

CABINET AGENDA



Monday 6th August 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 24th July 2007
(previously circulated)

4. BUDGET AND POLICY FRAMEWORK

No items

5. KEY DECISIONS

5.1 Coast Protection – Headland Fencing and Promenade – *Director of Neighbourhood Services*

5.2 Town Centre Site, Waldon Street – Proposed Sale to Care Partnerships 25 – *Director of Neighbourhood Services*

6. OTHER ITEMS REQUIRING DECISION

- 6.1 Annual Review of Strategic Risk Register and Risk Management Strategy –
Assistant Chief Executive
- 6.2 Analysis of Performance Indicators 2006/07 – *Assistant Chief Executive*
- 6.3 Parking Issues – *Director of Neighbourhood Services*

7. ITEMS FOR DISCUSSION / INFORMATION

No items

8. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CABINET REPORT

6th August 2007



Report of: Director of Neighbourhood Services

Subject: COAST PROTECTION - HEADLAND FENCING AND PROMENADE

SUMMARY

1. PURPOSE OF REPORT

1.1 The purpose of this report is to advise Cabinet in respect of expenditure that has been made in respect of essential repairs to both the Headland promenade surfacing and promenade fencing.

2. SUMMARY OF CONTENTS

2.1 The report includes information relating to the circumstances surrounding this essential expenditure.

3. RELEVANCE TO CABINET

3.1 This is a budget pressure that needs considering in the next round of capital allocation and expenditure.

4. TYPE OF DECISION

4.1 Key decision (test i applies)

5. DECISION MAKING ROUTE

5.1 Cabinet and Council.

6. DECISION(S) REQUIRED

6.1 That the Cabinet approves this essential expenditure and refers the matter to Council.

Report of: Director of Neighbourhood Services

Subject: COAST PROTECTION - HEADLAND FENCING AND PROMENADE

1. PURPOSE OF REPORT

1.1 The purpose of this report is to advise Cabinet in respect of expenditure that has been incurred in connection with the essential repairs to both the Headland promenade surfacing and promenade fencing.

2. BACKGROUND

2.1 Members will be aware that during 2006, the Headland Strategy Study document was completed and adopted by the Council. The contents of this document were endorsed by the Shoreline Management Plan that was adopted by the Council earlier this year.

2.2 The Strategy Study document concluded that large lengths of the coast protection structures on the Headland were life expired and that significant additional financial resources would have to be invested in them in order to maintain the fabric of the structures.

2.3 The current revenue budget for Coast Protection and Watercourses is circa £71k and of this; some £26k is allocated to essential works on clearing watercourses / culverts at key points in the town. This leaves a figure of £45k to maintain some 11km (6.9 miles) of coastline.

2.4 In recent years, the only maintenance work that has been carried out on coast protection structures is that which has been deemed essential. Any work that was deemed to be desirable, but not essential has simply not been carried out.

2.5 This has led to a slow but steady deterioration of the Headland promenade railings and promenade surfacing as their appearance has progressively got worse.

2.6 This has now reached the stage where parts of the promenade railings and promenade surface are potentially dangerous in health and safety terms and it is essential that remedial works are carried out.

3.0 THE WAY FORWARD

3.1 The works consists of:

1. Grit blasting where possible promenade railings and posts.
2. Replacing railings / posts where necessary.
3. Painting railings / posts to the appropriate standard.
4. Repairing holes etc in promenade surfacing.

3.2 There are only two options regarding these issues.

1. Carry out the repairs as described above
2. Close off long lengths of the promenade by erecting barriers at appropriate places thus limiting the public's access to the promenade.

3.3 It was thought that the only option was to carry out the works and keep the promenade open to the public.

4.0 FINANCIAL IMPLICATIONS

4.1 The cost of carrying out the works as described above is £120k over and above the current revenue budget allocation as outlined in paragraph 2.3

4.2 It is proposed that this sum is considered for the next round of capital allocations.

4.3 It is intended that the further monies required to carry out repairs to coast protection structures themselves will be considered at a later date and a further report will be brought to Cabinet at the appropriate time.

4.4 The Chief Financial Officer has been informed and has advised that as this had not been included as a priority within the Capital Programme no funds have been allocated to this in the current year. Clearly however because of the Health and Safety issues this now needs to be addressed and priorities re-assessed. This will need to be reflected within a review of the Council's Capital programme by Cabinet and referral to Council. This is scheduled for September. In the meantime owing to the urgency of the works Cabinet needs to note that the Revenue heading will potentially overspend until Cabinet considers its overall priorities within the Capital Programme in September and approves transfer of the expenditure to Capital.

5.0. DECISION(S) REQUIRED

- 5.1 That the Cabinet approves this essential expenditure and refers the matter to Council.

CABINET REPORT

6th August 2007



Report of: Director of Neighbourhood Services

Subject: TOWN CENTRE SITE, WALDON STREET –
PROPOSED SALE TO CARE PARTNERSHIPS 25

SUMMARY

1.0 PURPOSE OF REPORT

To consider the arrangements and potential terms of the sale of the land for the NHS LIFT (Local Investment Finance Trust) Town Centre Health Centre.

2.0 SUMMARY OF CONTENTS

Background information on proposals for the Town Centre Site previously reported to Cabinet is included. Further proposals regarding relevant land transactions are explained together with some alternative options.

3.0 RELEVANCE TO PORTFOLIO MEMBER

The proposed development of the land is of significant interest to the community and the sale of the land has potential to generate a substantial capital receipt for the Council.

