

CABINET AGENDA



Monday 9th July 2007

at 9.00am

**in the Red Room, Avondale Centre,
Dyke House, Hartlepool
(Raby Road entrance)**

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Hall, Hargreaves, Hill, Jackson, Payne and Tumilty

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

To receive the Record of Decision in respect of the meeting held on 25th June 2007
(previously circulated)

4. BUDGET AND POLICY FRAMEWORK

No items

5. KEY DECISIONS

No items

6. OTHER ITEMS REQUIRING DECISION

6.1 Efficiency Strategy – *Chief Financial Officer*

6.2 Members' ICT Provision – *Chief Personnel Officer and Assistant Chief Executive*

6.3 Local Safety Schemes – *Head of Technical Services*

7. ITEMS FOR DISCUSSION / INFORMATION

No items

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CABINET REPORT

9th July 2007



Report of: Chief Financial Officer

Subject: EFFICIENCY STRATEGY

SUMMARY

1. PURPOSE OF REPORT

The purpose of this report is to inform member's of:-

- the progress that has been made in relation to the existing Efficiency Strategy,
- provide an update on changes to the drivers behind the efficiency agenda,
- identify the issues to be addressed within the development of the strategy
- suggest a framework for the development of the strategy

2. SUMMARY OF CONTENTS

The existing strategy is broadly on target, however changes will be necessary arising from the new Local Government whitepaper on service transformation and the Comprehensive Spending Review expected later in the autumn. The report sets out for consideration a framework to address these issues in the remainder of this financial year.

3. RELEVANCE TO CABINET

Strategic links into Corporate Plan and Medium Term Financial Strategy.

4. TYPE OF DECISION

Non key

5. DECISION MAKING ROUTE

Cabinet

6. DECISION(S) REQUIRED

Consider the report and approve the framework and programme.

Report of: Chief Financial Officer

Subject: EFFICIENCY STRATEGY

1. PURPOSE OF REPORT

1.1 The purpose of this report is to inform member's of:-

- the progress that has been made in relation to the existing Efficiency Strategy,
- provide an update on changes to the drivers behind the efficiency agenda,
- identify the issues to be addressed within the development of the strategy
- suggest a framework for the development of the strategy

2. BACKGROUND

2.1 The Council's existing strategy developed from the need to meet the Government's Gershon Targets and was based around the main themes of the Gershon Report namely:-

- Procurement
- Productive time
- Transactional Services
- Corporate Services
- Construction

The strategy recognised that improvements within each individual service area, although not a definitive part of the Gershon themes would be an important part.

2.2 The Council also implemented an ICT Strategy to provide the necessary ICT facilities to underpin the Efficiency Strategy. Within the efficiency strategy the importance of Business Process Re-engineering was recognised as a critical activity and a temporary post was created to begin this process. Business Process Re-engineering was not undertaken in its own right but as a part of the wider ICT and efficiency strategies.

2.3 The Council was set an efficiency target by the Government of some £2.2m per annum for the three years through to 2007/8. The Council must achieve at least half of this by cashable savings; the remainder could be through non cashable means – e.g. qualitative improvements. In practice because of the Council's Budgetary position the majority of the target has been achieved through cashable savings. The Strategy has included some shorter timescale projects which deliver savings earlier and some longer timescale projects which will enable significant transformation. The latter generally driven by the ICT Strategy. It is equally important to note that whilst most cashable savings have been allocated to supporting the budget process, many have been used to transform and improve services.

3. PROGRESS REPORT

- 3.1 The monitoring statement against the Gershon Target for 2006/07 will be reported in detail with the outturn reports. In total this target has been achieved.
- 3.2 The current position on the major projects initiated through the Efficiency Strategy is attached at appendix A. In summary the following projects have been classified Green.

		2006/7 Saving £000s	2007/8 Saving £000s
Procurement	Insurance	150	200
	Advertising	5	5
	Stationery etc	-	190
Productive Time	Benefits	200	200
	Occ Therapy	-	-
	NS Overtime	8	8
Transactional Services	FMS	120	120+
	Planning Portal		TBD
Corporate Services	Contact centre	-	-
Construction	Energy Mangt.	-	TBD
	Asset Mangt.	-	TBD
Services	Transport	70	70
	Libraries	-	65
	Fostering	450	450
Total		1033	1308

Thus projects that are currently on target are delivering some £1m in 2006/7 rising at this stage to £1.3m in 2007/8.

- 3.3 A number of other large projects are Amber and whilst they have not achieved there target they are broadly progressing in accordance with their programme. These include the Elderly Extra Care service developments including the Hartfields development, Schools transport review, Building Schools for the Future.
- 3.4 There are however some areas to highlight for members attention:-
- In relation to transport a number of projects are set out addressing the use and procurement of Transport and vehicles it would be sensible to combine these.
 - The contact centre is now a physical reality and the centre will be ready to undertake a substantial increase in use. Further work is required to determine

services to be transferred into the contact centre with the appropriate BPR work done in the back office to realise efficiencies.

- Electronic Document Management is working after a considerable number of technical issues. Whilst not all of these issues have been adequately addressed the Council is working with its supplier to reach a workable medium term solution. There does however remain issues around workflow which is a key IT requirement if the Council is to adequately meet the challenges to modernising its services.
- Procurement of agency and temporary staff has progressed slowly largely as a result of the implementation of Single Status. This project has been reallocated and is expected to be back on target by the year end.

- 3.5 Members will appreciate that the Efficiency Strategy is not a static process and as part of the 2007/08 Budget Setting process a number of new projects were added, together with the extension of some existing projects. These were:

Procurement	£0.4m
ICT	£0.2m net
Transport	£0.1
Older People Residential Care	£0.4

- 3.6 Progress against these projects is progressing. In relation to procurement savings of £0.395m have been identified and budgets reduced compared to its cumulative target of £0.7m.

- 3.7 There is an expectation that efficiency savings will be achievable in 2007/08, following the reconfiguration of services which has taken place. However, spend will need careful monitoring, given the other cost drivers in this area.

