in the South

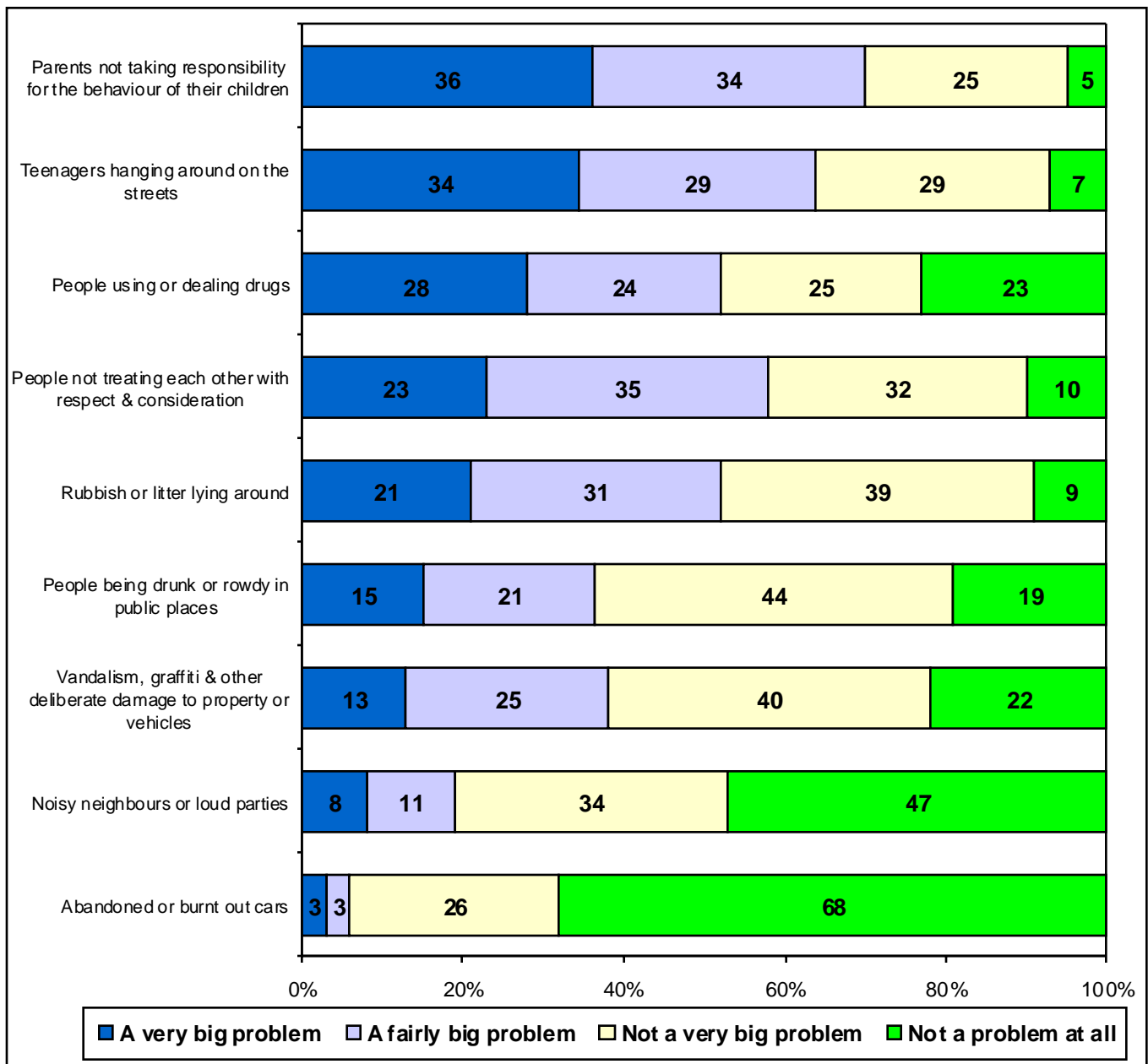
area of the borough seem to be somewhat more satisfied with the area as a place to live, 72% of them being very or fairly satisfied, whilst 66% of those in the North area and 62% in the Central area are satisfied.

Anti-social behaviour

- 4.12 Respondents were presented with a list of anti-social behaviours and were asked to state the extent to which each is a problem in their local area. The biggest problems are identified as: parents not taking responsibility for the behaviour of their children; teenagers hanging around on the streets; and people using or dealing drugs.

Chart 7 Anti-Social Behaviour (LAA PIs)

(Base: All answering question)



- 4.13 A similar question was asked in 2003 which looked at a slightly different range of issues. Comparable figures are not available for all the issues discussed. For example, parents not taking responsibility for the behaviour of their children was not discussed in 2003.
- 4.14 There have been some significant positive changes in how people view anti-social behaviour in their local area. They are:
- People dealing and using drugs as a very big problem has changed from 48% in 2003 to 28% in 2006;
 - Vandalism, graffiti and other deliberate damage was a very big problem for 36% of people in 2003. In 2006, 13% see it as a big problem;
 - People being drunk and rowdy in public places has fallen from 30% seeing it as very big problem in 2003 to 15% on 2006;
 - Abandoned and burnt out cars are currently a very big problem for 3% of people whereas in 2003, 22% saw them as a very big problem. The efforts made through joint working between the Council, police and fire service on this issue have clearly paid dividends in terms of improved local perceptions.
- 4.15 Looking at the national picture, for all but one of these nine issues, the Hartlepool scores are higher than the national average, i.e. people are more likely to see these issues as a problem in Hartlepool than they do in the country generally. For example, 70% of people in Hartlepool think that parents not taking responsibility for the behaviour of their children is a very or fairly big problem. The national average is 62% and Hartlepool is in the poorest performing 25% of authorities on this indicator.
- 4.16 The exception to this trend is abandoned or burnt out cars for which Hartlepool is in the top performing 25% of authorities. The national average of people who see abandoned or burnt out cars as a problem is 10%, whilst in Hartlepool it is 6%.

Local area as a place where people from different background get on well together

- 4.17 The group of questions about the local area finished by asking respondents whether they thought that their local area was a place where people from different backgrounds get on well together. Seventy four percent of people either agree or disagree that their area is one where different people can get on well.
- 4.18 Older people, those aged 65 years and over, tend to be more positive on this issue. Ninety percent of them definitely agree or tend to agree that the area is one where different people can get on well. People living in the South area are more likely to be positive than those in the North and Central areas (82%, 76% and 75% respectively, definitely or tend to agree).

Table 4.2 Agree or disagree that this local area is a place where people from different backgrounds get on well together (LAA PI)

Base=All giving a response

	2006
	%
Definitely agree	8
Tend to agree	68
Tend to disagree	18
Definitely disagree	6
<i>Base:</i>	505

- 4.19 Looking at the national picture, Hartlepool's figure of 76% is below the national average of 79% of people definitely agreeing or tending to agree that their area is one where people get on well together.

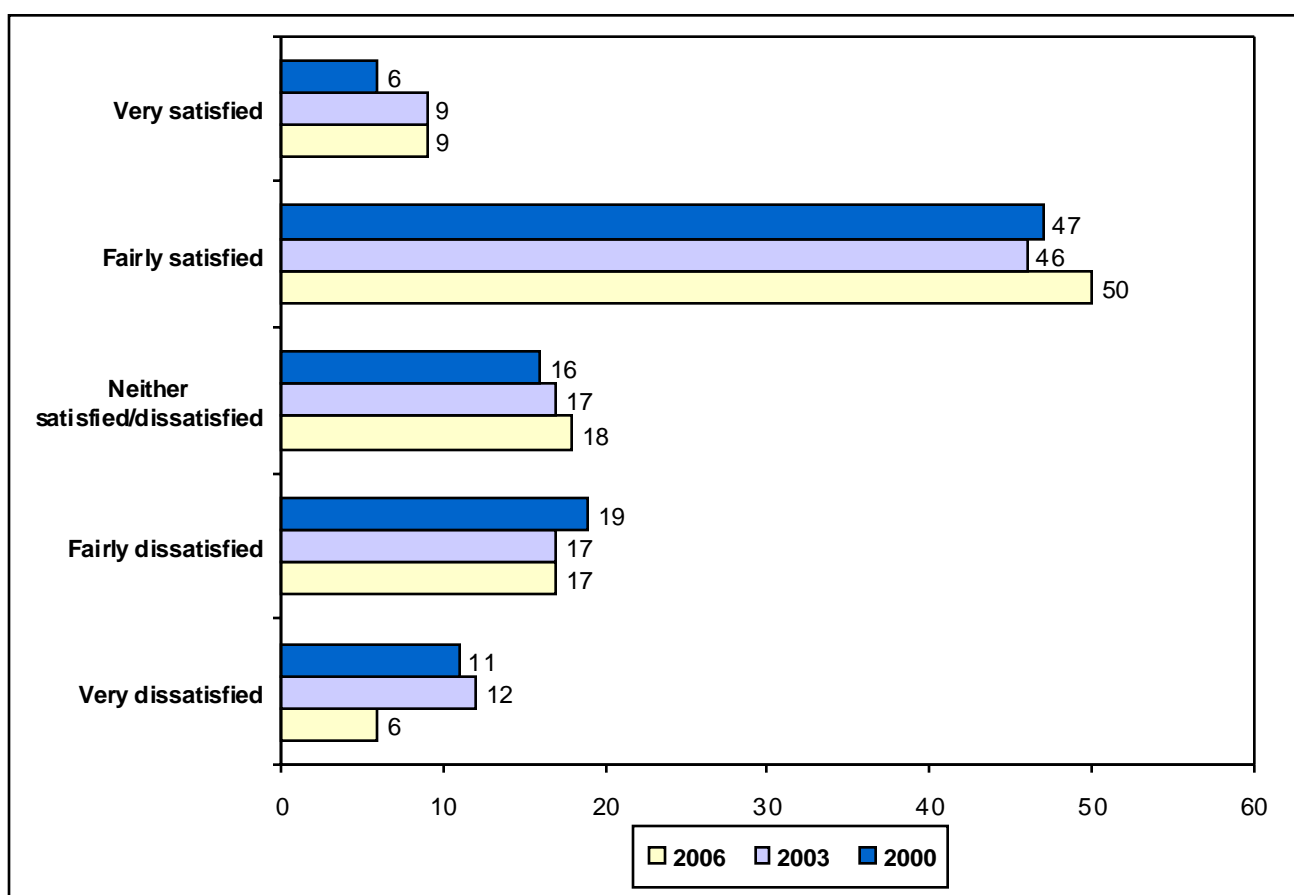
5. ENVIRONMENTAL SERVICES

Waste and litter services

- 5.1 It was explained to the survey respondents that the Council has a duty to keep clear of litter and refuse all public land which it controls. They were asked to say how satisfied or dissatisfied they are with the Council's performance in this respect. Chart 8 shows that 59% of people are very or fairly satisfied. This is a small increase in satisfaction from 2003 when 55% were very or fairly satisfied.

Chart 8 Satisfaction with Waste and Litter Services (BVPI 89)

(Base: All answering question)



- 5.2 Women are a little more satisfied than men with the maintenance of public open spaces (62% of women very or fairly satisfied, 55% of men. Older people also tend to be more satisfied with 70% of those aged 65 years and over being satisfied as compared with 52% of people aged 35 to 44 years. People in the South area are most satisfied with this service, 65% are very or fairly satisfied as compared with 58% in the North and 54% in Central area.

- 5.3 The national average satisfaction level for the cleanliness of public land is 68% as compared with 59% satisfied in Hartlepool. This places Hartlepool in the lowest performing 25% of authorities for this indicator.

Household waste collection

- 5.4 Respondents were next shown a list of aspects of the Council's household waste collection service and were asked to rate their satisfaction with each. They were then asked to rate their satisfaction overall. Overall, 72% are satisfied with the service (21% very satisfied, 51% fairly satisfied). This compares with a figure of 90% satisfied in 2003. It is perhaps unfortunate that the survey coincided with the introduction of alternating collection of household and recyclable waste to a substantial section of the borough. The inevitable disruption to routines and a settling down period seems to have had an impact on satisfaction levels.

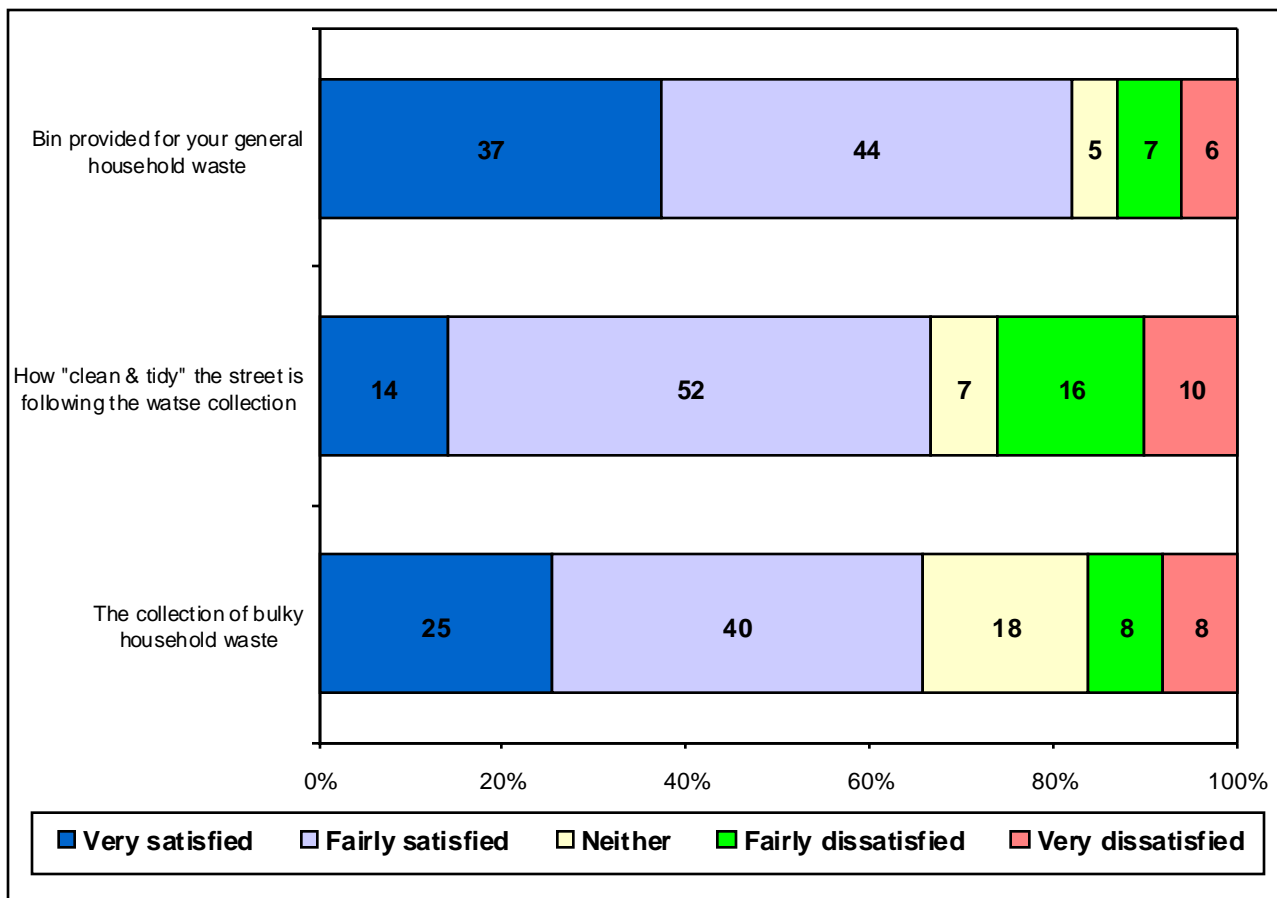
Table 5.1 Household Waste Collection Overall – Trends (BVPI 90a)

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	33	37	21	-16
Fairly satisfied	52	53	51	-2
Neither	10	5	8	+3
Fairly dissatisfied	4	3	10	+7
Very dissatisfied	2	2	9	+7
Very/fairly satisfied	85	90	72	-18
Very/fairly/dissatisfied	5	6	19	+13
<i>Base:</i>	<i>1085</i>	<i>1154</i>	976	

- 5.5 Satisfaction with household waste collection seems to increase with age. Sixty two percent of those aged under 45 years are very or fairly satisfied with this service, as compared with 77% of 45 to 64 year olds and 88% of those aged 65 years and over. People in work are less satisfied (66% very or fairly satisfied) than those who are not in work (80%). The residents of the South area are less satisfied with household waste collection than residents of the North and Central areas (67%, 76% and 71% respectively are very or fairly dissatisfied.)
- 5.6 Comparing Hartlepool's performance with national figures, satisfaction with household waste collection (72%) is well below the national figure of 79%. The Council has moved from being among the top performing 25% of authorities to being among the lowest performing 25% of authorities since 2003.
- 5.7 Respondents were asked to look at three aspects of household waste collection: the bin provided general household waste; the tidiness of the street after waste collection; and the collection of bulky household waste. Their responses are reported in Chart 9 below.

Chart 9 Satisfaction with Aspects of Household Waste Collection
(Base: All answering question)



- 5.8 Eighty one percent of respondents are very or fairly satisfied with the bin provided for their household waste. In 2003, 92% of people surveyed were very or fairly satisfied. It is people in the younger age group, under 45 years who seem less satisfied with their current bin (72% very or fairly satisfied) than those aged 45 years and over (88%). Women are more likely to be satisfied (86%) with the bin than are men (refuse collection 75%)
- 5.9 The cleanliness of the street after refuse collection has also decreased a little from 2003 levels. In 2003, 74% of people were very or fairly satisfied. By 2006 this figure had dropped to 67%.
- 5.10 Satisfaction with the collection of bulky household waste has however risen a little. In 2003, 60% of people were very or fairly satisfied and in 2006, the figure has risen to 65% satisfied.