4.0 TYPE OF DECISION

Key decision – Test (i) and (ii) applies.

5.0 DECISION MAKING ROUTE

Cabinet 6th August 2007

6.0 DECISION(S) REQUIRED

Cabinets views are sought on:-

1. The offer from the CP25 Company to purchase the site for £1,113,750 less abnormal costs.
2. The request for the restrictive covenant for the site to fall away upon completion of the building of the health centre.
3. Any timescales to be enforced in the terms of the sale.

Report of: Director of Neighbourhood Services

Subject: TOWN CENTRE SITE, WALDON STREET –
PROPOSED SALE TO CARE PARTNERSHIPS
25

1. PURPOSE OF REPORT

To consider the arrangements and potential terms of the sale of the land for the NHS LIFT (Local Investment Finance Trust) Town Centre Health Centre.

2. BACKGROUND

2.1 The site adjacent to Waldon Street is shown on the plan attached to this report at **Appendix 1** and comprises the following:

2.2 Area 1 – Site of the Former Stranton House

This area forms the largest part of the site, which was formerly a Council-run Elderly Persons' Home. The property was demolished several years ago, and since this time the land has been vacant, pending future development. The site area is 1.48 acres.

2.3 Area 2 – Site of the Former York Flatlets

This site was retained following transfer of the Council's Housing stock to Housing Hartlepool with this proposed development of the site in mind. The flats were vacated and the property was demolished in 2004. Since this time, the area directly north of the site has been developed by Stonham Housing as a supported housing scheme. The site area is 0.64 acres.

2.4 Area 3 – Site of the Former St. Benedict's Hostel

This site accommodated a hostel for the homeless, and was cleared by the Council in 2006 and comprises 0.07 acres. This site, with the hoarding site and site of the former Barlow's Building, provides frontage onto Park Road, opposite the 'Westgate' entrance to the shopping centre.

2.5 **Area 4 – Advertising Hoardings Site**

This site is on the corner of the proposed development site, and currently accommodates a car park for 'Bernard Povey Carpets' and two 'Clear Channel' advertising hoardings. The Council obtained Cabinet approval in 2006 to acquire the site on behalf of the PCT (Primary Care Trust), with the agreement that all costs incurred as a result of the acquisition would be reimbursed by the Hartlepool PCT thereafter. A price was agreed with the owners of the site and the Council is in the process of acquiring this site, subject to the Leases that are in place.

2.6 **Former Access to Stranton House**

The former access equates to 0.06 acres. Part of this land is still adopted highway which requires stopping up so that it can be developed.

2.7 **Area 5 – Site of Former Barlow's Building**

This property which fronts directly onto Park Road was purchased by the PCT. The Barlow's Building was demolished along with the former St. Benedict's Hostel in 2006. After a request from the Hartlepool PCT, Cabinet previously approved that the Council would undertake the demolition of the Barlow's site at the same time as the hostel. The Hartlepool PCT has subsequently reimbursed the Council for this work.

2.8 The site in total extends to some 2.25 acres and is primarily vacant with the exception of the hoardings site. The two lessees in occupation on hoardings site can be removed from the site using break clauses within their leases, giving vacant possession for the development by the end of April 2008.

3. **CONSIDERATIONS**

3.1 Hartlepool PCT propose to acquire the site from the Council for use as a Primary Health Care Centre using a 'LIFT' arrangement. This means that the land would initially be sold to a 'LIFT Company', Care Partnerships 25 (CP25) and then would be leased for a 25 year period to the PCT, who would provide a new, state of the art Primary Care development in the heart of the Town. It is proposed that the property would accommodate:

- **GP Services**
4 GP Practices currently located close to the Town Centre.
- **Community Services – some examples are:-**
Diabetes screening
Speech and Language Therapy (S.A.L.T.)
Heart Failure Clinic

Community Dental Services (C.D.S.)

- 3.2 In addition, group rooms are to be provided allowing for the range of clinics provided to be widened to include such services as:
- Drop in clinics including Midwifery services
 - Smoking cessation
 - Breast feeding group
 - Child Protection services
 - Outreach / outpatient services
 - Palliative Care Services e.g. pain control
 - Dietetics
- 3.3 The Council have been in discussions with the PCT to sell this land for a number of years, but there has recently been increased energy and evidence of renewed intention from the PCT. Site investigations have now been undertaken on the land and a planning application has been submitted. The proposals for acquisition that have been submitted to the Borough Council can be seen at the Confidential **Appendix 2. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 3.4 It is anticipated that should terms be agreed in August 2007, financial close of the scheme could be achieved at the end of the 2007/8 financial year. It is anticipated in this case that development could commence on site in 2008/9.
- 3.5 Representatives from Care Partnerships 25 and the Primary Care Trust have had detailed discussions with the Council around terms, subject to which the Council would consider selling the site. These discussions have included a consideration of the likely value of the site.