4. NEW ISSUES

- 4.1 The recent CPA inspection identified a number of issues which impact upon the efficiency strategy and where it stands in relation to the Medium Term Financial Plan, Service Plans and the Procurement Strategy. Fundamentally identifying a lack of clarity and strategic focus between these separate items. This is perhaps best illustrated by the fact that the Council is working on the development of many of its services which are usually incorporated into the specific service plan but are not clearly linked or identified within the Efficiency Strategy which is not an exhaustive listing of the various changes that are being implemented. There is no framework for the Council to objectively identify all the options at any particular point in time and make rational decisions on which projects/initiatives are prioritised.

This report sets out to begin to address these issues by incorporating greater elements of service development.

- 4.2 The Government is undertaking a Comprehensive Spending Review which will underpin the next three years Local Government Financial Settlements. As part of the CSR the existing efficiency targets are likely to be substantially revised. Current indications are that the present targets based upon a 2% target with allowance for half to be achieved from non cashable means will be extended for a further three years with the new targets based upon 3% and the dropping of the non cashable

concession. How this will work out in detail is unclear as the review will not be released until later in the year. The Council's own budget position will almost certainly require a local target of at least 3% in any event.

- 4.3 The Local Government White paper issued late last year, perhaps in preparation for an increase in the efficiency targets included a specific chapter on efficiency and illustrates the change in the Government's thinking towards "Business Improvement Programmes". The white paper aims to improve efficiency through service transformation driven by Business Improvement Programmes designed to address:-

- Failure demand – where considerable effort is expended dealing with multiple aspects of the same issue because it is not solved initially or at point of contact.
- Increased use of the most efficient channel for interaction with public e.g. web rather than in person.
- Integration of front and back office
- Realisation of economies of scale including greater collaborative working
- Promotion of corporate understanding of what service costs.

Whilst there are a number of similarities with the existing Efficiency strategy further development is required to ensure that adequate alignment of the Council's objectives, the aims of the whitepaper and the financial needs of a medium term financial strategy are achieved. The Government have recognised that there may well be skills and capacity gaps and are attempting to assist through a number of projects through the various Centres of Excellence. A particularly relevant one is the toolkit for "Business Transformation". The Toolkit is expected to build on the work previously undertaken in the Government's "Electronic Service Delivery" (ESD) toolkit. This set out the main processes as viewed by Government of Local Authorisation that could be provided electronically. Together they enable the Council to take on a much more effective and holistic look at its total service provision. As the strategy is developed for 2008/09 this will be particularly useful.

- 4.4 The current programme was designed to address the needs of meeting the Gershon agenda and achieving improvements across the range of themes. There has not been any prioritisation of projects. It is effectively prioritised by capacity. As we move forward we need to develop a clearer view of what future projects are required, over a longer timescale and prioritise projects effectively to meet needs.

The toolkits mentioned in the previous sections will begin to enable the Council to assess its whole service provision and develop a prioritised programme for efficiencies over the next 3 years.

- 4.5 There is an issue of capacity to design implement and manage projects within the normal staffing resources available, particularly with regard to the Programme of Projects which will become necessary. The scale is likely to be on par with the BSF and Tall Ships event and require appropriate project programme monitoring skills. A separate report will be submitted in due course.

5. **FRAMEWORK**

- 5.1 In setting the budget the Council approved a number of additions to the efficiency strategy in order to achieve the target in the current financial year. The existing framework continues to be governed by Gershon agenda. Within that strategy Business Process re-engineering was recognised as a crucial link between the ICT

Strategy and the Efficiency strategy. The Council approved the appointment on a fixed term basis of a business improvement manager to assist in the development of BPR techniques to enable staff to review their own processes. The temporary appointment has now ended and it is appropriate to look at BPR with a view to developing a programme that will assist the Efficiency Strategy achieve targets in 2008/9. The remainder of this report concentrates on the development of a framework for such a programme.

- 5.2 The framework needs dimensions that for each project clearly set out what the project is and how it fits into the Council's various strategies. To achieve this each project needs to set out :

- What is to be reviewed
- What outcomes it will achieve -
- When it will be undertaken
- How long it will take,
- Who will undertake it

- 5.3 A number of corporate projects are being developed or progressed within the existing strategy.

- Transport – review of Council transport requirements and arrangements.
- Financial Administration – review of ordering, purchasing and invoicing.
- Employee Administration – HR and payroll activities
- Customer Services – development of Contact centre and customer focus

Whilst these are corporate projects they will impact upon each department and represent a significant input at the departmental as well as corporate level.

It is important that the nature of these projects is fully understood in that they will eventually potentially significantly change the current look and feel of the Council.

The projects will further broaden the concept of Front and Back Office, whilst the Centralisation of Financial Administration and the review of employee administration will introduce the concept of "internal shared services".

It is the latter that is likely to receive a significant impetus from Government and the private sector. No firm definition exists as it can vary from one company or Authority providing the full range of back office services to a number of councils in the widest sense to one Council sharing a single service across its departments in the narrower sense.

The projects at this stage only consider the issues in the narrower sense of sharing within the Council. Cabinet at some stage will need to consider this in more detail particularly should the level of efficiencies not be achievable by sharing in house.

- 5.4 Departments have also identified a range of projects which are to be considered within a BPR programme. These are set out in Appendix B. One of the issues that emerges is that it is difficult to draw any conclusions from either the departmental or indeed the corporate listing as there is insufficient information to assess or prioritise them.

5.5 The existing strategy considers projects with the Gershon themes and it is appropriate to consider whether the allocation of a number of key themes should underpin the BPR programme. This would then enable individual projects to be categorised and subsequently prioritised. The following themes based either upon the whitepaper or the Council's existing strategy are suggested to enable the programme to be managed and focused:-

- Mobile/home working
- Contact centre integration
- Collaborative working
- Service demand channeling
- Service lead
- Failure Demand

5.6 There remains however difficulty in encompassing what scale of future work is necessary and how efficient on an objective basis the Council's processes and services are. The whitepaper covers this within the heading of corporate awareness of the costs of service. Simply what processes does the Council operate and what do they cost. The Communities and Local Government department have commissioned a model of simplified service costing to enable Council's to assess what the costs of their processes are and more critically what parts of those processes add value. Whilst there are a number of methods that the Council can draw some conclusions as to what areas should be prioritised e.g. the Audit Commissions annual VFM assessment. There is no systematic basis to achieve this and the above themes do not enable the Council to draw any improved future conclusions encompassing the whole of service delivery. Although the Business Transformation toolkit is expected to include some information on how to address this, without this the Council will lack the evidence necessary to prioritise and defend its decisions on Efficiency and adopt a wholly strategic programme. Accordingly the above themes should be extended to include:

- Process analysis/costing – Need to appreciate what process there are and their cost.