Doorstep recycling collection

- 5.11 Respondents were shown a list of aspects of the Council's doorstep recycling collection service and asked to say how satisfied or dissatisfied they were with each of them. They were then asked to rate their satisfaction with the service overall. Overall 66 percent of residents are satisfied with this service. This is a substantial reduction from the 80 percent satisfied recorded in 2003 and could well be linked to the continued roll out of the alternate household/recyclable waste collection system.

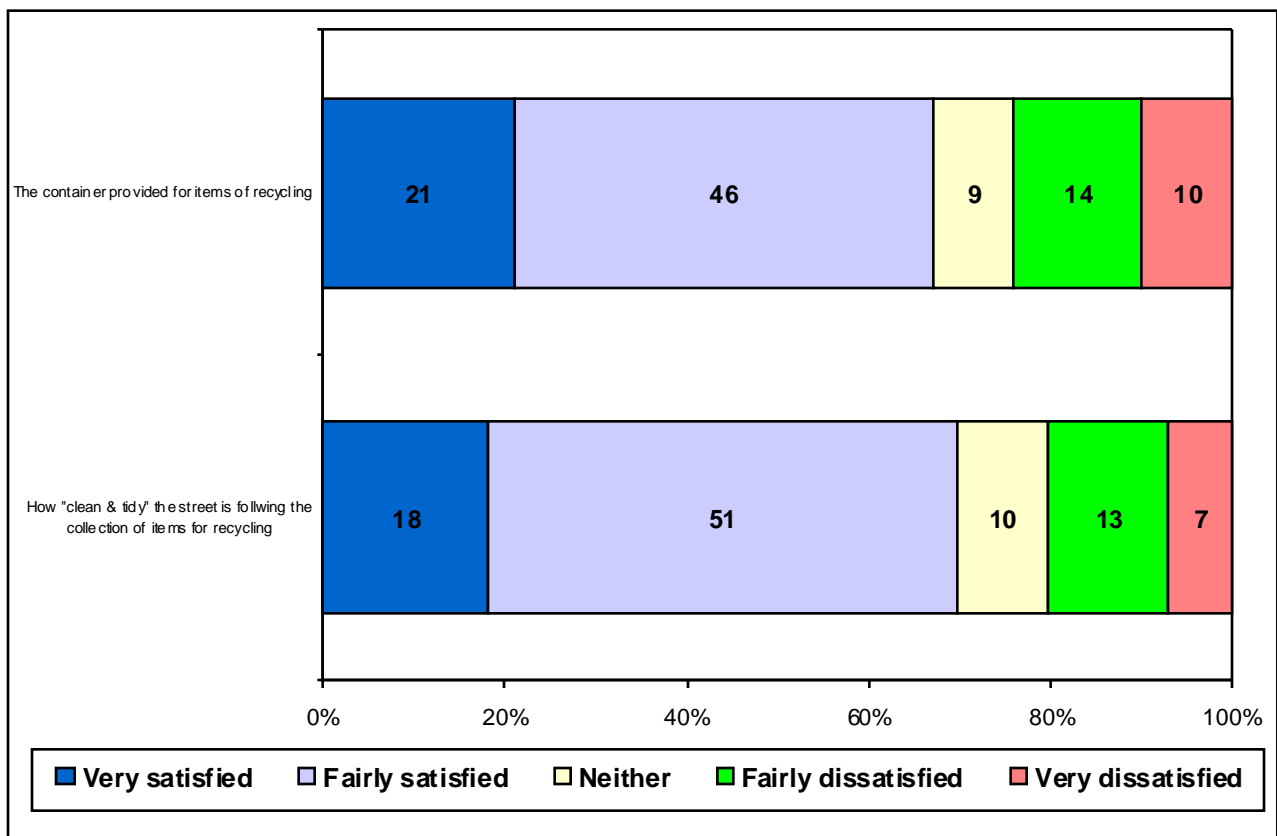
Table 5.2 The Service for Collection of Items for Recycling Overall – Trends
Base=All giving a response

	2003	2006	Change – 2003 to 2006
	%	%	+/-
Very satisfied	41	21	-20
Fairly satisfied	40	45	+5
Neither	13	12	-1
Fairly dissatisfied	4	11	+7
Very dissatisfied	2	10	+6
Very/fairly satisfied	81	66	-15
Very/fairly/dissatisfied	6	21	+15
<i>Base:</i>	<i>1063</i>	949	

- 5.12 Satisfaction with this service, as for a number of services is higher among women, older people and those who are retired or not in work. For example 73% of women are very or fairly satisfied as compared with 58% of men.

- 5.13 The aspects of the doorstep recycling service that respondents were asked to consider were: the container provided for recycling; and the cleanliness of the street after the collection of recycling.

Chart 10 Satisfaction with Aspects of Doorstep Recycling Services
(Base: All answering question)



- 5.14 Sixty seven percent of people are very or fairly satisfied with the container provided for recycling items. This is a quite serious reduction in satisfaction level from the 81% satisfaction rate recorded in 2003.
- 5.15 There is also a reduction in satisfaction with the cleanliness of the street after the recycling collection. In 2003, 80% of respondents were very or fairly satisfied, the 2006 figure is 69% satisfied with the cleanliness after recycling collection. This satisfaction level closely matches the level of satisfaction with cleanliness after refuse collection (see Chart 9).

Local recycling facilities

- 5.16 Respondents were next asked their views on the Council's local recycling facilities, i.e. bottle banks, can banks and plastics banks, and were asked to rate their satisfaction with a range of aspects of this service. They were then asked to rate their satisfaction overall. Overall, 72% are satisfied with the service (20% very satisfied, 52% fairly satisfied). This compares with a figure of 80% satisfied in 2003.

Table 5.3 Local Recycling Facilities Overall – Trends (BVPI 90b)

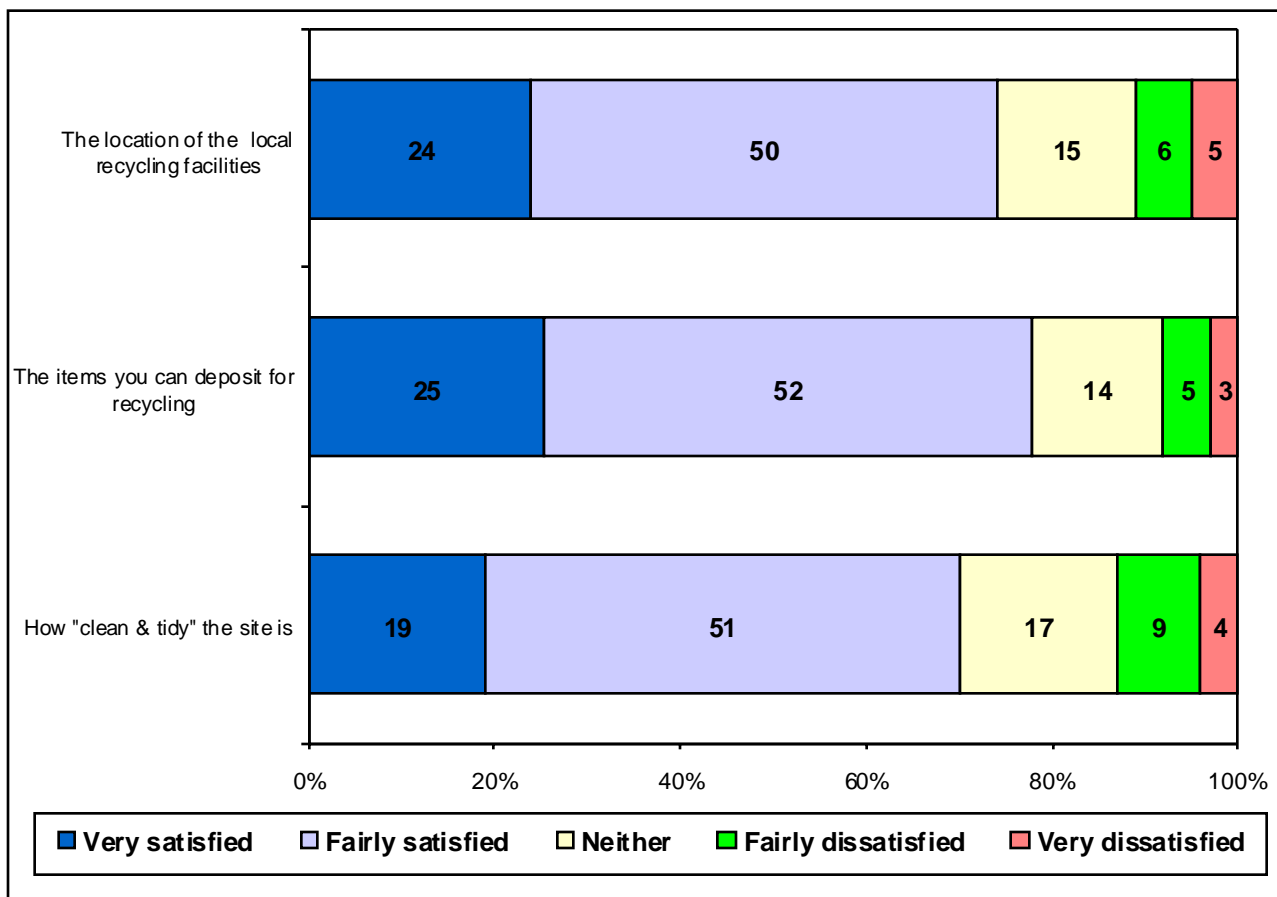
Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	20	30	20	-10
Fairly satisfied	46	50	52	+2
Neither	21	14	17	+3
Fairly dissatisfied	8	3	6	+3
Very dissatisfied	5	3	4	-1
Very/fairly satisfied	67	80	73	-7
Very/fairly/dissatisfied	13	6	10	+4
<i>Base:</i>	<i>1037</i>	<i>994</i>	928	

- 5.17 Seventy seven percent of women are very or fairly satisfied with local recycling facilities as compared with 68% of men. People living in the North area are less satisfied with this service(66% very or fairly satisfied) than those living in the Central area (74% satisfied and the South area (80% satisfied).
- 5.18 The national average satisfaction score for local recycling facilities is 70%. Hartlepool's above average score of 73% places it in the top 50% of authorities in the country rather than in the top 25%, as was the case in 2003.

5.19 Respondents were asked to consider 3 aspects of the local recycling facilities: the location of local recycling facilities; the items you can deposit for recycling; and how "clean and tidy" the site is. Chart 11 summarises their responses.

Chart 11 Satisfaction with Aspects of Local Recycling Facilities
(Base: All answering question)



5.20 Seventy four percent of the people surveyed are very or fairly satisfied with the location of the local recycling facilities. In 2003, the figure recorded was 84 percent.

5.21 When considering their satisfaction with the items you can deposit for recycling, 77% of residents said that they were either very or fairly satisfied. In 2003, this figure was at a very similar level of 79%.

5.22 Satisfaction with the cleanliness of the local recycling site has dropped slightly from 76% being very or fairly satisfied to 71% being satisfied in 2006.

Household waste recycling centre/local tip

- 5.23 Respondents were shown a list of aspects of their local household recycling centre (at Burn Rd), and were asked to rate their satisfaction with each. They were then asked to rate their satisfaction overall. Overall, 89 percent are satisfied with the service (30% very satisfied, 59% fairly satisfied). This is a small improvement on the figure of 85 percent satisfied in 2003. Only those residents who had used the centre were asked to answer this question. In 2003, this group of questions was asked of all respondents, not just service users as in 2006, so comparisons need to be made with some caution.

Table 5.3 Household Waste Recycling Centre/Local Tip Overall – Trends (BVPI 90c)

Base=All giving a response

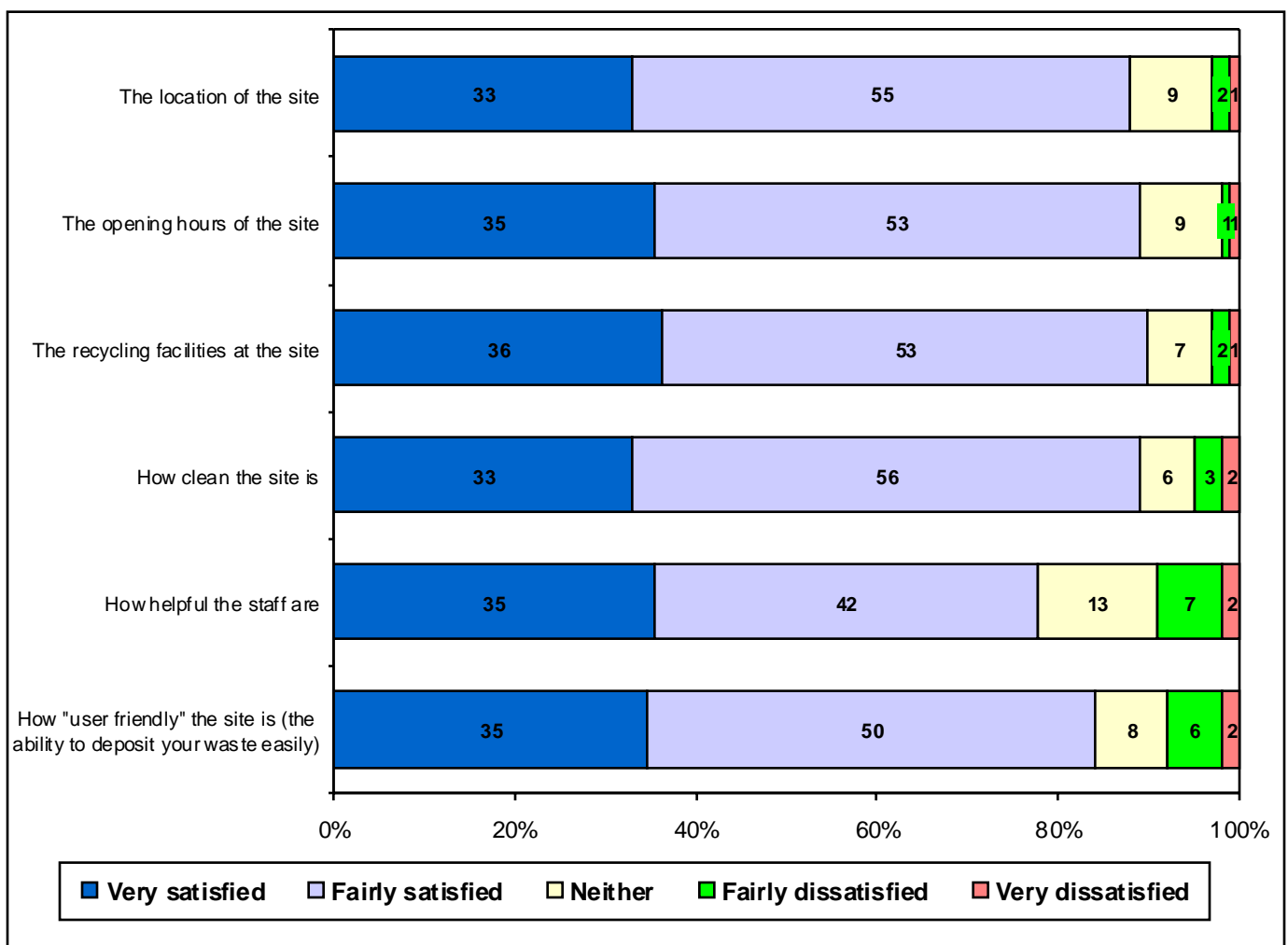
	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	23	35	30	-5
Fairly satisfied	51	49	59	+10
Neither	18	11	8	-3
Fairly dissatisfied	6	3	2	-1
Very dissatisfied	2	2	1	-1
Very/fairly satisfied	74	84	89	+5
Very/fairly/dissatisfied	8	5	3	-2
<i>Base:</i>	<i>874</i>	<i>959</i>	<i>353</i>	

- 5.24 Looking at factors like age, gender, employment status and area of residence, there are no significant difference between these groups in terms of their overall views of the household waste recycling centre .

- 5.25 In a national context, Hartlepool is in the top 25% of authorities for this indicator with 89% of Hartlepool people being very or fairly satisfied as compared with a national average of 79%.
- 5.26 There were six different aspects of the recycling centre at Bum Rd that respondents were asked to consider. They ranged from the location of the site to how “user friendly” the site is. Chart 12 shows a summary of residents’ views.

Chart 12 Satisfaction with Aspects of the Household Waste Recycling Centre/Local Tip

(Base: All answering question)



- 5.27 Table 5.4 summarises people's satisfaction with six aspects of the site. For each aspect, very and fairly satisfied/dissatisfied responses have been added together to give an overall satisfied/dissatisfied figure. Current satisfaction levels are at very similar levels to those recorded in 2003. For some aspects, there appear to have been some improvements, particularly in the helpfulness of staff and the user friendliness of the site.

Table 5.4 Trends in Satisfaction with Household Waste Recycling Centre
Base=All giving a response

	Satisfied		Dissatisfied	
	2003	2006	2003	2006
	%	%		
The location of the site	86	88	6	3
The opening hours of the site	87	88	5	2
The recycling facilities at the site	86	89	3	3
How clean the site is	87	89	5	4
How helpful the staff are	72	79	11	10
How "user friendly" the site is (the ability to deposit your waste easily)	79	85	8	8

6. PUBLIC TRANSPORT

Public transport information

- 6.1 The types of public transport information provided by Hartlepool Borough Council was explained to respondents, i.e. roadside timetable information at bus stops, bus and rail timetables guide, public transport map, timetables (including large print versions), timetable leaflets, information on concessionary fares and special services and timetables.
- 6.2 Respondents were asked to consider two aspects of the Council's public transport information service, and were asked to rate their satisfaction with each. They were then asked to rate their satisfaction overall. Overall, 53 percent are satisfied with the service (10% very satisfied, 43% fairly satisfied). This is a decrease from the figure of 59 percent of people who were satisfied in 2003.