4. FINANCIAL IMPLICATIONS

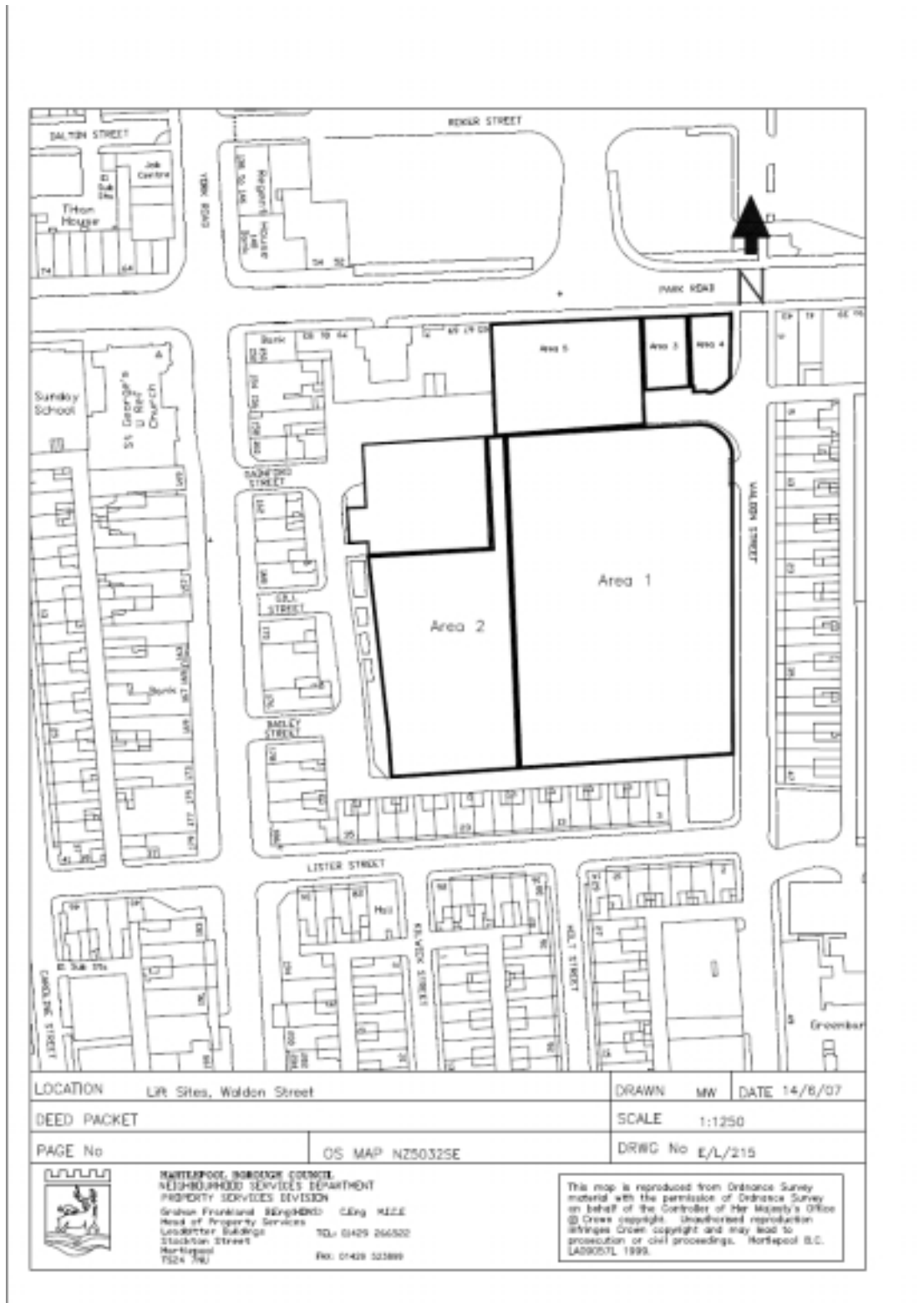
- 4.1 Financial implications and detailed response of the terms proposed are included in the Confidential **Appendix 3. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

5. RECOMMENDATIONS

Cabinets views are sought on:-

1. The offer from the CP25 Company to purchase the site for £1,113,750 less abnormal costs.
2. The request for the restrictive covenant for the site to fall away upon completion of the building of the health centre.
3. Any timescales to be enforced in the terms of the sale.

Site Plan



CABINET REPORT

6 August 2007



Report of: Assistant Chief Executive

Subject: ANNUAL REVIEW OF STRATEGIC RISK REGISTER AND RISK MANAGEMENT STRATEGY

SUMMARY

1. PURPOSE OF REPORT

This is a report of the annual review of the Risk Management Strategy and the Council's Strategic Risk Register. A copy of the proposed Strategic Risk Register and the review Risk Management Strategy is attached for Members consideration.

2. SUMMARY OF CONTENTS

Risk management is the process of assessing and managing risks which could prevent the Council from achieving its objectives.

Risk management is not a new concept to the Council. The Authority's culture incorporates a strong element of risk management in its day to day operation, reflecting the potentially high-risk environment of a small unitary authority under financial pressure.

The Risk Management Strategy also requires a quarterly review of the Strategic Risk Register by officers with Members made aware of those significant risks (red/red risks) which may threaten the Council's overall aims and objectives.

Departmental risk coordinators have also been requested to ensure that any planned control measures identified as part of the register are included within their relevant 2007/08 service plans. Departmental Risk Registers are also reviewed on a quarterly basis by departments and reported to the Corporate Risk Management Group.

3. RELEVANCE TO CABINET

The Strategic Risk Register and the Risk Strategy is a key policy document relating to the corporate governance of the Council. Executive

members have a key role to play in the risk management process, and will be required to periodically review those risks identified within the Strategic Risk Register. Risk management is also an important element in the CPA assessment.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Cabinet on 6 August 2007.

6. DECISION(S) REQUIRED

Subject to any amendments they wish to propose, Cabinet is requested to approve the draft Strategic Risk Register and the Risk Strategy.

Report of: Assistant Chief Executive

Subject: ANNUAL REVIEW OF STRATEGIC RISK REGISTER AND RISK MANAGEMENT STRATEGY

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to seek Members' approval of the Council's updated Strategic Risk Register and Risk Strategy after completion of the annual review. A copy of the proposed Strategic Risk Register and Risk Strategy are appended to the report.