The Council has approached the firm used by CLG to advise central government on simplified process costing ("rough costing") with a view to engaging them to undertake three of training sessions for staff to assist this process. The Department of Health has also funded an initiative from which Hartlepool will benefit in relation to the Adult Services. The Council will get a similar benefit in other services/departments from the use of simplified activity based costing.

6. CONCLUSIONS

6.1 The existing efficiency strategy has broadly delivered the anticipated level efficiencies expected. Delays in some projects have been offset by earlier achievements in other areas – some albeit not within the original plan. The strategy has a number of projects which are due for implementation over a number of financial years and these are progressing. A number of projects were not specific at the outset as to the likely outcomes but included for these to be determined during the implementations. These are occurring. The efficiency strategy for 2007/8 has been extended as part of the budget process and monitoring reports will be submitted to Cabinet during 2007/8.

- 6.2 The issue of the Local Government whitepaper, the Comprehensive spending review and the Councils own Budget position make the effective development of efficiencies even more important from 2008/9. As part of the developments in readiness for this the Council will need to undertake a number of Business Process Reviews improvements. Whilst a number of corporate and departmental projects have been identified they have not been prioritised and have not as yet been placed in a strategic framework. As such it is unclear whether they will deliver the necessary efficiencies in 2008/9 and onwards.
- 6.3 In order to assist this a number of themes for projects has been set out for consideration:
- Mobile/home working
 - Contact centre integration
 - Collaborative working
 - Service demand channeling
 - Failure Demand
 - Process analysis/costing
 - Service lead
- 6.4 One of the key issues that has not yet been assessed is the capacity of the Council to undertake both the scale of the Business Process Reviews, together with the implementation of the project within the existing efficiency strategy. Further work is necessary to assess the scale of the additional work and the resources to undertake such reviews. Coupled to the issue of capacity is the need to ensure that project and programme management is undertaken effectively.
- 6.5 A programme for the remainder of 2007/08 is set out in Appendix B.
- 6.6 The impact and development of the efficiency strategy in the coming years will change substantially the shape and way that the Council provides services, with greater use of ICT and collaboration working with other organisations. Efficiencies cannot be separated from changes and improvements that one required is services delivery. This will require a number of additional reports in the remainder of the year to enable Cabinet to consider the issues and allow an evolution of the strategy as firmer information becomes available.

7. RECOMMENDATIONS

- i. That members consider this report.
- ii. Note the progress in 2006/07 and so for in 2007/08
- iii. Approve the programme as set out in Appendix B
- iv. Consider and provide only preliminary views on shared services
- v. Approve the framework as set out in Section 5 and 6.