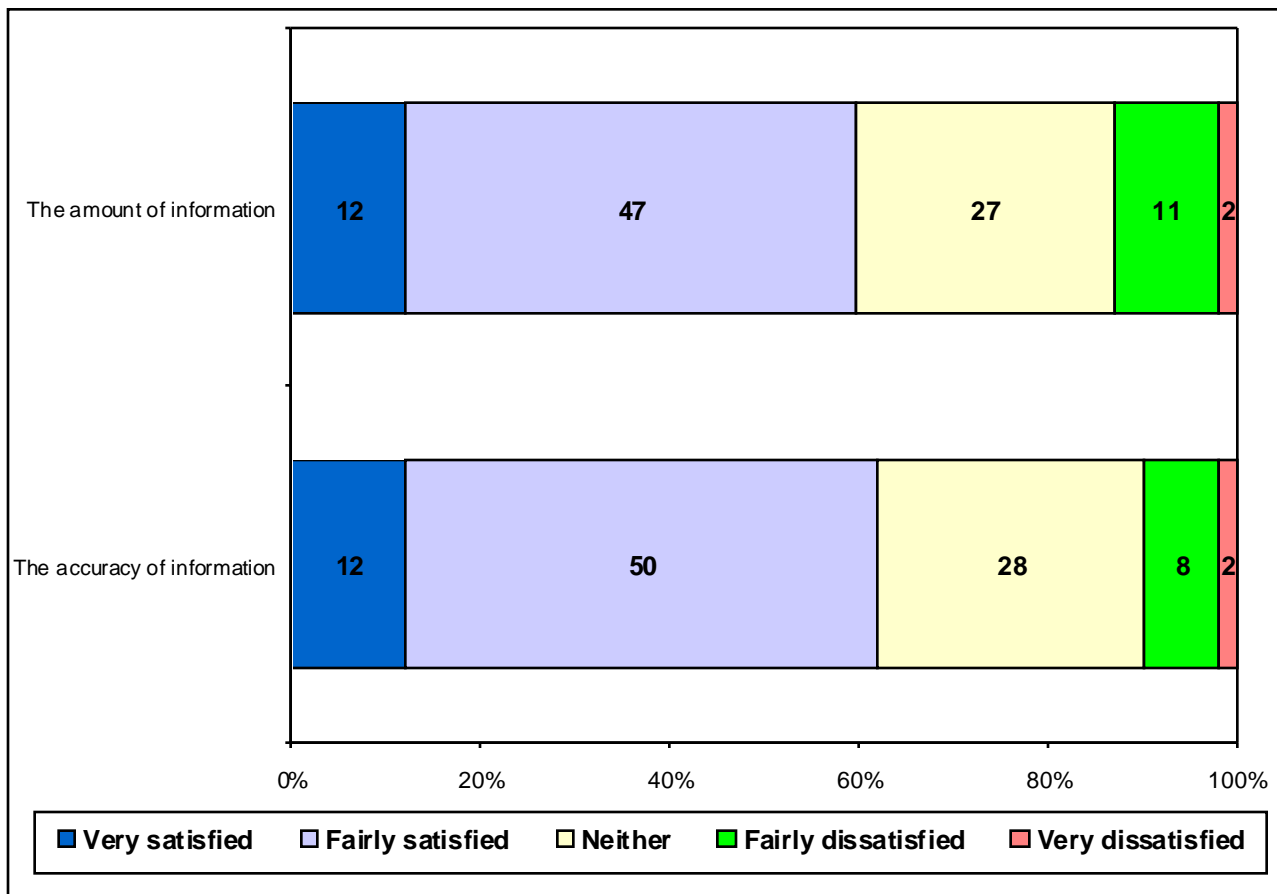
**Table 6.1 Provision of Public Transport Information Overall – Trends
(BVPI 104)**

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	14	14	10	-4
Fairly satisfied	42	45	43	-2
Neither	28	26	34	+8
Fairly dissatisfied	11	10	10	-
Very dissatisfied	5	5	3	-2
Very/fairly satisfied	56	59	53	-6
Very/fairly/dissatisfied	16	15	13	-2
<i>Base:</i>	<i>834</i>	<i>908</i>	<i>380</i>	

- 6.3 Women tend to be more satisfied with the bus information service than men (68% and 51% respectively are satisfied) and older people are also more satisfied (64% of those aged 55 years and over as compared with 49% of those under 55 years). People who use bus services are also more likely to be satisfied with this information service (58% of users and 21% of non-users are satisfied).
- 6.4 The Hartlepool level of 53% of people being very or fairly satisfied with public transport information is very similar to the national average of 54% of people satisfied with this service.
- 6.5 When looking at the two detailed aspects of the public transport information service, more than half of all respondents are very or fairly satisfied with the amount of information provided (59%). In 2003 the comparable figure was 66%.
- 6.6 Sixty two percent of people are very or fairly satisfied with the accuracy of the information provided which is very similar to the finding of 64% satisfied in the 2003 survey.

Chart 13 Satisfaction with Aspects of Public Transport Information
(Base: All answering question)



- 6.7 A third of respondents (33%) say that they have received or seen information about local transport services in the last 12 months. These are comparable with the figures recorded in both the 2000 and 2003 surveys.

The local bus service

- 6.8 Hartlepool Borough Council has responsibility for co-ordinating public transport, including busses and has a role in ensuring that local passenger services are meeting the needs of the local community. Hartlepool Council also subsidises some local bus services. This role was explained to respondents and they were then asked to rate their satisfaction with 5 aspects of the service as well as giving an overall satisfaction rating.
- 6.9 Overall, two thirds of residents are satisfied with local bus services (16% very satisfied, 50% very satisfied). These figures are almost identical to those recorded in 2003 when 65 percent of people were satisfied.

Table 6.2 Local Bus Services Overall – Trends (BVPI 104)

Base=All giving a response

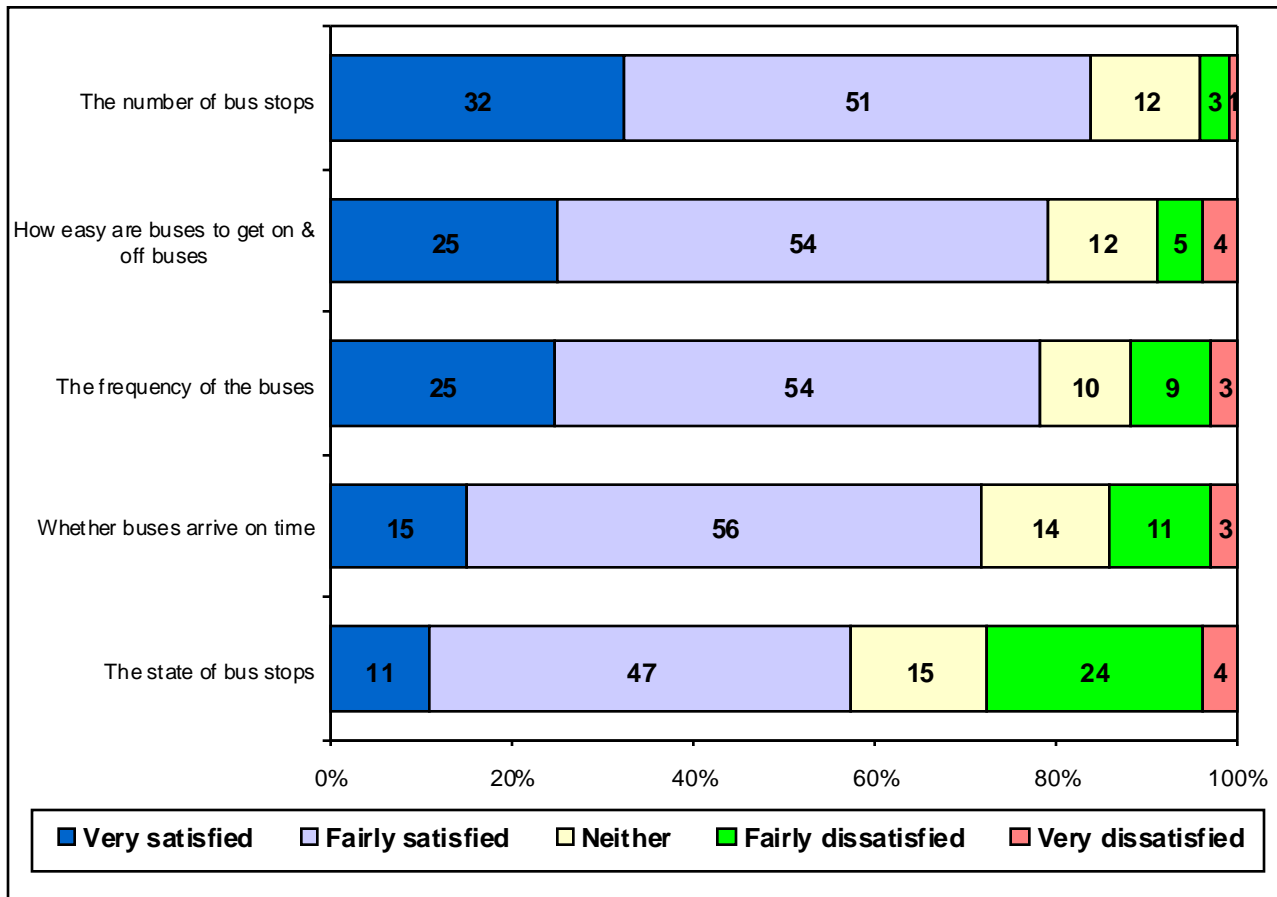
	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	18	17	16	-1
Fairly satisfied	45	49	50	-1
Neither	24	21	24	+3
Fairly dissatisfied	8	9	7	-2
Very dissatisfied	5	4	3	-1
Very/fairly satisfied	62	65	66	+1
Very/fairly/dissatisfied	13	14	10	-4
<i>Base:</i>	<i>890</i>	<i>939</i>	<i>630</i>	

- 6.10 People aged 55 yrs and over are more likely to be satisfied with bus services than those aged under 55yrs (80% and 57% satisfied respectively). Also people not in

employment, i.e. unemployed, retired, long term sick etc, are more satisfied than those in employment (78% and 54% satisfied, respectively).

- 6.11 Looking at the wider picture for this indicator, the national average level of satisfaction is 60% very or fairly satisfied. The Hartlepool level is well above this at 66% satisfied which places it in the top 50% of authorities for satisfaction with local bus services. In 2003, Hartlepool was in the top 25% of authorities nationally..

Chart 14 Satisfaction with Aspects of Local Bus Services
(Base: All answering question)



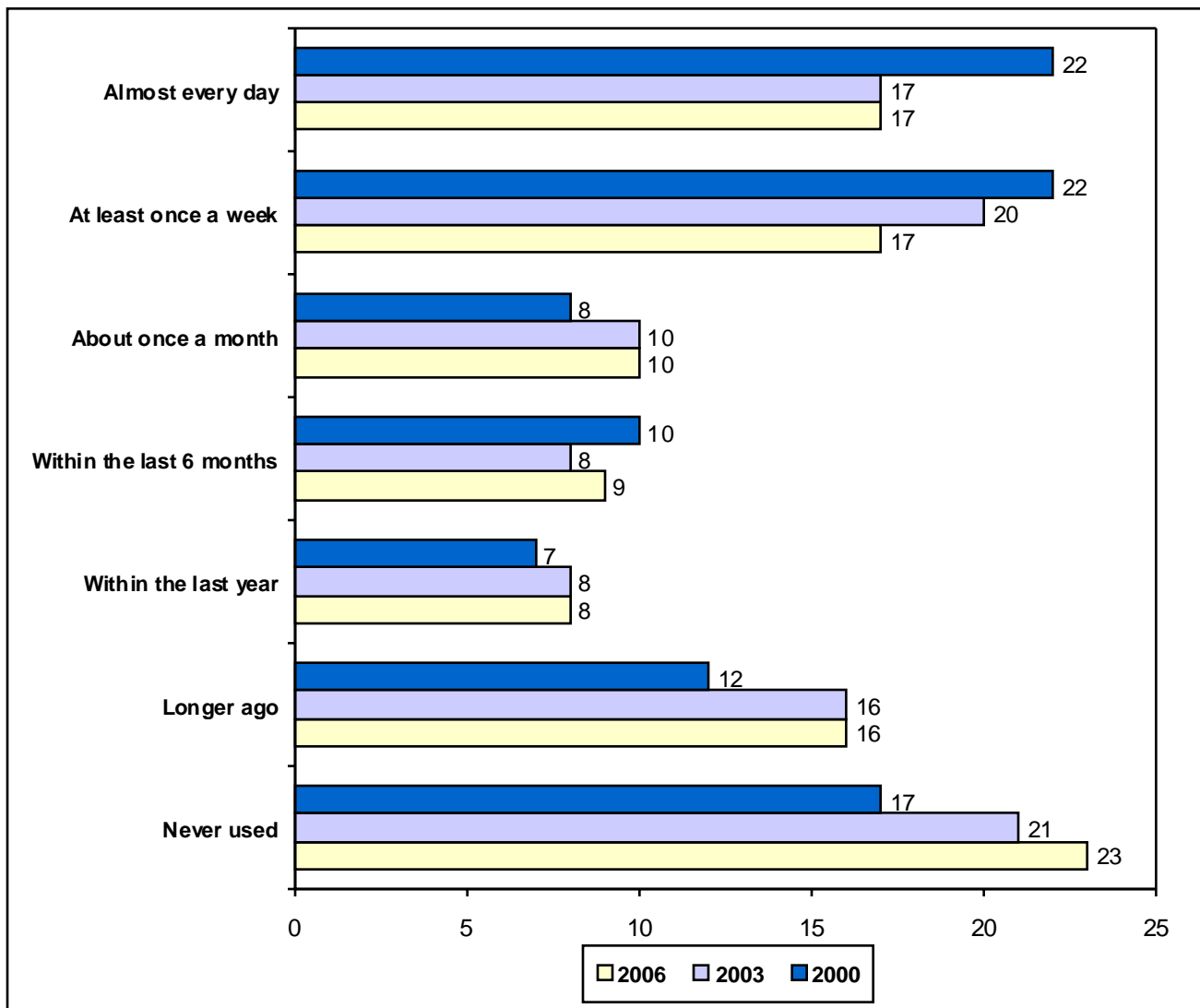
- 6.12 Satisfaction with aspects of bus services have changed in the following ways:
- 83% satisfied with the number of bus stops in 2006. In 2003 it was also 83%
 - 79% satisfied with how easy buses are to get on and off in 2006. In 2003 it was 76%
 - 79% satisfied with frequency of buses. In 2003 it was 74%
 - 71% satisfied with whether buses arrive on time. In 2003 it was 64%.
 - 58% satisfied with the state of bus stops. In 2003 it was 55%.

Frequency of use of the local bus service

- 6.13 Seventeen percent of residents use the bus almost every day, 17 percent use them at least once a week and 10% use them once a month. Twenty three percent of people surveyed never use local bus services.
- 6.14 Frequency of use of local bus services seems to be decreasing over time. In 2000, 44% of residents surveyed used the bus once a week or more. In 2003, this figure was 37% and in 2006 it fell to 34%.

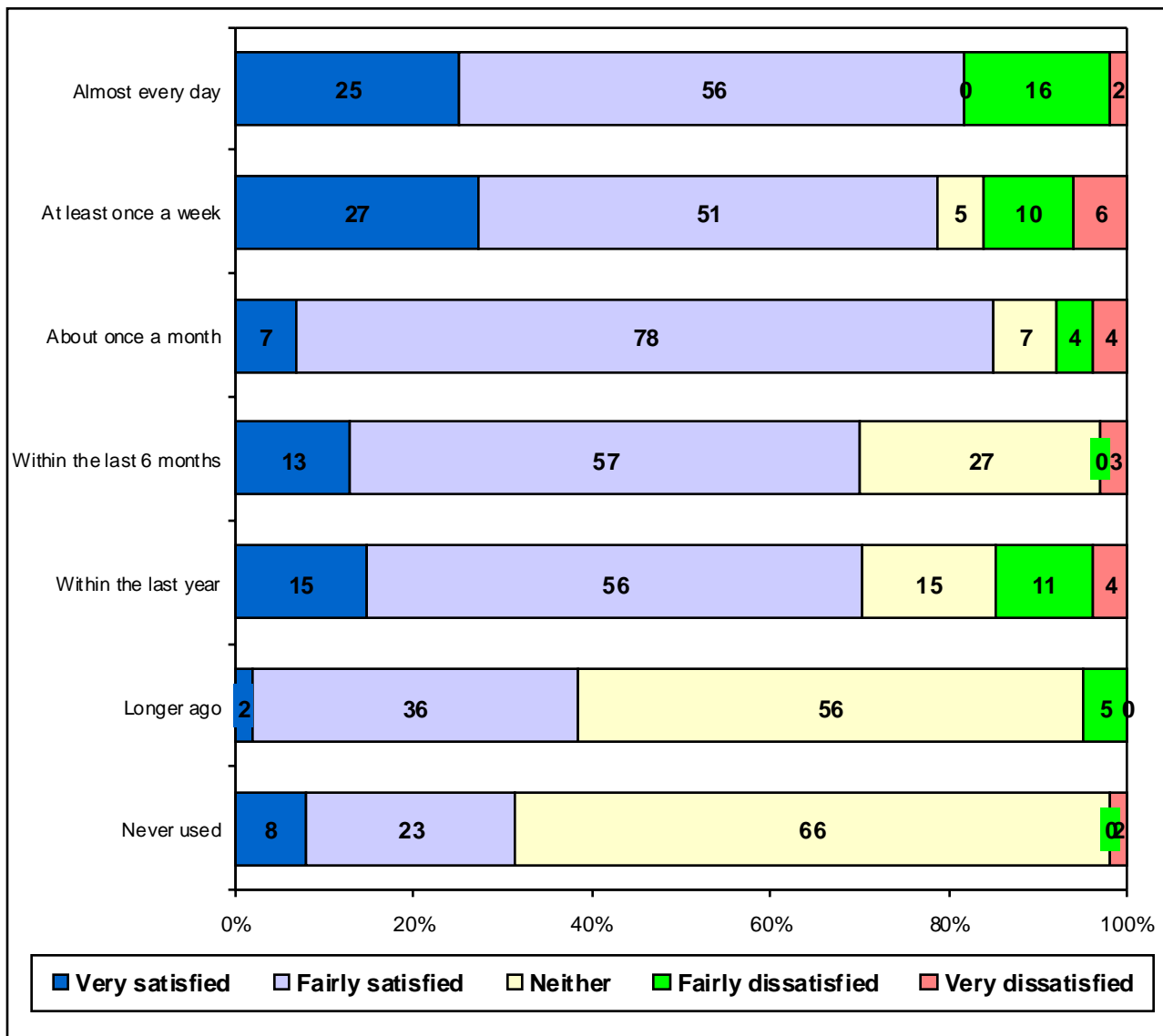
Chart 15 Use of Local Bus Services

(Base: All answering question)



- 6.15 People who use local bus services regularly are more likely to be satisfied with them than non-users. For example, 81% of people who use the bus almost every day are either very or fairly satisfied. This compares with 33% of people who have never used the bus services.