2. CURRENT POSITION

- 2.1 The Council's current Risk Management Strategy was agreed by Cabinet late in 2004 setting out the arrangements for managing risk across the Authority. In line with the Strategy, at its meeting on 19 June 2006, Cabinet agreed the Authority's current Strategic Risk Register.
- 2.2 The Risk Management Strategy identifies specific accountabilities and responsibilities for the management of risk at Hartlepool Borough Council. With regards to members "CMT will also be responsible for ensuring that elected Members are made aware and advised of significant risks (red/red) which may threaten the Council's overall aims and objectives."
- 2.3 This report is designed to inform members of how the annual review of both the Risk Strategy and Strategic Risk Register was conducted and the outcome of this review.

3 REVIEW OF CHANGES TO THE RISK MANAGEMENT STRATEGY

- 3.1 There were a few minor changes to the strategy this year. This included the issue of positive risks being explicitly included with the strategy. These amendments have been agreed by the Corporate Risk Management Group.
- 3.2 Other than these changes the Risk Management Strategy remains the same. The updated strategy has been attached as appendix 1

4. STRATEGIC RISK REGISTER REVIEW

- 4.1 The Risk Management Strategy requires the Strategic Risk Register to be reviewed annually. This year it was agreed that the annual review would be completed as part of the quarterly update of the Strategic and Departmental Risk register that is completed by each department. Each Departmental Management Team reviewed the current strategic risks and probed for new and emerging risks.
- 4.2 Departments were also asked to consider positive risks or opportunities which need to be managed to maximise the benefits for the town. A new risk category being set up on the Risk Management Database in order for departments to record and monitor these risks.
- 4.3 This has resulted in an updated register being produced. It will be noted that this register has increased in size since the last review as Risk Management has become more embedded in the way that the Council runs its services. Any new risks, once approved, will be entered into the Risk Management Database and be allocated a unique reference number

5. STRATEGIC RISK REGISTER JUNE 2006

- 5.1 The updated Strategic Risk Register (Appendix 2) details some 37 strategic risks identified across the authority. The following table indicates the rating of the risks without control measures and then the amended risks with control measures implemented:

Strategic Risk without control measure implementation / Amended Rating with control measures implemented	Number
Red / Red	7
Red / Amber	15
Amber / Amber	10
Red/Green	2
Amber/Green	2
Green/Green	1

- 5.2 The following 7 risks continue to be identified as category red after control measures have been put in place. These are known as red/red risks, and are of particular importance for the Council given that their impact/likelihood has not been sufficiently mitigated by the control measures in place to date. Nevertheless a number of activities are underway to manage and minimise these risks. These include development of emergency planning and business continuity arrangements, implementation of job evaluation and single status and implementation of the efficiency strategy.

<u>Risk Description</u>	Responsible Officer	Risk Ref
1. Failure to carry out testing and ongoing monitoring of the Anhydrite Mine	Alan Cousin	ENV5-1.3
2. Failure to provide council services during emergency conditions	Ewen Weir	FIN5-1.2
3. Current equal pay claims including settlements of, or adverse findings in ET of existing equal pay claims	Joanne Machers	FIN5-1.11
4. Future equal pay claims	Joanne Machers	FIN5-1.1
5. Financial viability and capacity of building consultancy services	Graham Frankland	FIN5-1.8
6. Flu Pandemic	Denis Hampton	PER5-1.3
7. Discretionary services cut or reduced	Mike Ward	REP5-1.1

Changes to the Risk Register since last Annual Review

5.3 The table below shows a summary of the changes that have been made to the Strategic Risk Register over the last 12 months. Please note 23 of the risks within the register have not changed.

Risk	Changes to rating	Responsible Officer
Increased Risk		
FIN5-1.4 – Sustainability of grant funded services/projects	Red/Green to Red/Amber	M Ward
REP5-1.1 – Discretionary service cuts or reduced	Amber/Green to Red/Red	M Ward
Decreased Risk		
FIN5-1.2 – Failure to provide council service during emergency conditions	Red/Red to Red/Amber	E Weir
FIN5-1.3 – Failure to deliver efficiency savings through procurement	Red/Red to Red/Amber	G Frankland

FIN5-1.5 – Failure to achieve (or significant delay in meeting) capital receipt	Amber/Green to Green/Green	M Ward
FIN5-1.6 – Impact upon the Council from outsourcing of significant service areas	Amber/Amber to Amber/Green	M Ward
Added during year	Current rating	Responsible Officer
ASS5-1.4 – Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation	Red/Amber	G Frankland
FIN5-1.7 – Potential for cost shunting between NHS and HBC re CHC	Red/Amber	N Bailey
POS5-1.1 – Maintaining the 4* rating of the Council will provide opportunities to influence and positively reflect the achievements of the council	Amber/Amber	P Walker

New Risks to Consider

5.4 A number of other potential risks have also been identified as part of the review and are in the process of being evaluated. These will be considered by departments and at the next meeting of the Corporate Risk Management Group. The outcome will be reported back to the Corporate Management Team and the Performance Portfolio Holder.

Risk	Risk category
Affordable Housing	Risk
Building Schools for the Future	Opportunity/Risk
Tall Ships 2010	Opportunity/Risk
Hartlepool College of FE Development	Opportunity/Risk
LIFT Town Centre Site	Opportunity/Risk
ICT Contract	Risk
Business Continuity	Risk
Community Cohesion	Risk
Climate Change	Risk

6. RECOMMENDATIONS

- 6.1 Cabinet is asked to approve the Strategic Risk Register and the Risk Management Strategy subject to any amendments they may wish to make.