Project Ref	Progress	Project Description	Sub Project Description	Gershon Type	Department	Lead Officer	Phase	Planning	Business Case	Design	Implementa-tion	Business Process Re-eng	Delivery	Cashable Y/N	Amount £	Due Date	Non-Cashable	Amount £	Date
10	Amber	Spend Analysis	Agency	Procurement	CE	Wally Stagg	1	2005/06 - Q4	N/A	N/A	2005/06 - Q4	2005/06 - Q4	2005/06 - Q4	Y	TBD	2006/07	Y	TBD	2006/07
15	Green	Spend Analysis	Insurance	Procurement	CE	P Hamilton	1	2005/06 - Q4	N/A	N/A	2006/07 - Q2	N/A	2006/07 - Q2	Y	150000	2006/07	N	0	2006/07
20	Amber	Spend Analysis	Transport Vehicles	Procurement	NS	Ian Parker	1	2005/06 - Q4	N/A	N/A	2006/07 - Q1	2006/07 - Q3	2006/07 - Q1	Y	120000	2006/07	Y	0	2006/07
30	Amber	Spend Analysis	Advertising	Procurement	CE	Graham Frankland	1	2005/06 - Q4	Reported to Portfolio holder 18/10/2005	Project team evaluated Nov 2005	2006/07 - Q1	2005/06 - Q4	2006/07 - Q1	Y	5000	2006/07	Y	To be quantified post BPR project	2006/07
40	Amber Red	Spend Analysis	Stationery	Procurement	CE	Graham Frankland	1	2005/06 - Q1	Reported to Portfolio holder 18/10/2005	Project team evaluated Nov 2005	2006/07 - Q1	2005/06 - Q4	2006/07 - Q1	Y	150000	2006/07	Y	50000	2006/07
50	Green	Mobile Working	Benefits	Productive Time	CE	John Morton	1	2005/06 - Q2	N/A	2005/06 - Q2	2005/06 - Q2 (Pilot)	N/A	2006/07 - Q4	Y	200000	2006/07	Y	TBD	0
60	Amber Green	Mobile Working	Occupational Therapy	Productive Time	AS	Alan Dobby	1	2005/06 - Q4	2005/06 - Q4	2006/07 - Q1	2006/07 - Q1	2006/07 - Q2	2006/07 - Q2	N	TBD	2007/08 - Q1	Non-Cashable	0	0
70	Amber	Sickness Management	HR Analysis	Productive Time	CE	Wally Stagg	1	0	0	0	0	0	0	N	N/A	0	Y	0	0
80	Amber	Sickness Management	Sickness Champion	Productive Time	Corp	Nicola Bailey	1	2006/07 - Q1	2006/07 - Q1	0	2006/07 - Q1 - Q3	N/A	2006/07 - Q1 onward	N	TBD	2006/07 - Q1 onward	Y	90000	2006/07 - Q1 onward
90	Amber	Productive Time - Home Working	-	Productive Time	NS	Keith Smith	1	2007/08 - Q2	2007/08 - Q3	2007/08 - Q3	2008/09 - Q1	2007/08 - Q4	2008/09 - Q2	N	TBD	0	Y	0	0
100	Amber Green	Overtime/Stand by Review NS	-	Productive Time	NS	Keith Smith	1	2005/06 - Q4	2005/06 - Q4	2007/07 - Q1	2007/08 - Q3	2007/08 - Q3	2007/08 - Q4	Y	8000	2007/08 - Q4	N	nil	0
110	Green	Financial Management System	Costing NS	Transaction	NS	Keith Smith	1	2005/06 - Q1	2005/06 - Q1	2006/07 - Q2	2006/07 - Q3	2006/07 - Q3	2006/07 - Q4	Y	120000	2006/07	0	TBD	2006/07
120	Amber	Financial Management System	Centralisation Payments	Transaction	Corp	Kevin Shears	1	2005/06 - Q1	2005/06 - Q1	Dec 2005 - Jan 2006	Target April 2006	Target January 2006	0	Y	TBD	2006/07	Y	TBD	2006/07
130		Payroll/Personnel	All Monthly Pay	Transaction	CE	Joanne Machers	1	2005/06 - Q4	2005/06 - Q4	2005/06 - Q1	0	0	Phased to 29/09/06	Y	TBD	TBD	Y	TBD	TBD
140	Red	EDRMS/Workflow	Infrastructure	Corporate Services	Corp	John Morton	1	2005/06 - Q2	2005/06 - Q1	2005/06 - Q3	2006/07	N/A	0	Y	TBD	2005/06 - Q4	Y	TBD	2005/06 - Q4
145	Red	EDRMS/Workflow	Planning portal	Corporate Services	RP	Jeff Mason	1	2005/06 - Q2	2005/06 - Q1	2005/06 - Q3	2005/06 - Q3	N/A	0	Y	TBD	2005/06 - Q4	Y	TBD	2005/06 - Q4
150	Red	EDRMS/Workflow	Legal	Corporate Services	CE	Peter Devlin	1	2005/06 - Q2	2005/06 - Q1	2005/06 - Q3	2005/06 - Q4	N/A	0	Y	TBD	2005/06 - Q4	Y	TBD	2005/06 - Q4
160	Amber Green	Contact Centre	Technology	Corporate Services	Corp	Joanne Machers	1	2002/03 - Q4	2005/06 - Q1	Incremental from Apr 05	Phased from 2005	2005/06 - Q1	Phased from Aug 07	N	0	0	Y	TBD	0
160	Amber Green	Contact Centre	Accommodation	Corporate Services	Corp	Joanne Machers	1	2004/05 - Q3	2005/06 - Q1	2005/06 - Q4	2006/07 - Q1	2005/06 - Q3	2007/08 - Q1	N	0	2007/08 - Q1	Y	TBD	2007/08 - Q1
160	Amber Green	Contact Centre	Service Integration	Corporate Services	Corp	Joanne Machers	1	2004/05 - Q1	2005/06 - Q1	Incremental from Jan 05	Phased from Apr 06	Phased to Mar 09	Phased to Sep 09	N	0	0	Y	TBD	0
160	Amber	Contact Centre	Partnership	Corporate Services	Corp	Joanne Machers	1	2004/05 - Q1	2005/06 - Q1	Incremental from Sep 04	Phased from Nov 04	N/A	Phased to Sep 09	N	0	0	Y	TBD	0
160	Amber	Contact Centre	Staffing	Corporate Services	Corp	Joanne Machers	1	2004/05 - Q1	2005/06 - Q1	Incremental from Jul 04	Phased from Sep 04	N/A	2009/10 - Q2	N	0	0	Y	TBD	0
160	Amber	Contact Centre	Service & Performance	Corporate Services	Corp	Joanne Machers	1	2004/05 - Q1	2005/06 - Q1	Incremental from Apr 05	Phased to Apr 09	Ongoing	Phased to Sep 09	N	0	0	Y	TBD	0
170	Amber	Web Based Services	Adult Services	Corporate Services	AS	Alan Dobby/Liz Bruce	1	2005/06 - Q4	2006/07 - Q2	2006/07 - Q2	2006/07 - Q4	2006/07 - Q4	2007/08 - Q1	Y	TBD	2007/08 - Q1	N	0	0
180		Shared Service Centre	-	Corporate Services	Corp	Joanne Machers	1	2007/08 - Q2	2008/09	2008/09	2008/09	2008/09	2009/10	Y	TBD	2009/10	Y	TBD	2009/10
190	Amber Red	JVC/PublicP	-	Construction	Corp	Graham Franklin	1	?	?	?	?	?	?	0	0	0	0	0	0

200	Green	Contract Partnering	-	Construction	NS	Graham Frankland	1	2005/06 - Q4	2006/07 - Q1	2006/07 - Q1	2006/07 - Q2	2006/07 - Q1	2006/07 - Q2	N	0	NA	Y	30000	2006/07 - Q3
210	Green	Energy Management	-	Construction	Corp	Keith Lucas	1	completed	completed	completed	Energy contract now in place with NEPO	N/A	Now	N	0	2004/05	Y	TDB	2005/06 - Q4
220	Amber	Asset Management	-	Construction	Corp	Graham Frankland	1	2006/07 - Q2	2006/07 - Q3	2006/07 - Q4	2007/08 - Q2	2006/07 - Q3	2007/08 - Q3	Y?	TBD	2007/08 - Q4	Y	TBD	2007/08 - Q4
230	Amber	Schools Renewal/Planning	-	Construction	CS	Paul Briggs	1	0	0	0	0	0	0	0	0	0	0	0	0
240	Amber	Transport Review	School Transport	Services	CS	Steve Haley	1	0	0	0	0	0	0	0	0	0	0	0	0
250	Amber	Transport Review	Use of Vehicles	Services	NS	Alaistair Smith	1	0	0	0	0	0	0	0	0	0	0	0	0
260	Green	Transport Review	Travel/Mileage	Services	NS	Alaistair Smith	1	2005/06 - Q4	2005/06 - Q4	2005/06 - Q4	2006/07 - Q1	2005/06 - Q4	2006/07 - Q1 onwards	Y	19500	2006/07	N	N/A	2006/07 Q1
270	Amber	Adult Services	Elderly Extra Care	Services	AS	Alan Dobby	1	2005/06 - Q2	2005/06 - Q2	2005/06 - Q3	2006/07 - Q1	2006/07 - Q2	2008/09 - Q2	Y	TBD	2008/09 - Q2	N	TBD	TBD
280	Amber Red	Adult Services	Mental Health Day Care/Employment	Services	AS	Alan Dobby	1	2005/06 - Q4	2006/07 - Q1	2006/07 - Q1	2006/07 - Q2	2006/07 - Q2	2006/07 - Q3	Y	TBD	2006/07 - Q3	N	TBD	TBD
285	Amber Red	Day Services	PLD/PD Modernisation	Services	AS	Liz Bruce	1 (Kitchens)	2005/06 - Q4	2005/06 - Q4	2006/07 - Q1	2006/07 - Q2	2006/07 - Q2	2006/07 - Q3	Y	TBD	2006/07 - Q3	N	TBD	TBD
290	Amber	Adult Services	Historic Quay/Trincomalee	Services	AS	John Mennear	1	2005/06 - Q4	2006/07 - Q1	2006/07 - Q2	2006/07 - Q3	2006/07 - Q4	2007/08 - Q1	Y	TBD	2008/09 - Q1	N	0	0
295	Amber	Libraries	Delivered Library Services	Services	AS	John Mennear, Graham Jarrit	1	2006/07 - Q2	2006/07 - Q3	2006/07 - Q3	2006/07 - Q3	2006/07 - Q4	2007/08 - Q1	N	TBD		Y	TBD	2007/08 - Q1
300	Amber Green	Childrens Services	Fostering	Services	CS	Phil Warrilow	1	2005/06 - Q4	N/A	N/A	2005/06 - Q4	N/A	2005/06 - Q4 onward	Y	450000	1st April 2006	N	0	2006/07
300	Amber Green	Childrens Services	Fostering	Services	CS	Phil Warrilow	2	2006/07 - Q4	Value for money audit	2006	2006/07 - Q4	N/A	2006/07 - Q4 onward	Y	TBD	1st April 2007	0	0	0