Chart 16 Overall Satisfaction with Local Bus Service by Frequency of Use
(Base: All answering question)



7. CULTURE AND RECREATION SERVICES

Sports/leisure facilities & events

- 7.1 The next group of services that respondents were asked to consider were the cultural and recreational activities and venues that the Council directly supports or provides. The first service considered was sports/leisure facilities. Overall, 61 percent of residents are satisfied with sports/leisure facilities and events (10% very satisfied, 51% satisfied). This is an improvement on the 2003 figure of 54 percent satisfied.

Table 7.1 Sports & Leisure Facilities & Events Overall – Trends (BVPI 119a)
Base=All giving a response

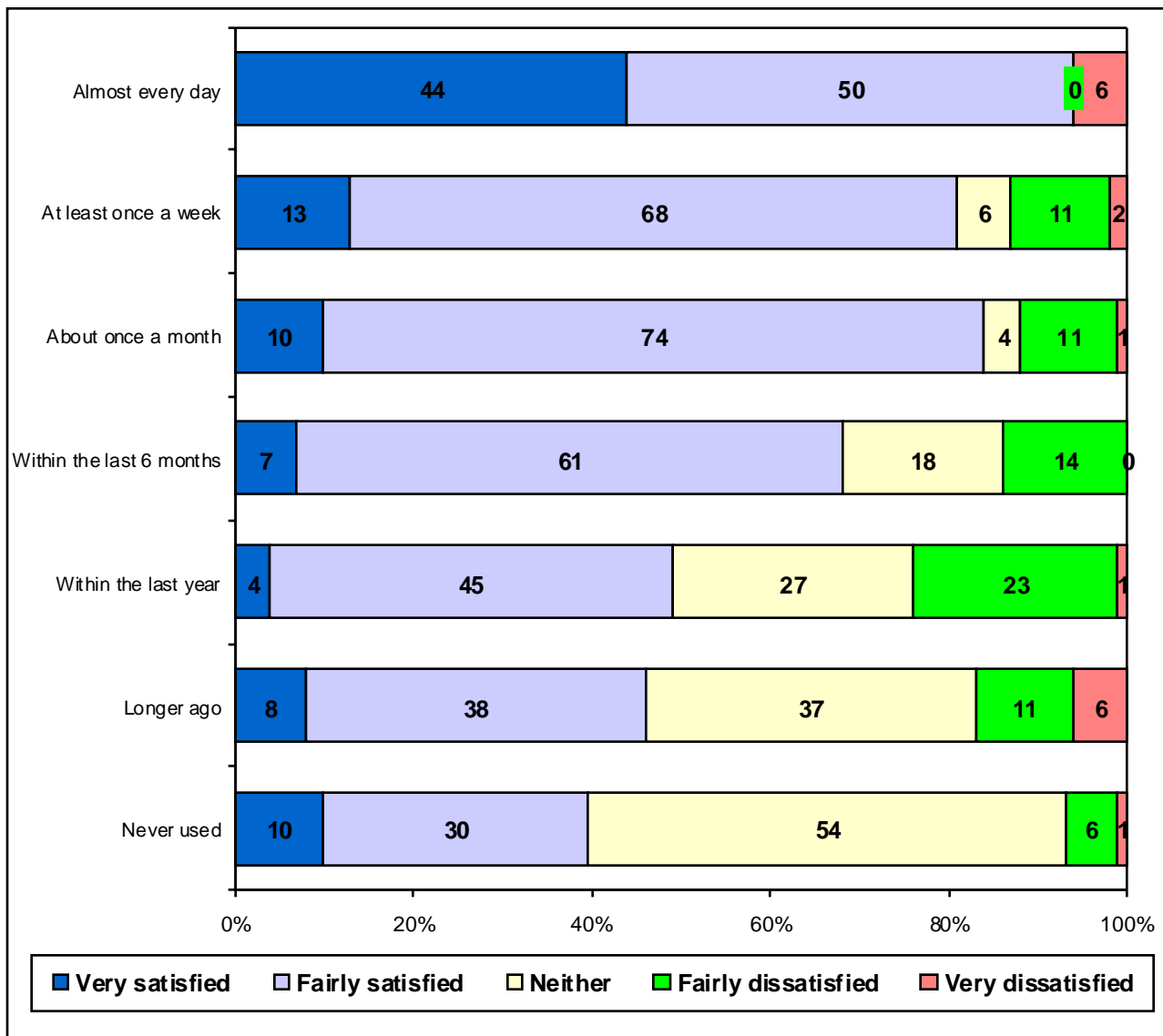
	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	10	12	10	-2
Fairly satisfied	37	42	51	+9
Neither	38	32	25	-7
Fairly dissatisfied	12	10	12	+2
Very dissatisfied	4	4	2	-2
Very/fairly satisfied	47	54	61	+7
Very/fairly/dissatisfied	16	14	14	-
<i>Base:</i>	<i>1003</i>	<i>1086</i>	957	

- 7.2 There are no significant differences in satisfaction levels when comparisons are made in terms of gender, age, employment status and neighbourhood area of residence.
- 7.3 As with other services, regular users of sport and leisure facilities tend to be more satisfied with the facilities than are people who rarely if ever use them. Eighty two percent of those who use these facilities once a week or more often are satisfied and 44% of those who have never used them or last used them more than a year ago.

- 7.4 Comparing Hartlepool performance with national figures, the national average level of satisfaction with sports and leisure facilities is 58%. Hartlepool's score of 61% is above this and places the authority in the top 50% of authorities nationally on this indicator.

Chart 17 Overall Satisfaction with Sports & Leisure Facilities & Events by Frequency of Use

(Base: All answering question)



Libraries

- 7.5 Eighty percent of respondents are satisfied with the libraries service (30% very satisfied, 50% fairly satisfied). This is very similar to the level of 77 percent satisfied in both 200 and 2003.

Table 7.2 Libraries Overall – Trends (BVPI 119b)

Base=All giving a response

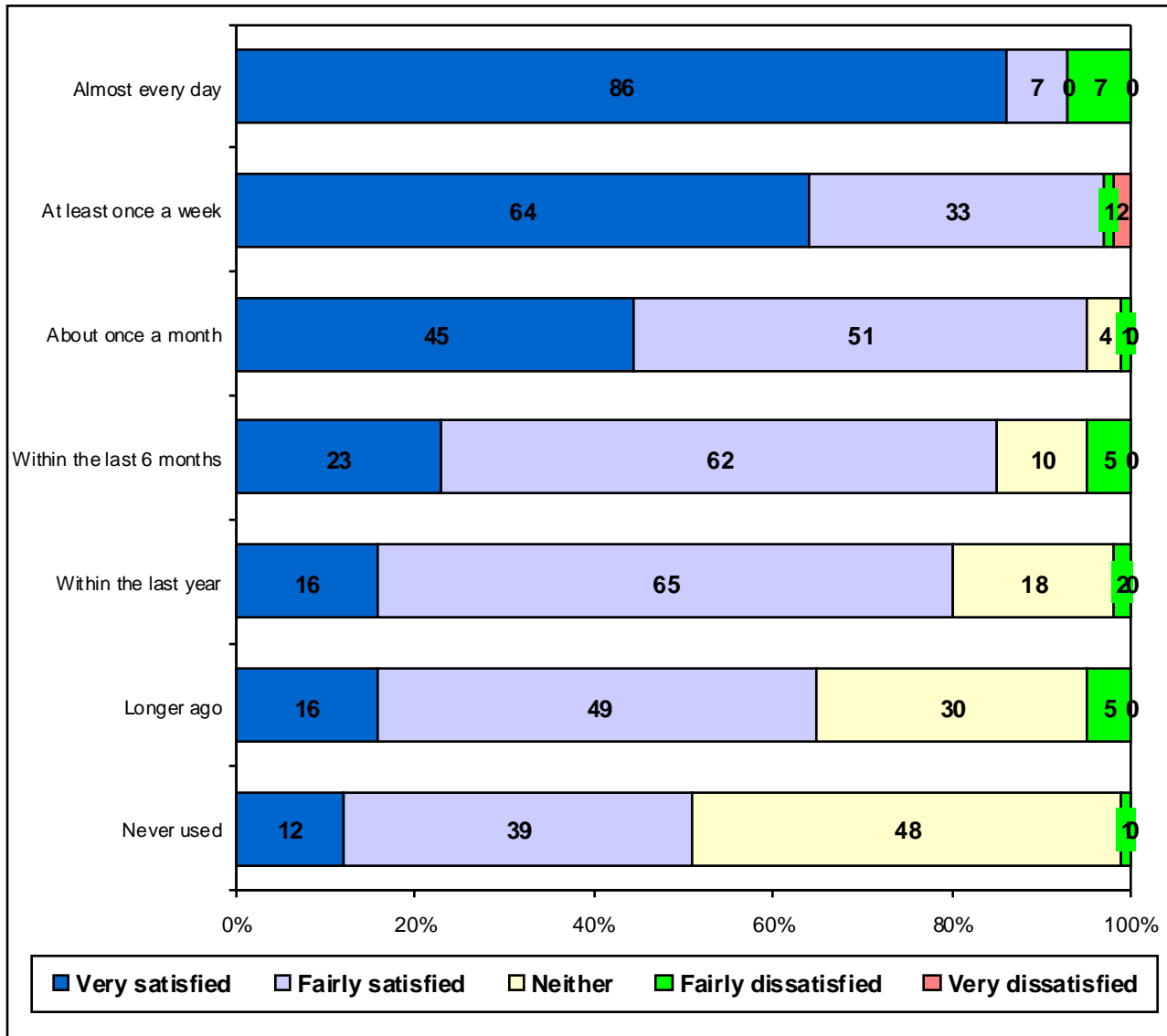
	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	36	33	30	-3
Fairly satisfied	40	44	50	+6
Neither	21	20	17	-3
Fairly dissatisfied	2	2	2	-
Very dissatisfied	1	1	#	-
Very/fairly satisfied	<i>77</i>	<i>77</i>	80	+3
Very/fairly/dissatisfied	3	3	3	-
<i>Base:</i>	<i>1059</i>	<i>1113</i>	974	

= Less than 0.5%

- 7.6 Women tend to be more satisfied with the library service than are men, 85% of women being very or fairly satisfied as compared with 77% of men. Those in employment seem to be less satisfied (77%) than those not in employment (85%). Residents of the South neighbourhood area are more satisfied than those in the Central and North areas (87%, 79% and 75% satisfied).
- 7.7 Hartlepool is in the top 25% of authorities nationally when looking at satisfaction with libraries. The national average is 73% which is considerably below the 80% satisfied that was recorded in Hartlepool.

7.8 Frequent users of the library service are more likely to be satisfied than are people who rarely or never use the service.

Chart 18 Overall Satisfaction with Libraries by Frequency of Use
(Base: All answering question)



Museums and galleries

- 7.9 Seventy percent of residents surveyed are satisfied with the Council's museums and galleries (24% very satisfied, 46% satisfied). This represents a real increase in satisfaction from the 63 percent of people who said, in 2003, that they were satisfied with these services.

Table 7.3 Museums & Galleries Overall – Trends (BVPI 119c)

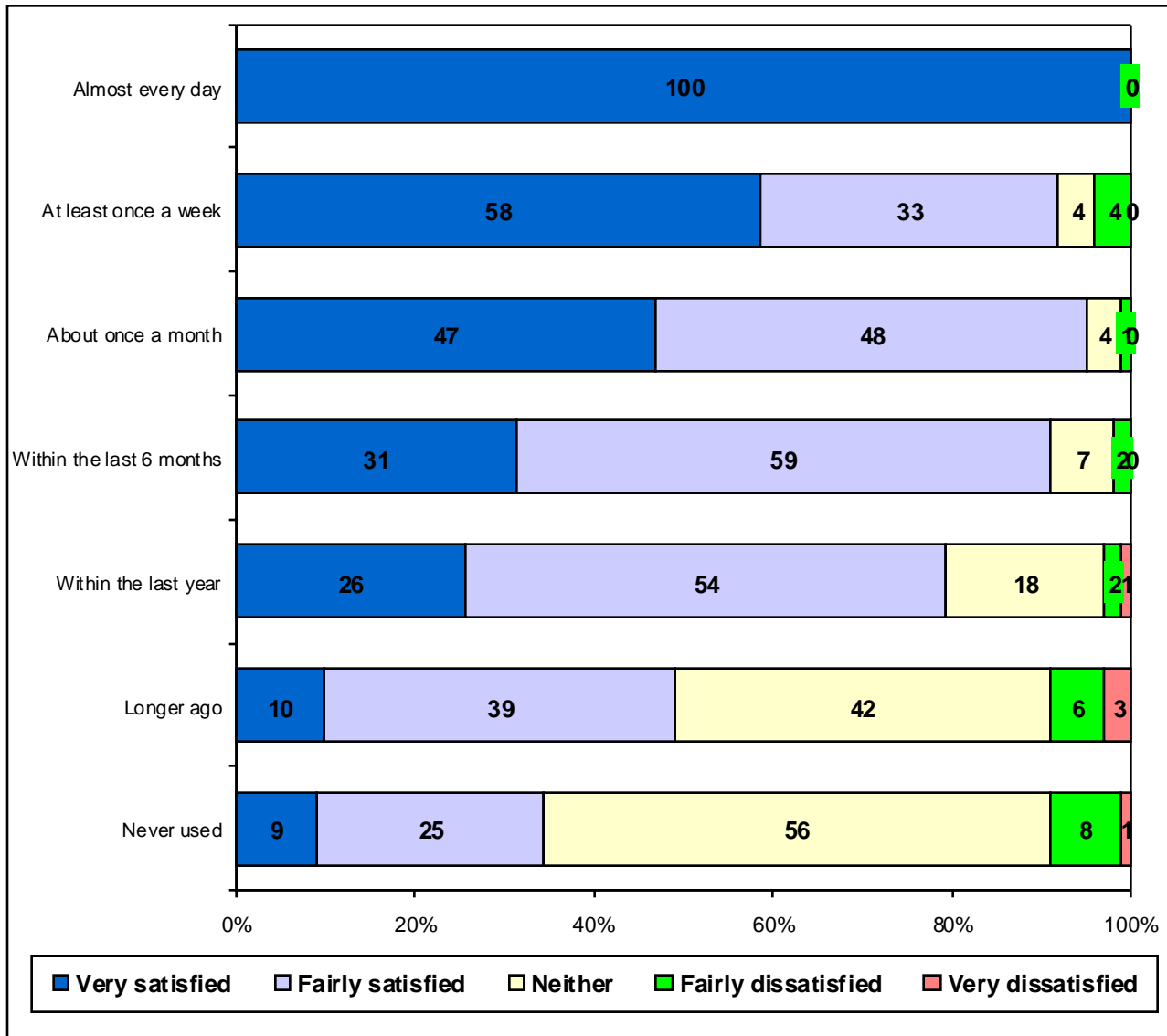
Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	25	21	24	-3
Fairly satisfied	38	42	46	+4
Neither	35	33	25	-8
Fairly dissatisfied	2	2	4	+2
Very dissatisfied	1	2	1	-1
Very/fairly satisfied	62	63	70	+7
Very/fairly/dissatisfied	2	4	5	+1
<i>Base:</i>	<i>1059</i>	<i>1093</i>	<i>964</i>	

- 7.10 Satisfaction with the museums service seems to be consistent across gender groups, age groups, employment status groups and area of residence.
- 7.11 Hartlepool far exceeds the national average of 41% satisfied with museums and galleries as its satisfaction level is 70%. This places the authority in the top 25% of authorities nationally.

7.12 As with other services, regular users are users of the museums service tend to be more satisfied than those who only visit rarely or have never visited.

Chart 19 Overall Satisfaction with Museums & Galleries by Frequency of Use
(Base: All answering question)



Theatres & concert halls

- 7.13 Just over half of respondents, 54 percent were satisfied with theatres and concert halls in Hartlepool. Eleven percent were very satisfied and 43 percent were fairly satisfied. These are very similar satisfaction levels to those recorded in previous years – 50 percent satisfied in 2000 and 51 percent satisfied in 2003.