Appendix 1**HARTLEPOOL
RISK MANAGEMENT STRATEGY**

The Council, in conjunction with several Strategic Partners, is responsible for the delivery of a wide range of services to the local community, all of which give rise to some level of risk. It is the policy of Hartlepool Council to take an active and pragmatic approach to the management of risk. This approach acknowledges that the purpose is not to remove all risks (this is neither possible nor, in many cases, desirable), rather it is to ensure that potential 'losses' are prevented or minimised and that 'rewards' are maximised. The overall objectives of the risk management strategy are to:

Strategy Objectives:

- Ensure compliance with statutory obligations
- Protect and enhance service delivery
- Safeguard the Council's employees, service users and others to whom the Council owes a duty of care.
- Protect the property of the council including its buildings, and all other mobile and fixed assets.
- Maintain effective control of public funds
- Enhance and maintain the reputation of the Council
- Support the quality of the environment
- Integrate risk management within the culture of the Authority

Objectives will be achieved by:

Establishing clear roles, responsibilities and reporting lines for risk management.

Implementing and maintaining a robust framework for the systematic identification, analysis and control of significant risks arising out of the Council's activities (including development of strategic and departmental risk registers).

Raising the awareness of the need for risk management amongst Council employees, responsible for delivery of service and also elected Members. This will be achieved through the provision of training designed to explain the drivers and benefits of good risk management, exploring the various 'risk triggers' to be used in the identification of risk and also developing skills in risk assessment, risk control and in the risk management process.

Ensuring that a risk assessment is applied to all key decisions of the Council and that risk management implications are clearly identified within committee reports on key decisions. A guidance note on report writing for Officers is available on the Council's Intranet to ensure that this occurs.

Embedding risk management within the performance management and service planning processes of the Council, thus ensuring that risk control measures are mapped to budgets and resource allocations, where applicable.

Developing arrangements to assess the performance and delivery of risk management and specifically monitoring risk management arrangements on an ongoing basis through the Corporate Risk Management Group and Internal Audit.

ACCOUNTABILITY AND RESPONSIBILITIES FOR RISK MANAGEMENT

The Chief Financial Officer, in consultation with the **Assistant Chief Executive**, is responsible for advising the Council on risk management and will make the necessary arrangements to facilitate, implement, monitor and audit the Council's risk management strategy.

The **Chief Executive** has overall responsibility for ensuring that the Council manages risks effectively and together with **the Mayor** will be required to sign the Statement on Internal Control, published with the financial statements. (Ref, Account & Audit Regulations 2003).

Elected Members should hold the Chief Executive and CMT accountable for the effective management of risks. At the present time the overall responsibility for the Risk Management Strategy framework is designated to the Performance Portfolio Holder. To assist with this, when preparing all reports, Officers should evaluate risks and assess the implications as part of the considerations within the report.

The **Corporate Management Team (CMT)** is responsible for the identification, assessment and control of strategic risks. The CMT on an annual basis will review the risks identified and included within the strategic risk register and will consider the adequacy of control measures and responses in place (updating the register as necessary). The CMT will receive regular reports from the Corporate Risk Management Group (CRMG) on significant risks (Red/Red) identified within the strategic risk registers as well as emerging risks and trends. CMT will also be responsible for ensuring that elected Members are made aware and advised of significant risks (Red/Red) which may threaten the Council's overall aims and objectives with a quarterly report going to the Performance Portfolio Holder.

The **Corporate Risk Management Group (CRMG)** is chaired by the **Asst. Chief Executive** and attended by **Risk Co-ordinators** appointed from each Department. The CRMG will support the development and implementation of corporate risk management within the Council. In particular the CRMG is responsible for:

- Driving the continued implementation of the risk management strategy within the Council.
- Reviewing the strategic and departmental risk registers with a view to the identification of emerging issues and trends. Also reviewing cross-

service issues and risks that need to be reported to CMT / elected Members.

- Provide regular reports to CMT on the implementation of the strategy and emerging trends / risk issues / adequacy of control measures.
- Promote a risk management culture and implementation of best practice throughout the authority.
- Approve and monitoring funding from the Risk Management Fund.

The Chief Executive and Directors are responsible for supporting and ensuring the continued implementation of the risk management strategy within their services. This includes the identification and assessment of both positive and negative risks in their service plans and the development and maintenance of a departmental risk register in line with corporate policy. To assist, each Department nominates a **Risk Co-coordinator** to act as the focal point for communication and to be responsible for driving the risk management strategy within the Department. The Risk Co-coordinator will represent the Department on the CRMG.

Management Teams within each Department will, on a quarterly basis, review the risks identified and included within the departmental risk register and will consider the adequacy of control measures and responses in place (updating the register as necessary). The Management Team will produce a brief report to be presented to CRMG via the Risk Co-coordinator on any significant risks that may impact on the Council's overall objectives or that may impact across other Departments.

Service Managers will manage risk within their own service area and report to their Management Team on how risks have been managed and whether any emerging or significant risks need to be considered further.

All employees will be responsible for considering risk within their jobs and identifying new or poorly managed risks to their service managers.