<i>Corporate</i>
<ul style="list-style-type: none"> • Transport – Review of Council transport requirements and arrangements • Financial Administration – Review of ordering, purchasing and invoicing • Employee Administration – HR and Payroll activities <p><i>Note the above will impact across all departments</i></p>
<i>Mobile/Home Working</i>
<ul style="list-style-type: none"> • Neighbourhood Services – Pest Control • Neighbourhood Services – Highways Maintenance • Regeneration – Community Safety • Regeneration – Housing Services Review • Adult & Community Services – Occupational Therapy • Children's Services – Common Assessment Framework • Children's Services – Home Working/EDC Review
<i>Contact Centre Integration</i>
<ul style="list-style-type: none"> • Adult and Community Services – Duty Team • Pest Control/Trade Waste
<i>Collaborative Working</i>
<ul style="list-style-type: none"> • Regeneration – HMR – sub regional dimension • Adult & Community Services – Allotments • Children's Services – Fostering
<i>Service Demand Channelling</i>
<ul style="list-style-type: none"> • Regeneration – Planning Portal/EDRMS • Adult and Community Services – Adult Education Registration
<i>Failure Demand – None Yet Identified</i>
<i>Process Analysis/Costing</i>
<ul style="list-style-type: none"> • Children's Services – Adult Services • Simplified Activity based costing - three training sessions

CABINET REPORT

9 JULY 2007



Joint Report of: CHIEF PERSONNEL OFFICER AND ASSISTANT
CHIEF EXECUTIVE

Subject: MEMBERS' ICT PROVISION

SUMMARY

1. PURPOSE OF REPORT

To agree a programme for the provision of ICT to individual Elected Members.

2. SUMMARY OF CONTENTS

The report contains information relating to the possible routes for enhancing ICT arrangements for Elected Members

3. RELEVANCE TO CABINET

This initiative will allow Elected Members various routes into council computer systems and provide remote facilities for ICT provision

4. TYPE OF DECISION

Non-key decision

5. DECISION MAKING ROUTE

Not applicable

6. DECISION(S) REQUIRED

It is recommended that

- a) Stage I of the implementation programme includes those Elected Members who are interested in using ICT and who are also
 - a member of Cabinet
 - Chair or Vice-Chair of the Council
 - a Scrutiny Chair
 - a Group Leader

- b) The Assistant Chief Executive agrees the initial list of those identified for Stage 1 with the Performance Management Portfolio Holder.
- c) The Members' Services Team contact those Elected Members identified in 5.2b) above and compiles a list of their preferred options and existing equipment/broadband.
- d) The Chief Personnel Officer and Assistant Chief Executive review the Stage 1 process and agree further implementation stages with the Performance Management Portfolio Holder.

**Joint Report of: CHIEF PERSONNEL OFFICER AND ASSISTANT
CHIEF EXECUTIVE****Subject: MEMBERS' ICT PROVISION**

1. PURPOSE OF REPORT

- 1.1** To agree a programme for the provision of ICT equipment and ancillary items to individual Elected Members.

2. BACKGROUND

- 2.1** Elected Members currently have access to pcs in the Members' Lounge/Library and the Executive Members', Scrutiny and Group offices. Further pc facilities are available in the Resource Centre at the Municipal Buildings, which some Members are using to undertake their ITQ qualification.
- 2.2** In 2003, Elected Members agreed a pilot scheme to provide laptops to members of Cabinet, the Chairman of the Council, Group Leaders and Scrutiny Chairs. Currently, 3 laptops are still in use by Elected Members of the original pilot exercise. The pilot was not rolled out to all Elected Members due to lack of available funding at that time.
- 2.3** Two events have been held, in September 2005 and October 2006 that have demonstrated to Elected Members the equipment, software and training that could be made available for their use. Feedback from both events has been positive and a number of Elected Members have expressed an interest in participating in the roll-out of Members' ICT provision. Following the 2006 event, 10 Elected Members enrolled on an ITQ qualification training course to ensure that they are fully able to use the technology when it is provided. Nine Elected Members are still progressing with the course as one member was not re-elected following the elections in May this year.
- 2.4** Officers have been testing the technology over the last 3 months to ensure that it operates effectively and to ensure that guidance and support is available in any rollout. The technology has proven to be robust and secure for the options identified in this report.

3. PROPOSALS**3.1 Equipment/Access/Broadband/Support Arrangements**

In implementing ICT provision, a phased approach will be undertaken with the initial roll-out being limited to equipment, eg laptop (where required), access to the Council's email and file systems, installation of broadband access (where required) and wireless connectivity following the refurbishment of the Council

Chamber. Further enhancements, eg remote working in the community and provision of hand-held systems, will be considered at a later date following this implementation programme.