Table 7.4 Theatres & Concert Halls Overall – Trends (BVPI 119c)

Base=All giving a response

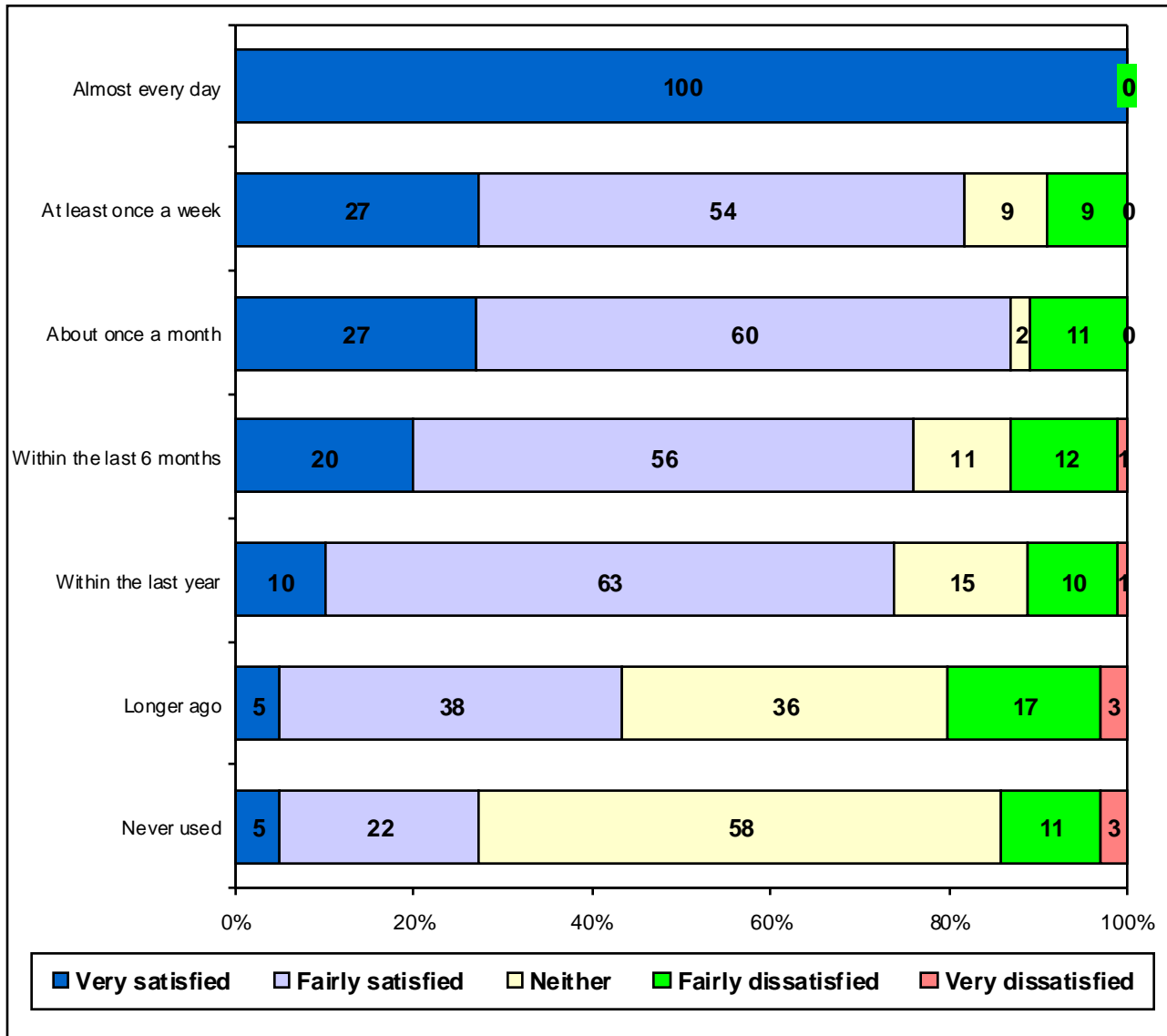
	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	15	15	11	-4
Fairly satisfied	35	36	43	+7
Neither	45	42	30	-12
Fairly dissatisfied	4	6	13	+7
Very dissatisfied	2	2	3	+1
Very/fairly satisfied	50	51	54	+3
Very/fairly/dissatisfied	6	8	16	+8
<i>Base:</i>	<i>1013</i>	<i>1089</i>	<i>1004</i>	

= Less than 0.5%

- 7.14 People who are not in employment, i.e. those who are unemployed, retired, looking after the home etc, are more likely to be satisfied with theatres and concert halls (61% very or fairly satisfied) than people in employment (48% satisfied).
- 7.15 The national average for satisfaction with theatres and concert halls is 41%. As with other indicators in the Culture and Recreation group, the Hartlepool score (54%) is well above this average and places the Council in the top 50% of authorities nationally.

7.16 Use of theatres or concert halls makes people more likely to be satisfied as is the case with most services covered in this survey.

Chart 20 Overall Satisfaction with Theatres & Concert Halls by Frequency of Use
(Base: All answering question)



Parks & open spaces

- 7.17 In 2006, 78 percent of respondents were satisfied with the Council's parks and open spaces (21% very satisfied, 57% fairly satisfied). This is very similar to the figure of 80 percent satisfied in 2003.

Table 7.5 Parks & Open Spaces Overall - Trends

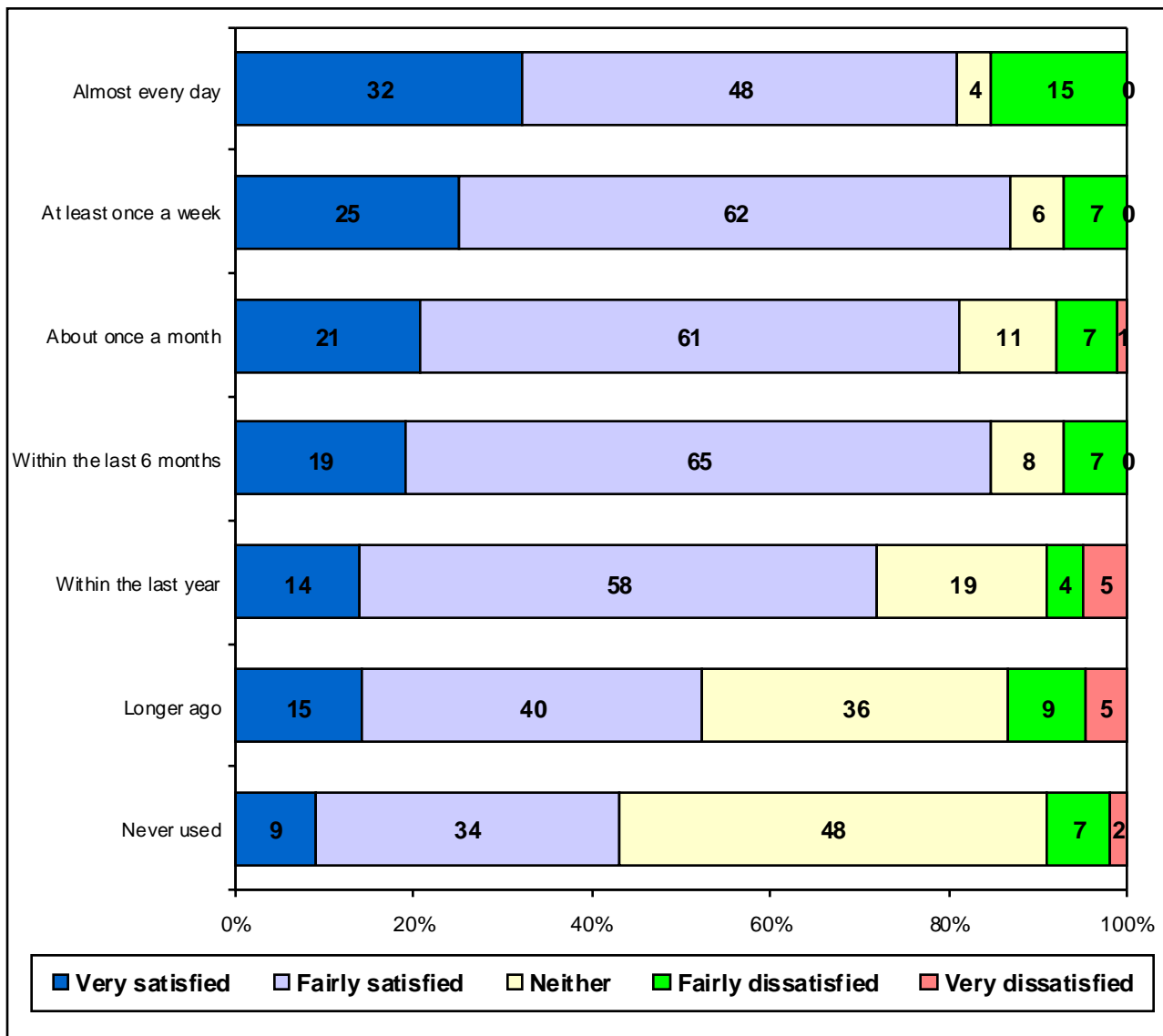
Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	20	26	21	-5
Fairly satisfied	47	54	57	+3
Neither	20	12	13	+1
Fairly dissatisfied	8	6	8	+2
Very dissatisfied	5	2	1	-1
Very/fairly satisfied	67	80	78	+2
Very/fairly/dissatisfied	13	8	9	-1
<i>Base:</i>	<i>1035</i>	<i>1123</i>	972	

- 7.18 People in employment are slightly more satisfied with parks and open spaces (78% very or fairly satisfied) than are people who are not in employment (72%). Residents of the Central area which includes the town's major park, Ward Jackson Park, are most satisfied with parks and open spaces (81% very or fairly satisfied) as compared with the South and North areas (78% and 74% satisfied respectively).
- 7.19 In a national context, Hartlepool, with a satisfaction level of 78% for parks and open spaces, is a top performing authority. The national average for satisfaction with this service is 73% and Hartlepool is in the top 25% of authorities nationally.

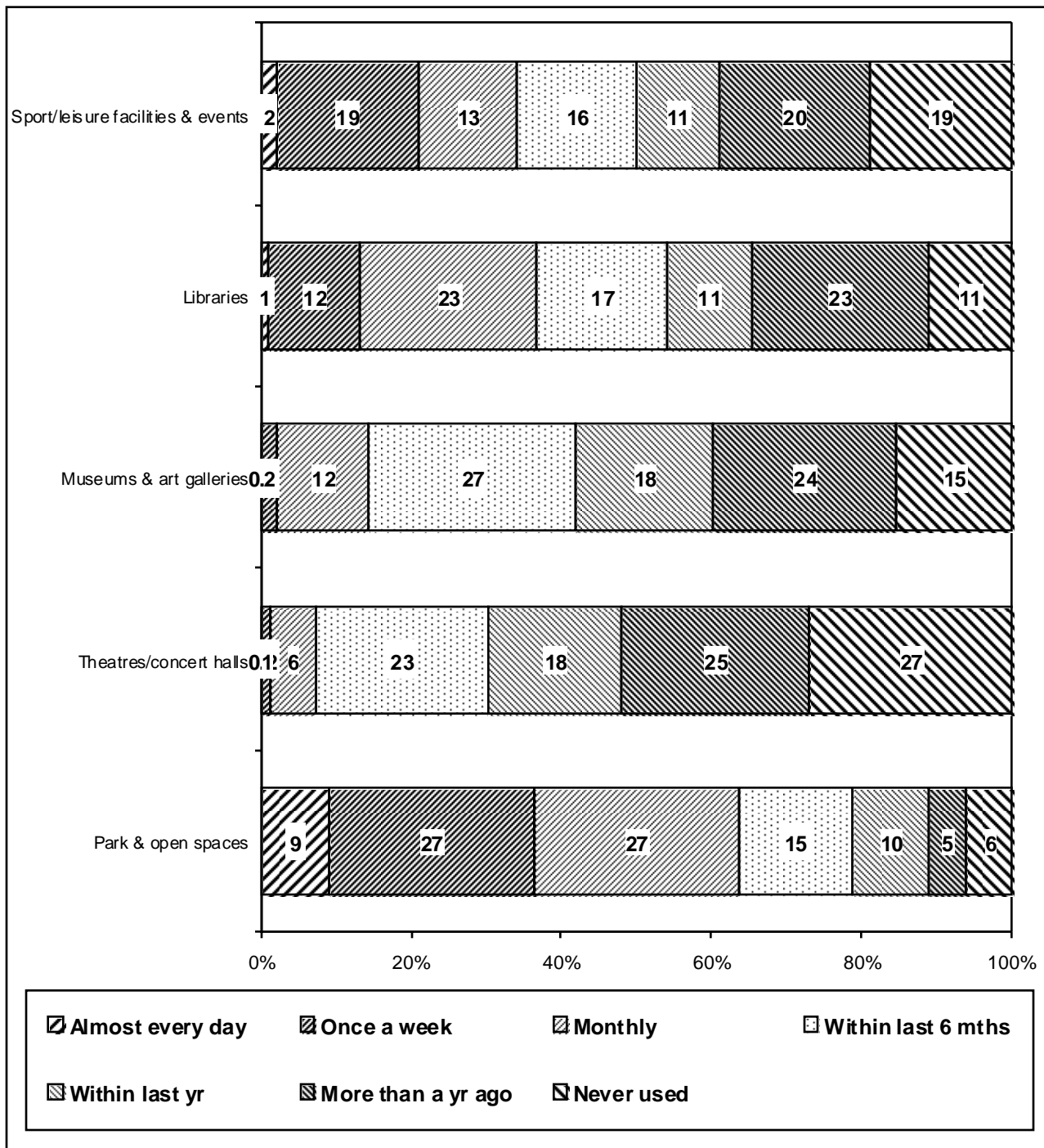
7.20 As with other services, satisfaction tends to be higher among frequent users. Eighty five percent of those who use the parks once a week or more are very or fairly satisfied. This compares with 49% satisfied for the people who have never visited or visited more than a year ago.

Chart 21 Overall Satisfaction Parks & Open Spaces by Frequency of Use
(Base: All answering question)



- 7.21 Use of the range of culture and recreation services discussed in the survey varies. Some, like parks and open spaces, are more likely to be used very regularly and others, like theatres and concert halls are more likely to be used occasionally.

Chart 22 Frequency of Use of Cultural and Recreation Services
(Base: All answering question)



8. COMMUNICATING WITH THE COUNCIL

- 8.1 People who took part in the survey were asked a group of questions about communicating with Hartlepool Borough Council. They covered getting information about Council services, making a complaint and other contacts with the Council.

Information about the Council

- 8.2 Respondents were asked how well informed they felt about a range of aspects of the Council and how it conducts its business. They were also asked to give an overall assessment of how well informed they think the Council keeps residents about the services and benefits it provides. There has been a decrease in the proportion of residents who feel well informed from 54 percent of people feeling very or fairly well informed in 2003 to 42 percent in 2006. It should however be noted that the wording of the question changed slightly between the two surveys.

Table 8.1 Feeling Well Informed by the Council about its Services & Benefits (LAA PI)

Base=All giving a response

	2003	2006	Change – 2003 to 2006
	%	%	+/-
Very well informed	11	6	-5
Fairly well informed	43	37	-6
Not very well informed	32	36	+4
Not well informed at all	15	21	+6
<i>Base:</i>	1122	912	

- 8.3 Women are more likely to feel well informed than are men, 49% of women feel very or fairly well informed as opposed to 37% of men. Younger people feel less well informed than older people (35% of those aged 18 to 34 years feel very or fairly well informed and 58% of those aged 65 years and over). Similarly people in employment are less likely to feel well informed (34%) than those not in employment (53%).
- 8.4 Residents feel particularly well informed about how to pay bills to the Council and how and where to register to vote. Topics on which they feel poorly informed are: what the Council is doing about anti-social behaviour and whether the Council is delivering on its

promises. For six out of the nine items discussed, more respondents feel poorly informed than feel well informed. Women, older people and those not in employment are more likely to feel very or well informed.

- 8.5 The national average score for this indicator is 47% of people feeling very or fairly well informed about council services. This compares with 43% in Hartlepool who feel well informed. This places Hartlepool Borough Council in the top 50% of authorities nationally.