THE RISK MANAGEMENT PROCESS

Hartlepool has adopted the following process to ensure the systematic identification, analysis and control of significant risks arising out of Council activities. The main output of this process is the development of both a Corporate Strategic Risk Register and Departmental Risk Registers, facilitating the implementation of control measures across the Council. The risk registers can include both positive and negative risks, recognising that the purpose is not to remove all risks (this is neither possible nor, in many cases, desirable), rather it is to ensure that potential 'losses' are prevented or minimised and that 'benefits' are maximised.

Corporate / Strategic Risk Register

The strategic risks to the Council have been identified, initially, through a process of structured interviews with members of the CMT.

Risks are assessed using the matrix and value guides attached as **Appendix A**. Significant risks are entered into a strategic risk register and the contents of the register will be presented and discussed at Cabinet.

The CMT and elected Members will review the Strategic Risk Register on an Annual basis and are responsible for reviewing the adequacy of control measures, updating the register and keeping elected Members informed on key strategic risks (Red/Red).

The CRMG will be responsible for reviewing the strategic and departmental risk registers with a view to the identification of emerging issues and trends. Also, considering cross-service issues and risks that need to be reported to CMT/ elected Members

Departmental Risk Registers

Directors are responsible for ensuring that significant risks to their service and their service plans are identified and assessed using the process set out on the following page ('Step-by-Step' Risk Assessment Process).

Risks identified are assessed using the matrix and value guides set out in Appendix A. A record of the risk assessment is made using the form attached as Appendix C. Training is being provided to each service area to assist in this task.

Directors together with Service Management Teams are responsible for regularly reviewing and updating their risk registers. Also for reporting to CRMG significant risks that may impact on the Council's overall objectives or other service areas.

Risk Management Database

All risks from both the Strategic Risk Register and the Departmental Risk Registers are entered on the Risk Management Database. This enables each risk to be systematically reviewed throughout the year and produce reports for CMT and elected Members.

**STEP-BY-STEP RISK ASSESSMENT PROCESS
USE FORM ATTACHED AT APPENDIX C TO RECORD THE
ASSESSMENT**

Step 1 – IDENTIFY SUBJECT OF THE ASSESSMENT

- Can be a service area, function, project or initiative
- Identify principle service objectives.

Step 2 – IDENTIFY THE RISKS

- Risks that threaten the ability to achieve objectives
- Use risk categories listed in **APPENDIX B**

Step 3 – ASSESS RISKS – NO CONTROLS IN PLACE

- Assess the risk based on Impact and Likelihood assuming no control measures are in place.
- Use risk matrix and value guides attached as **APPENDIX A**

Step 4 – IDENTIFY RISK CONTROLS & RESPON. OFFICERS

- Identify control measures that are in place - designed to reduce the likelihood and impact of the risk.
- Identify officer responsible for monitoring and implementing control measures.
- Identify separately additional or improved risk control measures to be implemented in the future. Identify officer responsible for tracking implementation.

Step 5 – RE ASSESS RISKS – WITH CONTROLS IN PLACE

- Repeat Step 3 BUT with control measures in place.
- Use risk matrix and value guides attached as **APPENDIX A**

Step 6 and Step 7 – ONGOING

- Review risk register at Management Team meetings updating as required.
- Monitor implementation of new / improved controls
- Report to CRMG significant risks that may impact on the Council's overall objectives or other service areas.

APPENDIX A

**HARTLEPOOL BC
RISK ASSESSMENT MATRIX AND VALUE GUIDES**

LIKELIHOOD		IMPACT			
		4 Extreme	3 High	2 Medium	1 Low
Almost certain	4	RED 16	RED 12	RED 8	AMBER 4
Likely	3	RED 12	RED 9	AMBER 6	GREEN 3
Possible	2	RED 8	AMBER 6	AMBER 4	GREEN 2
Unlikely	1	AMBER 4	GREEN 3	GREEN 2	GREEN 1

Use the following suggested value guides to help rate the level of the **controlled risk**.

IMPACT

Extreme	Total service disruption / very significant financial impact / Government intervention / sustained adverse national media coverage / multiple fatalities.
High	Significant service disruption/ significant financial impact / significant adverse Government, Audit Commission etc report / adverse national media coverage / fatalities or serious disabling injuries.
Medium	Service disruption / noticeable financial impact / service user complaints or adverse local media coverage / major injuries
Low	Minor service disruption / low level financial loss / isolated complaints / minor injuries

LIKELIHOOD

Expectation of occurrence ***within the next 12 months*** -

- **Almost certain**
- **Likely**
- **Possible**
- **Unlikely**

APPENDIX B

RISK CATEGORIES

Identification of risks can be assisted by the use of various headings or risk categories to help to stimulate ideas and ensure a systematic and comprehensive approach.

The following risk categories should be used to identify risks affecting Hartlepool Council. [Some risks can be described under several of the category headings. Where this is the case, a judgement should be made by the assessor of the most applicable heading and the risk placed in this category].

Political / Legislative (PL)

e.g. risks associated with - the policies and plans of either central or local government; the local political environment; current or proposed changes in legislation; potential breaches of statutory requirements.

Financial (F)

e.g. Threats to sources of funding or revenue streams; risk of fraud; fines and compensation payments.

Social (S)

e.g. risks associated with socio-economic changes such as changes in demographics, ethnic mix, social attitudes and expectations.

Environmental (E)

e.g. risks associated with environmental changes such as rising sea water and extremes of weather. Also those associated with environmental issues such as waste, energy, recycling and contamination.

Personnel (P)

e.g. risks associated with the availability, and skills of personnel.

Physical Assets (PA)

e.g. risks to the physical assets of the Council including premises, plant and equipment.