In order to ensure that suitable and adequate arrangements are available to support Elected Members, again, a phased approach will be undertaken that will include a range of factors. Initially, the programme will commence with those Elected Members who have expressed a preference to be included in the first stage of roll out and who is also a member of Cabinet, Chair or Vice-Chair of the Council, a Scrutiny Chair and/or a Group Leader.

Support arrangements to assist Elected Members during the initial stages of the roll out programme, will be provided by the Members' Services Team. They will deal with any enquiries, concerns or problems that might arise.

3.2 Options

Members will be provided with a choice of three options in relation to equipment and broadband provision:

- Home pc and own broadband with remote access to HBC network
- HBC Desktop Managed Service (Laptop) with HBC broadband
- HBC Desktop Managed Service (Laptop) with own broadband

NB Some members may already have laptops, provided either by other organisations or potentially through their work, these will be provided with remote (secure) access to HBC network where appropriate

Members, who choose to use their own home-based equipment, will be provided with a 'pool' laptop for use in the Civic Centre, if required. Appendix 1 charts these options.

3.3 Other Considerations

All Members, prior to provision of any IT equipment, will be required to undertake an IT based competency task which will be set, monitored and assessed by the Workforce Development team.

In accepting one of the above options, Members must agree and confirm that they will no longer require paper copies of council documents eg letters, circulars, notes of meetings etc. The initial agreement to this proposal, at the Cabinet meeting of 29th August 2006 identified that efficiency savings, in part through the reduction of print runs would be sought as part of the implementation of the project. This agreement will extend to agenda, reports and minutes of meetings when the wireless connectivity is installed in the Civic Suite.

In allowing access to the Council's network from external pcs and broadband connections, security levels will need to be implemented and monitored. To facilitate this, all Members will be required to sign and agree to the Council's

Email and Internet policy as all staff with access to systems are currently required to do.

4. FINANCIAL CONSIDERATIONS

- 4.1** A budget was identified and agreed as part of the budget process for 2007/08 that will be used for the provision of equipment. In addition, officers are investigating the tax implications of providing some level of reimbursement to Elected Members who use their own broadband in connection with council work. The budget identified is not sufficient to enable all members to take up the options identified in this report, dependant upon take up through this phase a further budget priority may be identified for members consideration in the budget process for 2008/9
- 4.2** A phased implementation will ensure that adequate support is available from existing resources within the Members' Services Team to provide assistance with any initial enquiries, concerns or problems that might arise.
- 4.3** Future developments would include the use of remote connection to allow Member to access systems for constituency work out in the community or whilst away at seminars, conferences, etc.

5. RECOMMENDATIONS

- 5.1** Phasing the programme is key to ensuring that the roll-out of ICT to Elected Members is implemented efficiently and effectively. This will ensure that any potential problems are identified early in the process and are promptly resolved.
- 5.2** Based on the criteria above, it is recommended that
- b) Stage I of the implementation programme includes those Elected Members who are interested in using ICT and who are also
 - a member of Cabinet
 - Chair or Vice-Chair of the Council
 - a Scrutiny Chair
 - a Group Leader
 - b) The Performance Management Portfolio Holder agrees the initial list of those identified for Stage 1 in consultation with the Assistant Chief Executive
 - c) The Members' Services Team contact those Elected Members identified in 5.2b) above and compiles a list of their preferred options and existing equipment/broadband.
 - e) The Chief Personnel Officer and Assistant Chief Executive review the Stage 1 process and agree further implementation stages with the Performance Management Portfolio Holder.

6 BACKGROUND INFORMATION

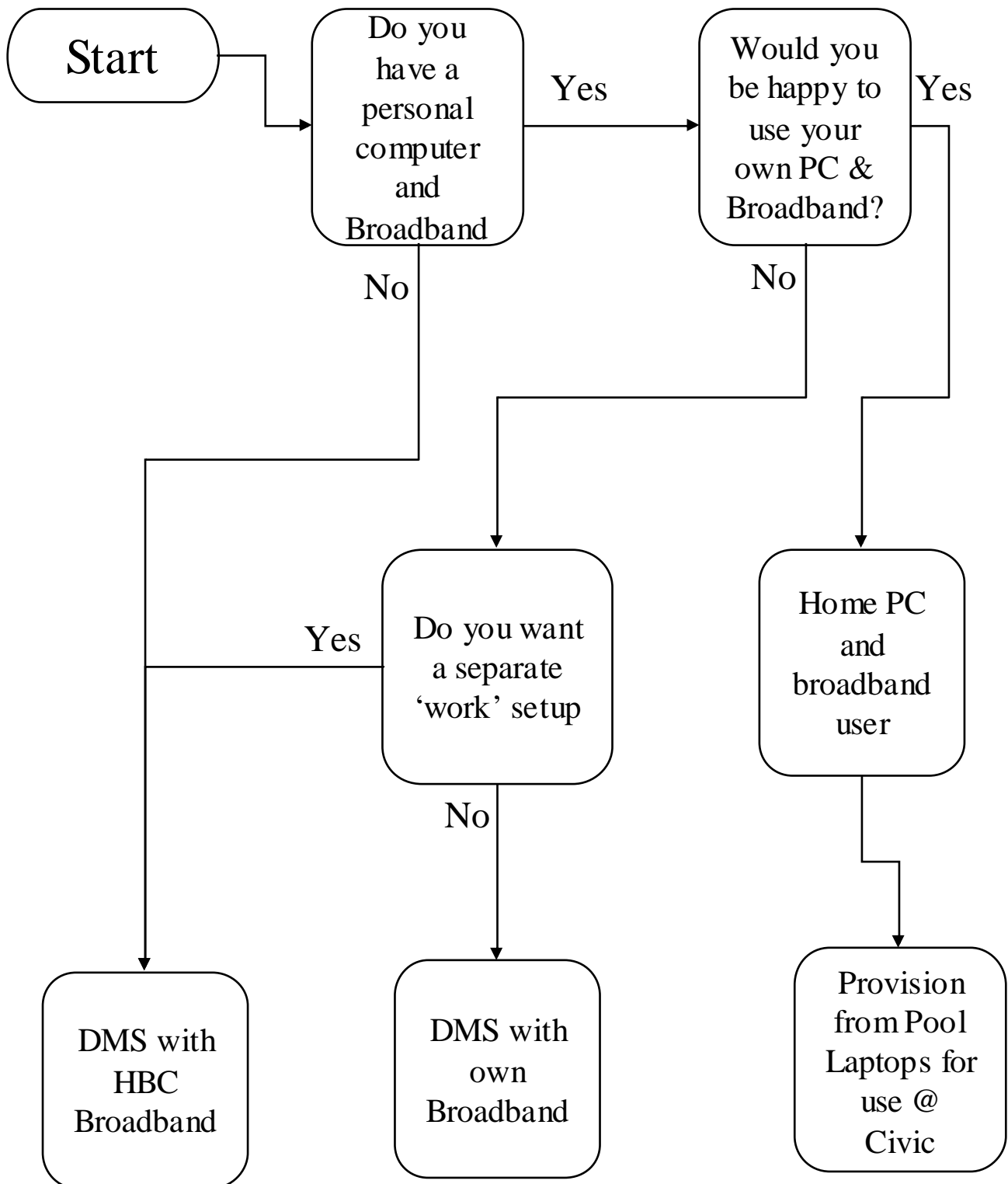
Cabinet Report – 29 August 2006
Members' ICT- Flexible and Remote Access