Table 8.2 How Well Informed People feel about the Council & its Services

Base=All giving a response

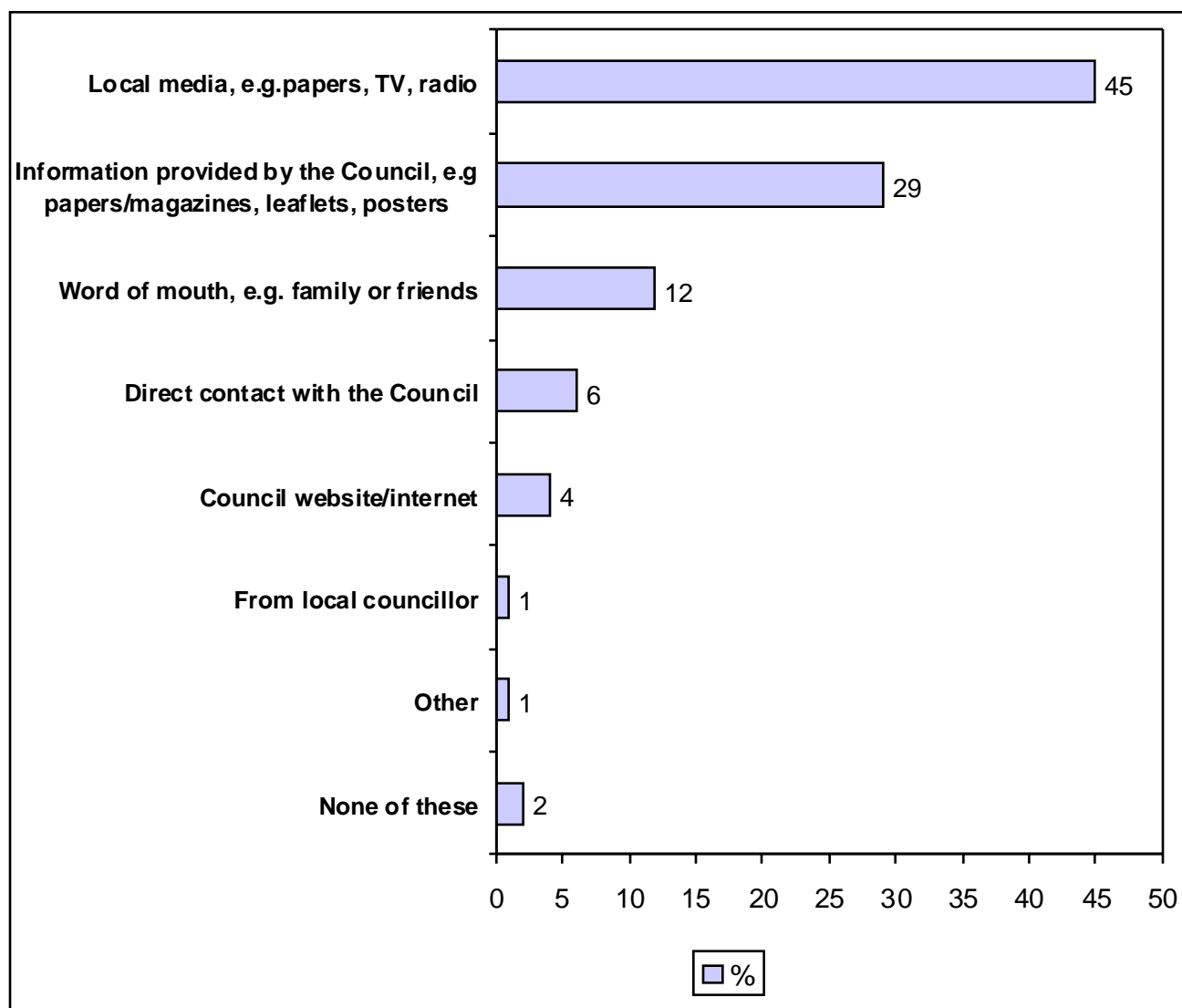
	Very well informed	Fairly well informed	Not very well informed	Not well informed at all
	%	%	%	%
How to pay bills to the Council	33	56	9	2
How and where to register to vote	44	48	7	1
How you can get involved in local decision making	10	37	38	15
How to complain to the Council	13	37	34	16
What the Council spends its money on	6	35	34	24
What standard of service you should expect from the Council	10	36	36	17
Whether the Council is delivering on its promises	5	25	46	25
What the Council is doing to tackle anti-social behaviour(LAAPI)	5	23	38	34
How well the Council is performing	6	29	39	26

- 8.6 How well informed that people feel about what the Council is doing to tackle anti-social behaviour is a Local Area Agreement PI and therefore national comparisons are available for this indicator. The national average satisfaction level is 23% of people feeling very or fairly well informed whereas in Hartlepool, 28% of people feel well informed. This score places the Council in the top 25% of authorities in the country.

Finding out about council services

- 8.7 Respondents were asked how they find out about council services. More than 4 out of 10 people (45%) find out about the Council through the media, i.e. newspapers, television and/or radio. The other main way of finding out about the Council was via information provided by the Council through newspapers/magazines, leaflets and posters which was quoted as a main information source by 29 percent of respondents.

Chart 23 Main Source of Information about Hartlepool Borough Council
(Base: All answering question = 954)



- 8.8 Younger people and men are slightly more likely to use the internet/website as their main source of information about council services.

Making a complaint

- 8.9 Nearly a quarter (23%) of respondents say that they have contacted Hartlepool Borough Council with a complaint in the last 12 months. This is very similar to the figure of 19 percent of people who had made a complaint in 2003.
- 8.10 When asked what their complaint to the Council was about, the main reasons given were:
- Refuse collection/recycling – 25% of complaints
 - Street cleaning/public open spaces/fly tipping/litter/dog dirt – 15%
 - Roads/pavement/street lighting/road signs – 12%
 - Housing – repairs/maintenance – 12%
 - Neighbour nuisance/anti-social behaviour – 11%

- 8.11 The group of complaints about housing issues are largely about tenancy related issues and presumably are complaints to Housing Hartlepool. Despite the fact that all council housing was transferred to Housing Hartlepool three years ago, a proportion of tenants still believe that the Council is responsible for their property.

Table 8.3 Satisfaction with Complaints Handling – Trends (BVPI)

Base=All giving a response

	2000	2003	2006	Change – 2003 to 2006
	%	%	%	+/-
Very satisfied	18	11	17	+6
Fairly satisfied	19	22	18	-4
Neither	8	12	9	-3
Fairly dissatisfied	26	20	24	+4
Very dissatisfied	29	35	32	-3
Very/fairly satisfied	37	34	36	+2
Very/fairly/dissatisfied	55	55	56	+1
<i>Base:</i>	<i>249</i>	<i>218</i>	<i>227</i>	

- 8.12 Overall satisfaction with the handling of complaints has remained at very similar levels to those recorded in both 2000 and 2003. Around one third of people (36%) are satisfied and just over half (56%) are dissatisfied.
- 8.13 Looking at the national picture, the average satisfaction level is 34% very or fairly satisfied with complaints handling. This is very similar to the Hartlepool satisfaction level of 35% which places it in the top 50% of authorities nationally.

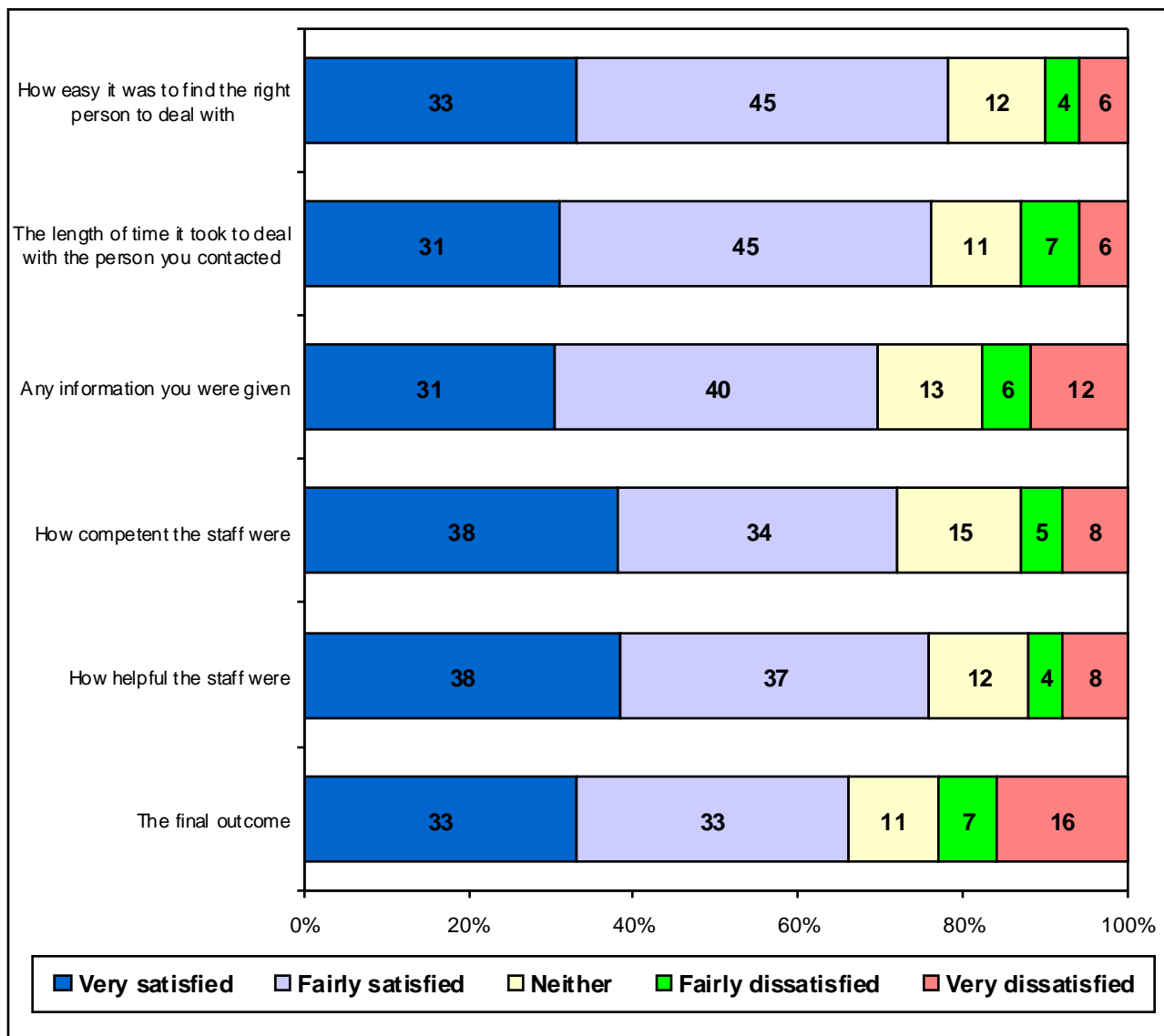
Contacting the Council for other reasons

- 8.14 Respondents were asked if they had contacted the Council for any reason other than to make a complaint in the last 12 months. Sixty three percent of people had been in contact with the Council in the previous 12 months, some of them more than once. Their reasons for contacting the Council were as follows:
- Asked for advice/information – 28% of all contacts with the Council;
 - Reported a problem or issue – 27%;
 - Applied to use a service – 23%;
 - Don't know/can't remember – 18%;
 - Other - 3%.
- 8.15 Contacts with the Council were most often by phone (56%), 29% were in person, 9% were by letter, 4% by email, 2% via the website/internet and 1% by other means.

8.16 Respondents were then asked to think about their most recent contact with the Council and to say how satisfied or dissatisfied they were with a range of aspects of the service they received.

Chart 24 Satisfaction with The Most Recent Contact with the Council

(Base: All answering question)



8.17 For all of the five aspects considered, two thirds or more of respondents are very or fairly satisfied with their contact with the Council. People were most satisfied with how easy it was to find the right person to deal with, for which 78% of respondents are satisfied.

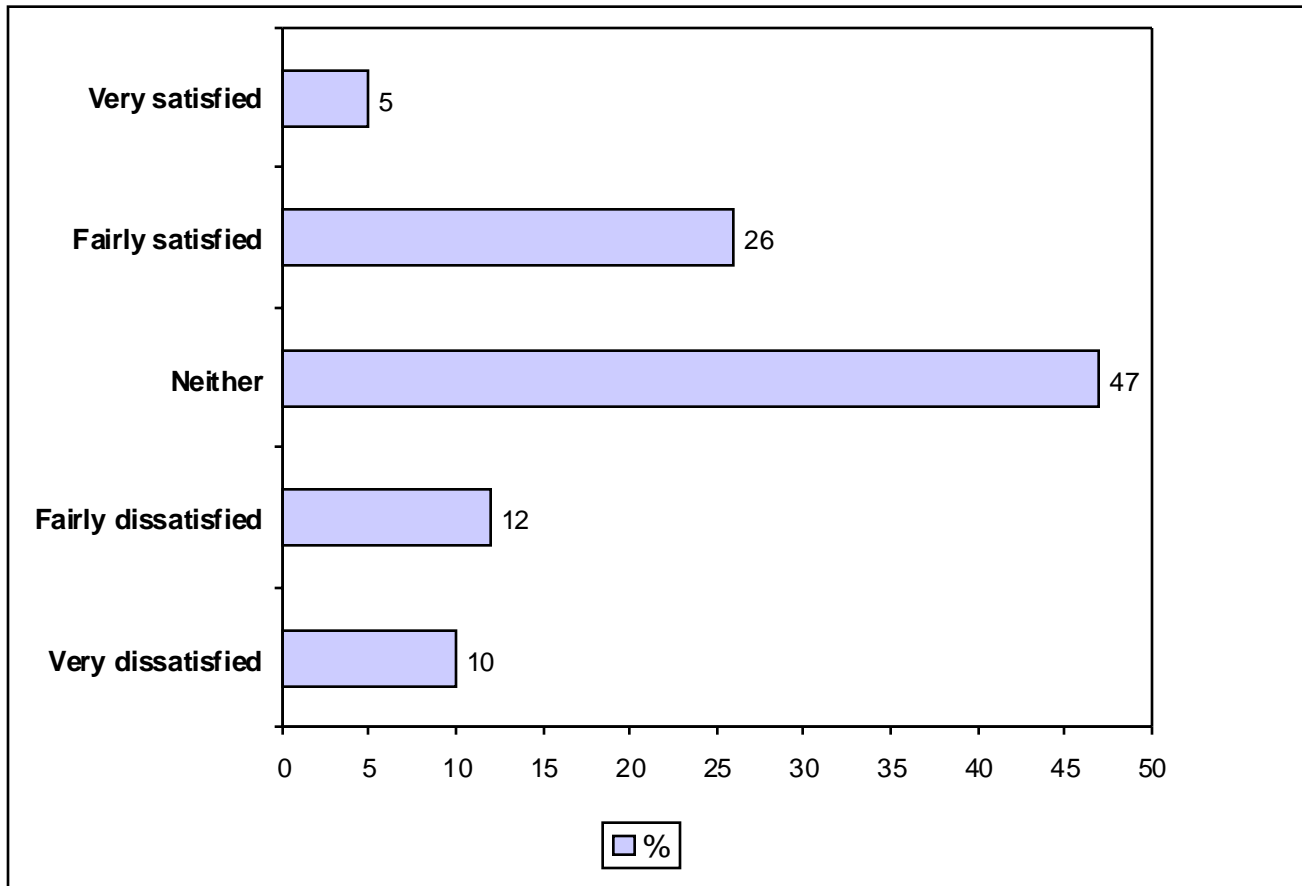
9. LOCAL DECISION MAKING

Opportunities for participation

- 9.1 In 2006, the survey included, for the first time, some questions which looked at people's attitudes towards involvement in local decision making. They were given a brief description of the sort of opportunities that exist in Hartlepool – Neighbourhood Consultative Forums, the Viewpoint citizens panel, surveys, public meetings, Neighbourhood Action Plan Forums, service user groups and other consultation group – and then were asked to say how satisfied or dissatisfied they are with the opportunities for participation provided by their local Council.

Chart 22 Satisfaction with Opportunities for Participation in Local Decision-making (LAA PI)

(Base: All answering question = 800)



- 9.2 The most frequently given answer (47%) was that people were neither satisfied nor dissatisfied with the opportunities to participate in local decision making provided by the Council. Thirty one percent of respondents were satisfied with the opportunities and 22% were dissatisfied.

- 9.3 Women are more likely to be satisfied than men, 38% being very or fairly satisfied as compared with 26% of men. Older people are more satisfied (44% of 55 yrs old and over and 20% of 18 to 34 yr olds) as those not in employment, i.e. unemployed, retired, long term sick, etc.(25% of employed people were satisfied and 42% of not employed).
- 9.4 Nationally, Hartlepool Borough Council is in the top 25% of authorities for this indicator. The national average of people who are very or fairly satisfied with opportunities for participation is 28% as compared with the higher Hartlepool score of 31%.

Influencing local decision making

- 9.5 Respondents were asked to say whether they agreed or disagreed that they can influence decisions affecting their local area. Only 33% of people agree that they can influence decisions (4% definitely agree, 27% tend to agree).

Table 9.1 Can Influence Decisions Affecting Your Local Area (LAA PI)

Base=All giving a response - 771

	2006
	%
Definitely agree	4
Tend to agree	27
Tend to disagree	45
Definitely disagree	24
<i>Base:</i>	771

- 9.6 Those who feel they can influence decisions are more likely to be female (35% agree definitely or tend to agree as compared with 26% of males) and not in employment (35% of those not employed and 28% of those employed definitely agree or tend to agree).
- 9.7 The national average for people who definitely agree or tend to agree that they can influence decisions locally is 32%. Hartlepool has a similar score of 31% of people who feel they can influence decisions.

More Involvement in Decision Making

- 9.8 Respondents were finally asked to say whether they would like to be more involved in the decisions that the Council makes that affect their local area. A quarter of residents say that they would like to more involved in decision making regardless of the issue. A further 57% said that it would depend on the issue as to whether or not they would want to get involved.

Table 9.2 Would Like to be More Involved in Decisions Made by the Council that Affect Your Local Area (LAA PI)

Base=All giving a response - 906

	2006
	%
Yes	25
No	18
Depends on the issue	57
<i>Base:</i>	906

- 9.9 The people who would like to more involved regardless of the issue are more likely to be:
- men (31% of men, 18% of women);
 - young (34% of those aged under 35 yrs, 24% of 35 to 54 yr olds and 19% of those aged 55yrs and over); and
 - in employment (28% of those in employment and 20% of those not in employment)
- 9.10 Nationally, 26% of people would like to be more involved in the decisions their local council takes regardless of the issue. This is very similar to the Hartlepool figure of 25%.

APPENDIX 1

QUESTIONNAIRE WITH BASELINE RESULTS

LISTENING TO YOUR VIEWS

Please read these instructions carefully before completing the questionnaire:

1. The questionnaire should be completed by a resident of this address who is aged 18 or over. Where possible this should be the resident who had the most recent birthday. If this is not possible, anyone aged 18 or over may complete the questionnaire.
2. In most cases you will only have to tick one box but please read the questions carefully as sometimes you will need to tick more than one box.