Information & Technology (IT)

e.g. threats to data and information such as computer failure, corruption of data. Also, quality of information and risk of data leakage (breach of confidentiality).

Contractors, Partners, Suppliers (CPS)

e.g. risks associated with key contractual arrangements, stability and performance of partnerships agreements. Level of dependency on partners and key suppliers.

Reputation (R)

e.g. risks to customer support and confidence in the service or personnel of the Council. Threats to the Council's reputation with external bodies and agencies.

Positive Risks (POS)

e.g. risks where there is a positive outcome for the council whether it is financial, reputation etc.

APPENDIX C

HARTLEPOOL BOROUGH COUNCIL - RISK ASSESSMENT FORM												
Department / Service/ Function: 1						Ref:						
Name:						Date:						
Objective:												
Description of Risk: 2												
Category : [PL] [F] [S] [E] [P] [PA] [IT] [CPS] [R] [POS] (Circle most applicable)												
Assessment of Risk (No Controls in place) 3			Impact				Likelihood				Risk Rating	
			E	H	M	L	AC	L	P	UL	R	A
Existing Controls Implemented: 4												
Assessment of Risk (Control measures in place) 5			Impact				Likelihood				Risk Rating	
			E	H	M	L	AC	L	P	UL	R	A
Additional/Planned Controls: 6										Target Date		
Review Frequency:7				Date of Next Review:				Owner / Resp. Officer				

APPENDIX 2

Strategic Risk Register Review Spring 2007

Summary of Risk Report

Department: STRATEGIC

<u>Risk</u>	Failure to plan school provision appropriately		
Resp Officer	ADRIENNE SIMCOCK		ASS5-1.3
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

<u>Risk</u>	Failure in asset management planning to make best use of assets in terms of acquisition, disposal and occupation		
Resp Officer	GRAHAM FRANKLAND		ASS5-1.4
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Lack of resources to maintain building stock		
Resp Officer	GRAHAM FRANKLAND		ASS5-1.1
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

<u>Risk</u>	Failure to work in effective partnerships with Health Services		
Resp Officer	NICOLA BAILEY		CPS5-1.1
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	ALMOST CERTAIN	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Failure to have adequate governance procedures in partnerships/partnership protocol		
Resp Officer	MIKE WARD		CPS5-1.2
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	MEDIUM	Impact	LOW
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	GREEN

Report Run By CECSPT

19 July 2007

Hartlepool Borough Council

Summary of Risk Report

Department: STRATEGIC

Risk Environmental and financial consequences of climate change

Resp Officer	GRAHAM FRANKLAND		ENV5-1.4
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

Risk Controversy relating to contentious decisions

Resp Officer	PETER SCOTT		ENV5-1.1
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

Risk Lack of resources for sustainable development

Resp Officer	PETER SCOTT		ENV5-1.2
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

Risk Failure to carry out testing and ongoing monitoring of the Anhydrite Mine

Resp Officer	ALAN COULSON		ENV5-1.3
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	EXTREME
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	RED

Risk Impact upon the Council from outsourcing of significant service areas

Resp Officer	MIKE WARD		FIN5-1.6
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	MEDIUM	Impact	MEDIUM
Likelihood	POSSIBLE	Likelihood	UNLIKELY
Current Rating	AMBER	Current Rating	GREEN

Report Run By CECSPT

19 July 2007

Hartlepool Borough Council

Summary of Risk Report

Department: STRATEGIC

<u>Risk</u>	Failure to achieve (or significant delay in meeting) capital receipt targets		
Resp Officer	MIKE WARD		FIN5-1.5
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	LOW	Impact	LOW
Likelihood	POSSIBLE	Likelihood	UNLIKELY
Current Rating	GREEN	Current Rating	GREEN

<u>Risk</u>	Sustainability of grant funded services / projects		
Resp Officer	MIKE WARD		FIN5-1.4
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	MEDIUM
Likelihood	LIKELY	Likelihood	LIKELY
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Failure to deliver efficiency savings through procurement		
Resp Officer	GRAHAM FRANKLAND		FIN5-1.3
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	MEDIUM
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

<u>Risk</u>	Failure to provide council services during emergency conditions		
Resp Officer	Ewen Weir		FIN5-1.2
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	ALMOST CERTAIN	Likelihood	LIKELY
Current Rating	RED	Current Rating	RED

<u>Risk</u>	Current Equal Pay Claims includings settlement of, or adverse findings in ET of existing equal pay claims		
Resp Officer	JOANNE MACHERS		FIN5-1.11
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	ALMOST CERTAIN	Likelihood	ALMOST CERTAIN
Current Rating	RED	Current Rating	RED

Report Run By CECSPT

19 July 2007

Hartlepool Borough Council

Summary of Risk Report

Department: STRATEGIC

Risk Future Equal pay claims

Resp Officer	JOANNE MACHERS		FIN5-1.1
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	LIKELY
Current Rating	RED	Current Rating	RED

Risk Contaminated Land

Resp Officer	ALAN COULSON		FIN5-1.9
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

Risk Failure to maintain trading activity

Resp Officer	KEITH SMITH		FIN5-1.10
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	UNLIKELY
Current Rating	RED	Current Rating	GREEN

Risk Potential for cost shunting between NHS and HBC re CHC

Resp Officer	NICOLA BAILEY		FIN5-1.7
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

Risk Financial Viability and capacity of Building Consultancy services

Resp Officer	GRAHAM FRANKLAND		FIN5-1.8
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	ALMOST CERTAIN	Likelihood	LIKELY
Current Rating	RED	Current Rating	RED