7 CONTACT OFFICER

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6.2 Appendix 1



CABINET

9th July 2007



Report of: Head of Technical Services

Subject: LOCAL SAFETY SCHEMES

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To report the list of potential safety schemes (See Appendix 1) following a review of updated road casualty data.

2. SUMMARY OF CONTENTS

- 2.1 The report details the updated list and the investigations that have taken place into the Hartlepool road casualty figures.

3. RELEVANCE TO CABINET

- 3.1 The Portfolio Holder for Neighbourhood and Communities has referred the report to Cabinet, as it seeks to prioritise a safety scheme for approval within his ward.

4. TYPE OF DECISION

- 4.1 Non key.

5. DECISION MAKING ROUTE

- 5.1 This is an executive decision by the Cabinet.

6. DECISION(S) REQUIRED

- 6.1 That the updated safety scheme list be approved and that a scheme be developed for the number 1 scheme on the list, Hart Lane. Details of the scheme to be reported to a future Portfolio meeting.

Report of: Head of Technical Services

Subject: LOCAL SAFETY SCHEMES

1. PURPOSE OF REPORT

- 1.1 To report the list of potential safety schemes (See Appendix 1) following a review of updated road casualty data.

2. BACKGROUND

- 2.1 Safety schemes are prioritised primarily on the basis of the number of casualties, followed by the level of speeding recorded during surveys.
- 2.2 Additional sites are assessed on a regular basis, and any found to have a casualty problem or high speeds recorded during surveys are reported to the Neighbourhood and Communities Portfolio seeking approval to be added to the list at the appropriate position.
- 2.3 The top 5 locations on the updated list were highlighted as a result of investigating updated road casualty data. All 5 had a similar accident record and so more detailed investigation was carried out into the nature of the accidents. They were then separated into 3 categories:-

Those which were uncontrollable - Trailer falls off vehicle, passenger falls off bus etc.

Those down to driver error - Driver fails to see red light, driver fails to stop for parked vehicle etc, and;

Those where the introduction of safety measures would make a significant impact - Pedestrian runs into path of vehicle, driver pulls into other lane etc.

The 5 locations were then given a points system based on these categories (see Appendix 2).

- 2.4 As a result of this new points system, the top 2 locations changed in priority from the original list, Hart Lane (Dunston Road – Duke Street) has now become 1st on the list, with Catcote Road (Elwick Road – Brierton Lane) being moved to 2nd.
- 2.5 In addition, a number of the accidents at the Catcote Road site related to children from Brierton School, which is earmarked for closure in 2 years time. The vastly reduced number of child pedestrians in the area will, therefore, significantly reduce the potential for accidents of this nature.

3. CONSIDERATION OF ISSUES

- 3.1 Where sites have a similar number of accidents recorded, then analysis of this nature helps to demonstrate that schemes put forward will have the greatest impact in casualty reduction terms.
The Council is required to demonstrate to the Department for Transport that schemes are focused primarily on casualty reduction, in order to give the best possible opportunity of meeting the government's 2010 casualty targets.

4. FINANCIAL IMPLICATIONS

- 4.1 The Hart Lane scheme would be funded by the Local Transport Plan.
- 4.2 Other safety schemes are also developed in partnership with Neighbourhood Action Plans, New Deal for Communities and Neighbourhood Forums wherever possible.

5. RECOMMENDATIONS

- 5.1 That the updated safety scheme list be approved, along with the development of a scheme for the section of Hart Lane from Dunston Road to Duke Street. The detailed scheme proposals will be reported to a future Neighbourhood and Communities Portfolio meeting.

LOCATION	No. OF x ACCIDENTS	SPEEDS* RECORDED	SPECIAL CIRCUMSTANCES	PRIORITY
Hart Lane (Dunston Rd – Duke St)	1 serious 13 slight	32.4mph	Request for controlled crossing outside school.	1
Catoote Road (Elwick Rd – Brierton Lane)	2 serious 15 slight		2 schools.	2
Grange Rd (Wooler Rd – York Rd)	1 serious 13 slight			3
Victoria Road (York Rd – A689)	12 slight	N/A	High pedestrian usage.	4
A689 (West of Sapper's Corner)	1 fatal 6 slight			5
King Oswy Drive (West View Road – Speeding Drive)	2 serious 3 slight	34.6mph	2 schools.	6
Owton Manor Lane/ Wynyard Rd (Kilmarnock Rd – Kilmarnock Rd)	1 serious 6 slight	33mph		7
The Front, Seaton (Elizabeth Way – Warrior Drive)	1 serious 5 slight			8
Front Street, Greatham	1 serious 4 slight	32.4mph		9
Easington Road (West View Rd – King Oswy Drive)	2 serious	49mph. See note 1	Safety Camera Partnership complaint site.	10
Westbrooke Avenue	1 serious 2 slight	37.7mph		11
Marlowe Road	5 slight	35.6mph		12
Caledonian Road	3 slight	32.2mph		13

Chester Road (Jesmond Rd – Thomhill Gdns)	2 slight	37mph		14
Clifton Avenue	2 slight	35.8mph		15
Park Avenue (Elwick Rd – Cresswell Rd)	1 slight	38mph	Children crossing to and from the park.	16
Elwick village	1 slight	37mph		17
Cleveland Road	0	37mph	Request for pedestrian island.	18
Eamont Gardens	1 slight	25 mph		19
Burn Road (adjacent to Vicarage Court)	1 slight	24.5mph	Request for pedestrian island. Above average numbers of elderly residents crossing from nearby sheltered housing.	20
Pedestrian crossing facility Holdforth Road	0	34.0mph	Petition received	21
Mowbray Road	0	31mph		22

x Accidents over the previous 3 years.