ABOUT YOUR LOCAL AREA

1

Thinking generally, which of the things below would you say are most important in making somewhere a good place to live?

PLEASE TICK ✓ UP TO FIVE

Access to nature 10%	Community activities..... 12%	Health services..... 56%	The level of traffic congestion .. 18%	Road and pavement repairs 25%
Activities for teenagers... 26%	Cultural facilities (e.g. cinemas, museums) 10%	Job prospects..... 30%	Parks and open spaces 21%	Shopping facilities.... 23%
Affordable decent housing 40%	Education provision 33%	The level of crime..... 65%	Public transport..... 16%	Sports & leisure facilities.... 7%
Clean streets..... 46%	Facilities for young children 16%	The level of pollution 10%	Race relations..... 2%	Wage levels & local cost of living.... 16%
Other (PLEASE WRITE IN) 1%		None of these #	Don't know..... #	

= Less than 0.5%

2

And thinking about this local area, which of the things below, if any, do you think most need improving? (Base = 967)

PLEASE TICK ✓ UP TO FIVE

Access to nature	2%	Community activities.....	11%	Health services	22%	The level of traffic congestion ..	23%	Road and pavement repairs	47%
Activities for teenagers...	47%	Cultural facilities (e.g. cinemas, museums)	5%	Job prospects	24%	Parks and open spaces	10%	Shopping facilities....	16%
Affordable decent housing	21%	Education provision	6%	The level of crime	53%	Public transport	13%	Sports & leisure facilities....	10%
Clean streets.....	42%	Facilities for young children	20%	The level of pollution.....	10%	Race relations.....	3%	Wage levels & local cost of living.....	15%
Other (PLEASE WRITE IN)					4%	None of these	1%	Don't know	1%

3

Overall, how satisfied or dissatisfied are you with your local area as a place to live?

PLEASE TICK ✓ ONE BOX ONLY (BASE = 951)

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
9%	57%	22%	9%	3%

ANTI-SOCIAL BEHAVIOUR

4

Thinking about this local area, how much of a problem do you think are...?

PLEASE TICK ✓ ONE BOX FOR EACH

	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	Don't know
a) Parents not taking responsibility for the behaviour of their children (Base = 940)	36%	34%	25%	5%	*
b) People not treating other people with respect and consideration (Base = 954)	23%	35%	32%	10%	*
c) Noisy neighbours or loud parties (Base = 939)	8%	11%	34%	47%	*
d) Teenagers hanging around on the streets (Base = 961)	34%	29%	29%	7%	*
e) Rubbish and litter lying around (Base = 960)	21%	31%	39%	9%	*
f) People being drunk or rowdy in public spaces (Base = 933)	15%	21%	44%	19%	*
g) Abandoned or burnt out cars (Base = 896)	3%	3%	26%	68%	*
h) Vandalism, graffiti and other deliberate damage to property or vehicles (Base = 934)	13%	25%	40%	22%	*
i) People using or dealing drugs (Base = 832)	28%	23%	25%	23%	*

5

To what extent do you agree or disagree that this local area is a place where people from different backgrounds get on well together? (Base = 505)

PLEASE TICK ✓ ONE BOX only

Definitely agree	Tend to agree	Tend to disagree	Definitely disagree	Don't know	Too few people in local area	All the same background
8%	68%	18%	6%	*	*	*

* = Excluded from calculations

WHAT DOES YOUR COUNCIL DO?

This section summarises what some of Hartlepool Borough Council's service departments do:

Transport services

- Planning and delivering schemes to improve the transport network, including new roads, bus lanes, and traffic calming schemes
- Maintaining the highway, which includes roads, footpaths, cycle-ways and bridge
- Controlling car parking, including charging for parking
- Providing bus travel to school and services for people with special needs

Environmental services

- The collection, recycling and disposal of domestic waste
- Cleaning of streets and public places
- Provision of lighting to streets and public places
- Environmental enforcement e.g. litter fines, abandoned vehicles etc.
- A range of public protection activities e.g. food safety, weights & measures, consumer protection and noise/pollution control
- Licensing of pubs, taxis and petrol stations
- Health Promotion Service
- Pest control

Local Authority Education services

- Adult education
- Admission to school/exclusions
- Educational psychology
- School attendance
- Schools
- Special educational needs teaching
- Governor services
- School planning, organisation and inspection
- Commissioning the building & refurbishment of schools in co-operation with local partners

Personal social services

- Providing information on services
- Assessment of people's needs
- Providing and arranging for services, such as:
 - Home care services and day opportunities
 - Residential and day care
 - Home meals service
 - Carers services
- Helping people stay independent through supported living, personal support and Direct Payments
- Children and family services, such as child protection, fostering, adoption & looked after children
- Advocacy
- Equipment for people with disabilities
- Linking people to other appropriate services

Planning services

- Prepare all statutory plans regarding land use and development
- Give expert advice to developers to help ensure developments take place
- Scrutinise and approve planning applications and building regulations
- Investigate contraventions of planning approval and regulations; take appropriate action

Cultural and Recreational services

- Arts, music, festival and dance development
- Sports & leisure facilities
- Library services – including mobile libraries
- Museum and heritage services
- Neighbourhood and community centres
- Grant aid to local voluntary groups
- Manage parks and open spaces – including playing fields, nature reserves, woodland, allotments and beaches

Housing services

- Housing demolitions and redevelopment in the town centre area
- Grants for home improvements & disabled adaptations
- Housing support for vulnerable people
- Homelessness prevention and protection against illegal eviction
- Assessment of future housing needs of the town
- Enforcement action in relation to housing disrepair, empty and unfit houses

Benefits service

- Housing benefit claims
- Council Tax benefit claims

YOUR LOCAL AUTHORITY

Hartlepool Borough Council provides many services to the local community and also has a role in planning, supporting, encouraging or overseeing many other services. We would like to hear your views on those services. Further information is given in the 'What does your Council do?' above.

WASTE AND LITTER SERVICES

Hartlepool Borough Council has a duty to keep clear of litter and refuse all open public land, which it controls.

6 How satisfied or dissatisfied are you that Hartlepool Borough Council has kept this land clear of litter and refuse?

PLEASE TICK ✓ ONE BOX only (BASE = 986)

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
9%	50%	18%	17%	6%

HOUSEHOLD WASTE COLLECTION

Hartlepool Borough Council undertakes a regular kerbside collection of general household waste.

7 Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide :

PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither	Fairly dis- satisfied	Very dis- satisfied	It does not apply/ don't know
a) The bin provided for your general household waste (Base = 985)	37%	44%	5%	7%	6%	*
b) How "clean and tidy" the street is following the waste collection (Base = 977)	14%	52%	7%	16%	10%	*
c) The collection of bulky household waste (Base = 809)	25%	40%	18%	8%	8%	*
d) The waste collection service overall (Base = 976)	21%	51%	8%	10%	9%	

* = Excluded from calculations

DOORSTEP RECYCLING COLLECTION

Hartlepool Borough Council undertakes a regular kerbside collection of waste for recycling throughout Hartlepool.

8

Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide :

PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	It does not apply/ don't know
a) The container provided for items of recycling (Base = 936)	21 %	46%	9%	14%	10%	*
b) How "clean and tidy" the street is following the collection of items for recycling (Base = 943)	18%	51%	10%	13%	7%	*
c) The service for the collection of items for recycling overall (Base = 949)	21 %	45%	12%	11%	10%	

LOCAL RECYCLING FACILITIES

Hartlepool Borough Council provides a range of local recycling facilities such as bottle banks, can banks and plastics banks.

9

Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide :

PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	It does not apply/ don't know
a) The location of the recycling facilities (Base = 907)	24%	50%	15%	6%	5%	*
b) The items you can deposit for recycling (Base = 910)	25%	52%	14%	5%	3%	*
c) How "clean and tidy" the site is (Base = 887)	19%	51%	17%	9%	4%	*
d) The provision of local recycling facilities overall (Base = 928)	20%	52%	17%	6%	4%	

* = Excluded from calculations

HOUSEHOLD WASTE RECYCLING CENTRE/LOCAL TIP

Hartlepool Borough Council provides a site for the disposal and/or recycling of bulky household waste, that is, the Household Waste Recycling Centre at Burn Rd.

10

Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide

PLEASE ONLY ANSWER THIS QUESTION IF YOU HAVE USED THE HOUSEHOLD WASTE RECYCLING CENTRE IN THE LAST 12 MONTHS

PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	It does not apply/ don't know
a) The location of the site (Base = 359)	33%	55%	9%	2%	1%	*
b) The opening hours of the site (Base = 347)	35%	53%	9%	1%	1%	*
c) The recycling facilities at the site (Base = 349)	36%	53%	7%	2%	1%	*
d) How clean the site is (Base = 351)	33%	56%	6%	3%	2%	*
e) How helpful the staff are (Base = 346)	35%	42%	13%	7%	2%	*
f) How "user friendly" the site is (the ability to deposit your waste easily) (Base = 348)	35%	50%	8%	6%	2%	*
g) The local tip/household waste recycling centre overall (Base = 355)	30%	59%	8%	2%	1%	

* = Excluded from calculations

PUBLIC TRANSPORT INFORMATION

Hartlepool Borough Council has responsibility for the following types of information about local transport services - roadside timetable information at bus stops, bus and rail timetables guide, public transport map, timetables (including large print versions), timetable leaflets, information on concessionary fares and special services and timetables. The authority also has a role in ensuring the information produced by private transport companies for local services is of the standard required

11 Please indicate whether you are satisfied or dissatisfied with each of the following elements of the information on transport we provide

PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither	Fairly dis- satisfied	Very dis- satisfied	It does not apply/ don't know
a) The amount of information (Base = 326)	12%	47%	27%	11%	2%	*
b) The accuracy of the information (Base = 316)	12%	50%	28%	8%	2%	*
c) The provision of public transport information overall (Base = 380)	10%	43%	34%	10%	3%	

12 Have you received or seen any of the information provided on local transport services, in the last 12 months? (base = 384)

PLEASE TICK ✓ ONE BOX ONLY

Yes	33%	No	67%	Don't know	*
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* = Excluded from calculations

THE LOCAL BUS SERVICE

Hartlepool Borough Council has responsibility co-ordinating public transport, including buses, and has a role in ensuring that local passenger services are meeting the needs of the local community. Hartlepool Council also subsidises some local bus services.

13 Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide

PLEASE ANSWER THIS QUESTION WHETHER YOU USE THE BUS OR NOT

PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	It does not apply/ don't know
a) The frequency of buses (Base = 320)	25%	54%	10%	8%	3%	*
b) The number of bus stops (Base = 326)	32%	51%	12%	3%	1%	*
c) The state of bus stops (Base = 332)	11%	47%	15%	24%	4%	*
d) Whether buses arrive on time (Base = 314)	15%	56%	14%	11%	3%	*
e) How easy buses are to get on and off (Base = 322)	25%	54%	12%	5%	4%	*
f) The local bus service overall (Base = 374)	16%	50%	24%	7%	3%	

14 How frequently, if at all do you use the local bus services?

PLEASE TICK ✓ ONE BOX ONLY (Base = 469)

Almost every day	At least once a week	About once a month	Within the last 6 months	Within the last year	Longer ago	Never used	I don't know
17%	17%	10%	8%	8%	16%	23%	*

* = Excluded from calculations

CULTURAL & RECREATIONAL ACTIVITIES & VENUES

Hartlepool Borough Council directly supports cultural and recreational activities and venues. The authority's licensing and planning responsibilities also make a difference to the level of private and voluntary cultural provision in your area.

15 Please indicate how satisfied or dissatisfied you are with each of the following services provided or supported by Hartlepool Borough Council: PLEASE ANSWER THIS QUESTION WHETHER YOU HAVE USED THESE SERVICES OR NOT

PLEASE TICK ✓ ONE BOX FOR EACH	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied
a) Sports/leisure facilities and events (Base = 957)	10%	51%	25%	12%	2%
b) Libraries (Base = 974)	30%	50%	17%	2%	#
c) Museums and galleries (Base = 964)	24%	46%	25%	4%	1%
d) Theatres/Concert halls (Base = 960)	11%	43%	30%	13%	3%
e) Parks and open spaces (Base = 972)	21%	57%	13%	8%	1%

16 Please indicate how frequently you have used the following cultural and recreational services provided or supported by Hartlepool Borough Council in the last 12 months: PLEASE TICK ✓ ONE BOX FOR EACH

	Almost every day	At least once a week	About once a month	Within the last 6 months	Within the last year	Longer ago	Never used	It does not apply/ don't know
a) Sports/leisure facilities and events (Base = 920)	2%	19%	13%	16%	11%	20%	19%	*
b) Libraries (Base = 954)	1%	12%	24%	17%	11%	23%	11%	*
c) Museums and galleries (Base = 940)	#	2%	12%	27%	18%	24%	15%	*
d) Theatres/Concert halls (Base = 928)	#	1%	6%	23%	18%	25%	27%	*
e) Parks and open spaces (Base = 953)	9%	27%	27%	15%	10%	5%	6%	*

= Less than 0.5%

* = Excluded from calculations

17

For each of the following services provided by Hartlepool Borough Council, do you think the service has got better or worse over the last three years, or has it stayed the same?

PLEASE TICK ✓ ONE BOX FOR EACH

	Better	Stayed the same	Worse	Don't know
a) Keeping public land clear of litter and refuse (Base = 903)	33%	53%	14%	*
b) Collection of household waste (Base = 950)	40%	35%	25%	*
c) Local recycling facilities (Base = 881)	53%	41%	6%	*
d) Doorstep collection of items for recycling (Base = 877)	58%	29%	13%	*
e) Local tips/Household waste recycling centres (Base = 403)	50%	45%	5%	*
f) Local transport information (Base = 538)	15%	72%	12%	*
g) Local bus service (Base = 534)	20%	62%	18%	*
h) Sport/leisure facilities (Base = 698)	22%	68%	10%	*
i) Libraries (Base = 745)	21%	77%	1%	*
j) Museums/galleries (Base = 675)	19%	79%	2%	*
k) Theatres/Concert halls (Base = 641)	9%	85%	5%	*
l) Parks and open spaces (Base = 863)	27%	63%	9%	*

* = Excluded from calculations

OTHER SERVICES

Hartlepool Borough Council also provides other services. Cleveland Fire Authority has responsibility for fire and rescue services in your area.

18 Please indicate how satisfied or dissatisfied you are overall with the following services provided by Hartlepool Borough Council. PLEASE ANSWER THIS QUESTION WHETHER YOU HAVE USED THESE SERVICES OR NOT
PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied
a) Housing services (Base = 966)	8%	25%	61%	4%	2%
b) Planning services (Base = 957)	6%	24%	61%	6%	2%
c) Personal social services (Base = 959)	9%	22%	63%	4%	1%
d) Fire and rescue service (Base = 964)	33%	31%	35%	1%	-
e) Local authority education service (Base = 964)	17%	39%	39%	3%	2%

19 Please indicate whether you or any other member of your family have used any of the following services provided by Hartlepool Borough Council in the last 12 months:
PLEASE TICK ✓ ALL BOXES THAT APPLY (BASE = 1004)

Housing services	Planning services	Personal social services	Fire and rescue service	Local authority education service
19%	11%	17%	8%	24%

20 Taking everything into account, how satisfied or dissatisfied are you with the way the authority runs things?

PLEASE TICK ✓ ONE BOX ONLY (Base = 974)

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
5%	45%	35%	13%	3%

INFORMATION ABOUT YOUR COUNCIL AND ITS SERVICES

21

How well informed do you feel about each of the following?

PLEASE TICK ✓ ONE BOX FOR EACH

	Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
a) How to pay bills to the Council (Base = 930)	33%	56%	9%	2%	*
b) How and where to register to vote (Base = 955)	44%	48%	7%	1%	*
c) How you can get involved in local decision making (Base = 864)	10%	37%	38%	15%	*
d) How to complain to the Council (Base = 900)	13%	37%	34%	16%	*
e) What the Council spends its money on (Base = 904)	6%	35%	34%	24%	*
f) What standard of service you should expect from the Council (Base = 890)	11%	36%	36%	17%	*
g) Whether the Council is delivering on its promises (Base = 853)	5%	25%	46%	25%	*
h) What the Council is doing to tackle anti-social behaviour in your local area (Base = 866)	5%	23%	38%	34%	*
i) How well the Council is performing (Base = 848)	6%	29%	39%	26%	*
j) Overall, how well informed do you think your Council keeps residents about the services and benefits it provides (Base = 912)	6%	37%	36%	21%	*

22

How do you find out about Hartlepool Borough Council? Please tick the main source you use from the list below. (Base = 954)

PLEASE TICK ✓ ONE BOX ONLY

Local media (newspapers, television, radio)	45%	Word of mouth (e.g. family or friends)	12%
Information provided by the Council (newspapers/magazines, leaflets, posters)	29%	Other source (PLEASE WRITE IN)	
Council website/internet	4%	#	
From local Councillor	1%	None of these	2%
Direct contact with the Council	6%	Don't know	*

= Less than 0.5%

* = Excluded from calculations

CONTACTING YOUR COUNCIL

MAKING A COMPLAINT

23 Have you contacted Hartlepool Borough Council with a complaint(s) in the last 12 months? (Base = 971)

PLEASE TICK ✓ ONE BOX ONLY

Yes	23%	GOTO Q23
No	77%	GOTO Q26

24 What did the complaint(s) relate to?

PLEASE WRITE IN (WRITE IN 'DON'T KNOW' IF YOU DO NOT RECALL)

See report for detail. (Section 8)

25 How satisfied or dissatisfied are you with the way in which your complaint(s) was (were) handled? (Base = 227)

PLEASE TICK ✓ ONE BOX only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
17%	18%	9%	24%	32%

CONTACTING YOUR COUNCIL FOR OTHER REASONS

QUESTIONS 26 TO 28 ARE ABOUT YOUR MOST RECENT CONTACT WITH THE COUNCIL FOR OTHER REASONS THAN TO MAKE A COMPLAINT.

IF YOU HAVE CONTACTED THE COUNCIL FOR ANY REASON OTHER THAN TO MAKE A COMPLAINT IN THE PAST 12 MONTHS, PLEASE CONTINUE TO Q26. OTHERWISE PLEASE GO TO Q29.

26 Which of these describes the reason why you made your most recent contact with the Council? (Base = 705)

PLEASE TICK ✓ ALL BOXES THAT APPLY

Reported an issue or problem	27%	Don't know/can't remember	18%
Asked for advice/information	28%	Any other reason (please write in)	3%
Applied to use a service	23%		

27 How were you in contact with the Council? (Base = 764)

PLEASE TICK ✓ ALL BOXES THAT APPLY

In person	29%	Via a website/internet	2%
By telephone	56%	By letter	9%
By e-mail	3%	Any other reason (please write in)	1%

28 Still thinking about your most recent contact with the Council, please indicate how satisfied or dissatisfied you were with each aspect of the service you received. If any aspect does not apply to your particular experience, please tick not applicable.

PLEASE TICK ✓ ONE BOX FOR EACH

	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know	Not applicable
a) How easy it was to find the right person to deal with (Base = 575)	33%	45%	12%	4%	6%	*	*
b) The length of time it took to deal with the person you contacted (Base = 575)	31%	45%	11%	7%	6%	*	*
c) Any information you were given (Base = 557)	31%	39%	13%	6%	12%	*	*
d) How competent the staff were (Base = 575)	38%	34%	15%	5%	7%	*	*
e) How helpful the staff were (Base = 579)	38%	37%	12%	4%	8%	*	*
f) The final outcome (Base = 557)	33%	33%	11%	7%	16%	*	*

LOCAL DECISION MAKING

Hartlepool Borough Council provides opportunities for residents to participate in decision making in your local area such as Neighbourhood Consultative Forums, the Viewpoint citizens panel, surveys, public meetings, Neighbourhood Action Plan Forums, service user groups and other consultation groups.

29 Overall, how satisfied or dissatisfied are you with the opportunities for participation in local decision-making provided by your council? (Base = 800)

PLEASE TICK ✓ ONE BOX only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
5%	26%	47%	12%	10%	*

* = Excluded from calculations

30**Do you agree or disagree that you can influence decisions affecting your local area?**

PLEASE TICK ✓ ONE BOX ONLY (Base = 771)

Definitely agree	Tend to agree	Tend to disagree	Definitely disagree	Don't know
4%	27%	45%	24%	*

31**Generally speaking, would you like to be more involved in the decisions your council makes that affect your local area? (Base = 906)**

PLEASE TICK ✓ ONE BOX only

Yes	No	Depend on the issue	Don't know
25%	18%	57%	*

HOW YOUR COUNCIL PERFORMS OVERALL

32**Here are some things that other people have said about their Council. To what extent do you think that these statements apply to your local Council? My Council...**

PLEASE TICK ✓ ONE BOX FOR EACH

	A great deal	To some extent	Not very much	Not at all	Don't know
a) ...is making the local area a better place to live (Base = 923)	11%	61%	22%	6%	*
b) ...is working to make the area safer (Base = 901)	11%	55%	27%	7%	*
c) ...is working to make the area cleaner and greener (Base = 928)	16%	55%	22%	6%	*
d) ...is efficient and well run (Base = 808)	8%	40%	33%	18%	*
e) ...provides good value for money (Base = 818)	6%	35%	33%	26%	*
f) ...is trustworthy (Base = 708)	11%	43%	30%	17%	*
g) ...is remote and impersonal (Base = 763)	12%	46%	27%	14%	*
h) ...promotes the interests of local residents (Base = 822)	7%	49%	34%	10%	*
i) ...acts on the concerns of local residents (Base = 792)	8%	49%	30%	13%	*
j) ...treats all types of people fairly (Base = 678)	16%	57%	19%	8%	*

33**Thinking about the way Hartlepool Borough Council runs things, do you think this has got better or worse over the last three years, or has it stayed the same?**

PLEASE TICK ✓ ONE BOX ONLY (BASE = 856)

Better	Stayed the same	Worse	Don't know
23%	56%	20%	*

* = Excluded from calculations

ABOUT YOURSELF

34 Are you male or female?
PLEASE TICK ✓ ONE BOX ONLY (Base = 982)

Male 48%

Female 52%

35 What was your age on your last birthday?
PLEASE WRITE IN

18 to 24 years	25 to 34 years	35 to 44 years	45 to 54 years	55 to 64 years	65 to 74 years	75 years and over
4%	23%	16%	21%	15%	13%	7%

36 How long have you/your household been living in your current accommodation?
PLEASE TICK ✓ ONE BOX ONLY (BASE = 971)

Under 1 year	1-2 years	3-5 years	6-10 years	11-20 years	21+ years	Don't know/ Can't remember
5%	11%	19%	16%	22%	27%	*

37 How long have you/your household been living in this area?
PLEASE TICK ✓ ONE BOX ONLY (BASE = 961)

Under 1 year	1-2 years	3-5 years	6-10 years	11-20 years	21+ years	Don't know/ Can't remember
2%	5%	12%	11%	15%	55%	*

38 In which of these ways does your household occupy your current accommodation?
PLEASE TICK ✓ ONE BOX ONLY (BASE = 969)

Owned outright	Buying on mortgage	Rent from council	Rent from Housing Association/Trust	Rented from private landlord	Other (PLEASE WRITE IN)
31%	48%	8%	8%	4%	#

= Less than 0.5%

* = Excluded from calculations

39 How many adults aged 18 or over are living here?

PLEASE TICK ✓ ONE BOX ONLY (BASE = 947)

One	Two	Three	Four	Five	More than five (PLEASE WRITE IN NUMBER)
18%	61%	14%	6%	1%	-

40 Which of these activities best describes what you are doing at present?

PLEASE TICK ✓ ONE BOX ONLY (BASE = 949)

Employee in full-time job (30 hours plus per week)	42%	Unemployed and available for work	3%
Employee in part-time job (under 30 hours per week)	12%	Permanently sick/disabled	8%
Self employed full or part-time	4%	Wholly retired from work	23%
On a government supported training programme (e.g. Modern Apprenticeship/Training for Work)	-	Looking after the home	6%
Full-time education at school, college or university	1%	Doing something else (PLEASE WRITE IN #)	

41 Do you have any long-standing illness, disability or infirmity? (long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time.) (Base = 959)

PLEASE TICK ✓ ONE BOX ONLY

Yes 31% GOTO Q42

No 69% GOTO Q43

42 Does this illness or disability limit your activities in any way?

PLEASE TICK ✓ ONE BOX ONLY (Base = 296)

Yes 80%

No 20%

= Less than 0.5%

43**To which of these groups do you consider you belong?**

PLEASE TICK ✓ ONE BOX ONLY (BASE = 972)

White

British 98%

Irish #

Any other white background

(PLEASE WRITE INBOX) #

Black or Black British

Caribbean -

African -

Any other Black background

(PLEASE WRITE INBOX) #

Mixed

White and Black Caribbean... -

White and Black African..... -

White and Asian..... -

Any other Mixed background

(PLEASE WRITE INBOX) -

Asian

Indian #

Pakistani 1%

Bangladeshi -

Any other Asian background

(PLEASE WRITE INBOX) -

Chinese and Other ethnic groups

Chinese -

Other ethnic group

(PLEASE WRITE INBOX) #

44**Is there anything else you would like to add?**

PLEASE WRITE IN THE BOX BELOW

= Less than 0.5%

JOINING VIEWPOINT

45

The Council has a panel of more than 1000 Hartlepool residents called Viewpoint. These residents have agreed to take part in postal surveys three times a year. The aim of these surveys is to find out what Hartlepool residents think about Council services and about other services such as the police, the fire service and health trusts. The Council takes these views into account when planning for the future and making decisions, which have an impact on your daily life. Your views are important and can make a difference to how services are provided.

In the next few months we will be inviting some more people to join Viewpoint and would like to know if you would be interested in taking part. If you are interested we will send you a copy of the Joining Questionnaire and some more information about Viewpoint.

By expressing an interest now, you are not making a firm commitment to take part. You can decide at any time not to participate.

If you are interested in joining Viewpoint please write your name and address in the boxes below, and also your email address if you have one.

Name

Surname

Address

THANK YOU FOR TAKING PART IN THIS SURVEY

Please return the questionnaire to PHL, the company who will be processing this survey, in the reply-paid envelope.

PHL, PO BOX 393, NEWTONAYCLIFFE, DL5 6BR

The information collected about you will be securely held and will be used to produce statistical reports. No personal data will be disclosed. In order to run this survey, the Council has entered into contracts with a distribution company, CCS, & PHL and will share information with those organisations.

For the purposes of the provision of this service, CCS & PHL act as departments of the Council and are bound by their contract to treat your information confidentially. Hartlepool Borough Council is the Data Controller

APPENDIX 2

LETTER TO RESPONDENTS



Chief Executive's Department
Civic Centre
Hartlepool TS24 8AY

23rd October 2006

Dear local resident,

Listening to your Views

I am writing to you to ask for your help in improving the local area and the services which the Council provides.

We'd like to hear your views about life in the local area and about issues such as transport, recycling and leisure facilities.

It doesn't matter if you've only just moved into the area, or if you don't pay Council Tax, it is important that we hear everybody's views so that we can put our resources where it really matters.

All of your answers will be treated in the strictest confidence and will only be used to monitor Hartlepool Borough Council's services. Anonymised responses may be passed on to the Department for Communities and Local Government so that national patterns of service satisfaction can be studied.

Hartlepool Borough Council has commissioned PHL of Newton Aydiffe to process the completed questionnaires on its behalf. If you have any questions or concerns about this survey, please do not hesitate to contact either Andrea Brown on 01429 523042 (email: andrea.brown@hartlepool.gov.uk) or Liz Crookston on 01429 523041 (e-mail: liz.crookston@hartlepool.gov.uk) at Hartlepool Borough Council. Either will be very happy to help you.

I very much hope you will be able to take part and feel sure that you will find it interesting. Thank you very much for your help in advance. Please return the completed questionnaire in the reply-paid envelope provided with this questionnaire **as soon as possible. No stamp is required.**

Yours sincerely,



Paul Walker
Chief Executive

- If you require a large print, audio tape, Braille or a copy in another language, please contact: Andrea Brown on (01429) 523042 or by e-mail:

andrea.brown@hartlepool.gov.uk

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.
(Arabic)

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।
(Bengali)

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایه داوامان لی بکه
(Kurdish)

如欲索取以另一语文印制或另一格式制作的资料，请与我们联系。
(Mandarin)

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔
(Urdu)

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे
(Hindi)

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਵੋ।
(Punjabi)

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。
(Cantonese)

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać.
(Polish)

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

22nd June 2007



Report of: Assistant Chief Executive

Subject: CORPORATE COMPLAINTS

SUMMARY

1. PURPOSE OF REPORT

1.1 To report to the Portfolio Holder on corporate complaints performance.

2. SUMMARY OF CONTENTS

2.1 The report covers performance information on formal complaints for 2006/7.

3. RELEVANCE TO PORTFOLIO MEMBER

3.1 The Portfolio Member has responsibility for performance management issues.

4. TYPE OF DECISION

4.1 Non-key

5. DECISION MAKING ROUTE

5.1 Portfolio Holder meeting on 22nd June 2007

6. DECISION(S) REQUIRED

6.1 That the report be noted.

Report of: Assistant Chief Executive

Subject: CORPORATE COMPLAINTS

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of performance information on formal complaints for 2006/07.

2. FORM AL COMPLAINTS INFORMATION – 2006/07

- 2.1 In 2006/07, a total of 122 formal complaints was recorded by departments. This is an increase from 49 complaints recorded in 2004/05. This near trebling of the number of complaints is largely due to a group of 69 complaints to the Neighbourhood Services Department on a single issue, i.e. the installation of alleygates at Mountston Close. Excluding this group of complaints, a total of 53 complaints was received overall, not dissimilar to the number of complaints recorded in 2005/06. Of these 53 complaints, the Chief Executive's Department had 19 complaints, the Adult & Community Services Department had 14, the Neighbourhood Services Department had 12 non-alleygate complaints, Regeneration and Planning Services had 7 and the Children's Services Department had one complaint. The departments and sections that have high levels of contact with large numbers of the public tend to receive higher numbers of complaints. (See Appendix 1 for figures for 2006/07 and 2005/06)
- 2.2 Complaints levels in most departments have stayed at approximately similar levels to 2005/06. In fact, with the exception of the alley gate complaints, the number of Neighbourhood Services complaints fell (from 19 to 12). There has been an increase in complaints made to the Adult & Community Services Department. This is in part accounted for the receipt of 3 complaints about one issue that has now been dealt with.

Meeting targets

- 2.3 The corporate complaints procedure has a target of 15 days for reporting back to a complainant with a written response to their complaint, after a thorough investigation. In 87% percent of cases, this target was achieved which is very similar to the figure of 88% dealt with within the target in 2005/06. The cases where deadlines have not been met tend to be more complicated complaints which may involve interviews with a number of people or waiting for a response from an external agency.

Outcomes of complaints investigations

- 2.4 When a complaint investigation has been completed, a judgement is made by the investigating officer as to whether the authority has been at fault and hence the complaint is upheld, either fully or in part. In 2006/07, 25 percent of complaints were either fully or partly upheld. This is a decrease from the 54 percent of upheld complaints recorded in 2005/6. However the figures are skewed by the large

group of alleygate complaints. Excluding these from the calculations, gives a figure of 57% upheld or partly upheld, i.e. very similar to 2005/06.

Remedies for complainants

- 2.5 When reporting complaints performance, departments are asked to provide information on what remedies have been offered to people whose complaints have been upheld either in part or in full. In all cases where the complaint was upheld fully or in part, remedies were offered to complainants. The remedies vary depending on the circumstances of the complaint. In some cases the problem that had caused the complaint can be quickly resolved, e.g. the payment of benefit direct to a claimant rather than to an agent as requested. However resolution is not always possible, but other remedies are available. A written apology is usually given and, where appropriate, an explanation of how the problem arose and how it will be avoided in future. If a complainant has been disadvantaged or lost out in some way, efforts are made to place them in the position they would have been in, had the problem not arisen. For example, a complainant was issued with a voucher for free use of a service as compensation for incorrect charging.

Learning from complaints

- 2.6 Departments are also asked to outline what has been done to prevent recurrence of the complaints which have been upheld. Wherever possible, actions have been taken to avoid further complaints. New systems have been put in place; procedures have been reviewed and, where appropriate, revised; employees have been briefed or had reminders of procedures and good practice; systems have been reviewed or checked to see if the problems could have been avoided; and communications have improved. For example, faulty equipment has been repaired and the maintenance and operational checks have been re-examined, modified and reinforced with staff. Overall, departments are keen to learn from complaints and are taking steps to prevent their recurrence. It is inevitable that some service areas are always more likely to attract complaints than others. However, in general, if a complaint has been received about a particular service, it is dealt with and the service amended. It is rare to see the same types of complaints recurring quarter after quarter.
- 2.7 The overall picture from the complaints monitoring information for 2006/07 is one of a small increase in the numbers of formal complaints received (when the group of 69 alleygate complaints is set to one side). The time taken to investigate complaints has remained steady and departments continue to work on remedying complaints and learning from these contacts with service users

3. Complaints referred to the Local Government Ombudsman

- 3.1 All councils receive an annual letter from the Local Government Ombudsman which details: the complaints received by the Ombudsman and the outcome of his investigations in the previous year; comments on the Council's performance; and comments on liaison arrangements with the Council. This letter is due to arrive in late June and will be reported to the next meeting of the Performance Management Portfolio Holder.

4. RECOMMENDATIONS

- 4.1 That the report be noted.

APPENDIX 1 - COMPLAINTS MONITORING – April 1st 2006 to March 31st 2007

	Total no. of complaints		Reported on within 15 working days		Reported on outside 15 day target		Not upheld		Partly upheld/partially not upheld		Upheld	
	06/07	(05/06)	06/07	(05/06)	06/07	(05/06)	06/07	(05/06)	06/07	(05/06)	06/07	(05/06)
CHIEF EXECUTIVES' DEPT												
Corporate Strategy	1	-	1	-	-	-	-	-	-	-	1	-
Finance	17	17	15	17	2	-	8	1	6	-	3	1
Legal	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources	1	-	1		-		-	-	1		-	-
TOTALS FOR CHIEF EXEC'S	19	17	17	17	2	-	8	1	7	4	4	1
ADULT & COMMUNITY SERVICES*	14	8	9	6	5	2	5	4	5	3	4	4
CHILDREN'S SERVICES*	1	-	1	-	-	-	-	-	-	-	-	-
REGENERATION & PLANNING SERVICES	7	5	-	1	7	4	4	1	3	-	-	1
NEIGHBOURHOOD SERVICES	81	19	79	19	2	-	74	8	4	6	3	8

TOTAL DEALT WITH UNDER CORPORATE PLANTS PROCEDURE	122 49	106 43	16 6	92 22	19 13	11 14
		87% 88%	13% 12%	75% 45%	16% 26%	9% 28%

N.B. Social care complaints for both adults and children are not included in these statistics. They are statutorily dealt with through separate complaints procedures with different targets and outcomes. Quarterly reports are made to the appropriate portfolio holders.