* Figures are 85th percentile speeds – The speed at which 85% of traffic is travelling at or below.

Note 1 – Posted limit of 40mph. Recorded speed 22.5% above limit. Clavering area 20.7% above limit.

APPENDIX 2

3 points			2 points		1 point
(Catcote Road, Elwick Road - Brierton Lane)					
Accident Ref	Location	Possible Safety issues	Driver Error	Uncontrollable	
H104084	200m north of Brierton Lane	< 16 Casualty stepped out			
H105159	Entrance to Brierton School	< 16 Casualty stepped out			
H105227	150m north of Brierton Lane		Driver failed to stop (Shunt)		
H105057	Oxford Road Ped. Crossing	< 16 Casualty stepped out			
H104094	NR English Martyrs School			Trailer falls off	
H105162	20m south of Elwick Road			Driver loses control	
H106029	ADJ to English Martyrs School		Driver failed to stop (Shunt)		
H106035	Junc. With Tynebrooke		Driver failed to stop (Shunt)		
H105011	Junc. With Marlowe Rd			Ped. Slipped and fell onto car	
H104175	Junc. With Oxford Road		Driver failed to stop (Shunt)		
H104182	Oxford Road Ped. Crossing		Driver failed to stop (Ped crossing)		
H106012	Oxford Road Ped. Crossing		Driver failed to stop (Ped crossing)		
H105150	Junc. With Macaulay Road		Driver overtakes turning vehicle		
H104263	Junc. With Masefield Road		Driver failed to stop and skids		

9 points

16 points

3 points

28 points

3 points			2 points	1 point
(Hart Lane, Dunston Road - Duke Street)				
Accident Ref	Location	Possible Safety issues	Driver Error	Uncontrollable
H105207	Junc. With Hart Avenue	Drove into path of vehicle		
H106100	Junc. With Tunstall Avenue	pulled out to see round vehicle		
H106133	50m east of Serpentine Road		Driver failed to stop (Shunt)	
H106138	80m east of Hart Avenue			Driver loses control
H106202	Junc. With Tunstall Avenue		Driver failed to stop (Shunt)	
H104230	Junc. With Serpentine Road	< 16 Casualty stepped out		
H104086	Junc. With Serpentine Road		Driver failed to stop (Shunt)	
H106016	Junc. With Serpentine Road		Driver failed to stop (Shunt)	
H106044	Junc. With Thornhill Gardens		Driver drove into rear of vehicle	
H104080	Junc. With Duke Street	< 16 Casualty stepped out		
H104222	Junc. With Duke Street		Driver fails to see red light	
H105068	Junc. With Jesmond Road		Driver fails to see vehicle	
H106002	Junc. With Serpentine Road	< 16 Casualty stepped out		
H106227	Junc. With Duke Street		Driver fails to see red light	

15 points

16 points

1 point

32 points

3 points			2 points	1 point
(Grange Road, Woller Road - Murry Street)				
Accident Ref	Location	Possible Safety issues	Driver Error	Uncontrollable
H104043	Junc. With Mulgrave Road	Driver Pulled out into other lane		
H104110	Junc. With Linden Grove	Driver Pulled out into other lane		
H104114	Junc. With Thornville Road	< 16 Casualty stepped out		
H104260	Junc. With Mulgrave Road	Casualty stepped out into path of vehicle		
H105029	Junc. With Mulgrave Road		Driver fails to see vehicle	
H105040	Just after Mulgrave Road			Pedestrian Sliiped off bus
H106166	Outside Number 40	Casualty stepped out into path of vehicle		
H106178	Just after Mulgrave Road	Driver Pulled out into other lane		
H106196	Outside Number 32	<16 casualty is hit by vehicle (on footpath)		
H104211	Junc. With Granvill Avenue		Vehicle pulls into path of vehicle	
21 points			4 points	1 point
			26 points	

3 points			2 points		1 point	
(Victoria Road, Murry Street to A689)						
Accident Ref	Location	Possible Safety issues	Driver Error		Uncontrollable	
H105211	Junc. With Avenue Road		Driver overtakes turning vehicle			
H106051	Junc. With Victoria Road		Driver failed to stop (Shunt)			
H104015	10m west of York Road				Drunk Pedestrian walks into vehicle	
H104016	20m west of York Road	Casualty stepped out into path of vehicle				
H104112	Junc. With York Road	Casualty stepped out into path of vehicle				
H105063	Junc. With Victoria Road		Driver failed to stop (Shunt)			
H105169	Outside Grand Hotel				Passenger falls off bus	
H104136	Opposite Grand Hotel				Passenger falls off bus	
H104152	Junc. With York Road	Casualty stepped out into path of vehicle				
9 points			6 points		3 points	
			<div>18 points</div>			

3 points			2 points	1 point
(A689, West of Sappers Corner)				
Accident Ref	Location	Possible Safety issues	Driver Error	Uncontrollable
H105021	opp. entrance to Claxton Farm		Driver fails to see cyclist	
H105054	600m north of Newton Bewley	Vehicle protruding into road from central reserve		
H104124	Newton Bewley			Driver loses control
H105172	Newton Bewley	Vehicle protruding into road from central reserve		
H105174	Outside Blue Bells PH		Vehicle pulls out into path of vehicle	
H104065	Junc. With Dalton Back Lane		Vehicle pulls into path of vehicle	
H104109	Junc. With Dalton Back Lane		Vehicle pulls into path of vehicle	
H105212	Junc. With Dalton Back Lane	Vehicle protruding into road from central reserve		

9 points

8 points

1 point

18 points