Report Run By CECSPT

19 July 2007

Hartlepool Borough Council

Summary of Risk Report

Department: STRATEGIC

<u>Risk</u>	Experiencing failure or lack of access to Critical ICT systems		
Resp Officer	ANDREW ATKIN		ICT5-1.1
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Loss of key staff / Insufficient numbers of staff to match service delivery demands		
Resp Officer	JOANNE MACHERS		PER5-1.1
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Failure to provide council services during emergency conditions		
Resp Officer	DENIS HAMPSON		PER5-1.2
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	EXTREME
Likelihood	POSSIBLE	Likelihood	UNLIKELY
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Flu pandemic		
Resp Officer	DENIS HAMPSON		PER5-1.3
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	HIGH
Likelihood	LIKELY	Likelihood	LIKELY
Current Rating	RED	Current Rating	RED

<u>Risk</u>	Failure to operate vehicles safely		
Resp Officer	JAYNE BROWN		POL5-1.5
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	UNLIKELY
Current Rating	RED	Current Rating	GREEN

Report Run By CECSPT

19 July 2007

Hartlepool Borough Council

Summary of Risk Report

Department: STRATEGIC

Risk National & regional needs imposed which may not reflect Hartlepool needs including the creation of City Regions
 Resp Officer PAUL WALKER POL5-1.8

<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	MEDIUM
Likelihood	ALMOST CERTAIN	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

Risk Effective delivery of housing market renewal affected by external decisions
 Resp Officer PETER SCOTT POL5-1.6

<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

Risk Failure to carry out a statutory process
 Resp Officer TONY BROWN POL5-1.2

<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	EXTREME
Likelihood	POSSIBLE	Likelihood	UNLIKELY
Current Rating	RED	Current Rating	AMBER

Risk Failure to appropriately safeguard children
 Resp Officer ADRIENNE SIMCOCK POL5-1.1

<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

Risk Potential negative effect of changes in local authority structures on Hartlepool
 Resp Officer PAUL WALKER POL5-1.7

<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

Report Run By CECSPT

19 July 2007

Hartlepool Borough Council

Summary of Risk Report

Department: STRATEGIC

<u>Risk</u>	Maintaining the 4* rating of the Council will provide opportunities to influence and positively reflect the		
Resp Officer	PAUL WALKER	POS5-1.1	
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

<u>Risk</u>	Loss of O License		
Resp Officer	JAYNE BROWN	REP5-1.8	
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	EXTREME	Impact	EXTREME
Likelihood	POSSIBLE	Likelihood	UNLIKELY
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Discretionary services cut or reduced		
Resp Officer	MIKE WARD	REP5-1.1	
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	MEDIUM	Impact	MEDIUM
Likelihood	ALMOST CERTAIN	Likelihood	ALMOST CERTAIN
Current Rating	RED	Current Rating	RED

<u>Risk</u>	Change programme / Restructuring of the Authority		
Resp Officer	PAUL WALKER	REP5-1.3	
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	LIKELY	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER

<u>Risk</u>	Loss of focus on strategic direction and key priorities (political direction)		
Resp Officer	PAUL WALKER	REP5-1.4	
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER

Report Run By CECSPT

19 July 2007

Hartlepool Borough Council

Summary of Risk Report

Department: STRATEGIC

<u>Risk</u>	Failure to realise plans for Victoria Harbour regeneration scheme		
Resp Officer	PETER SCOTT		REP5-1.5
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	HIGH
Likelihood	POSSIBLE	Likelihood	POSSIBLE
Current Rating	AMBER	Current Rating	AMBER
 <u>Risk</u>	 Loss of Council reputation due to both internal and external factors		
Resp Officer	ANDREW ATKIN		REP5-1.7
<u>No Control Measures In Place</u>		<u>Control Measures In Place</u>	
Impact	HIGH	Impact	MEDIUM
Likelihood	LIKELY	Likelihood	POSSIBLE
Current Rating	RED	Current Rating	AMBER
 Department Total Risk	 37		

CABINET REPORT

6th August 2007



Report of: Assistant Chief Executive

Subject: ANALYSIS OF PERFORMANCE INDICATORS
2006/07

SUMMARY

1. PURPOSE OF REPORT

1.1 To inform Cabinet of the Council's performance against the set of Performance Indicators for 2006/07, highlight the positive messages that emerge, and identify areas of concern for consideration by Cabinet.

2. SUMMARY OF CONTENTS

2.1 This report provides information about the Council's performance in 2006/07, and looks at a number of different aspects of performance: -

- Key Performance Indicators (KPIs) – analysis of how the KPIs identified in the 2006/07 Corporate Plan have performed.
- Performance over time – looking at how performance over a two year period
- Target setting – how the Council has performed in relation to the targets set at the beginning of 2006/07.

2.2 There were a total of 384 PIs collected in 2006/07, made up of 159 BVPIs, 60 LPIs and 181 LAA PIs (the LAA PIs included 10 BVPIs and 6 LPIs and are not counted twice). However, not all of the PIs can be included in the analysis detailed in the report. For example those indicators that were not collected in 2005/06 can not be included when calculating the number of indicators that have improved in 2006/7

2.3 Generally the analysis is positive, with over 72% of the KPIs and over 58% of all PIs improving in 2006/07. This is similar to the position in 2005/06 when 70% of the KPIs and over 64% of all PIs improved. Almost 50% of the KPIs have shown an improvement in each of the last two years, down from around 55% at the same time last year. This consistent improvement reinforces the comment from the recent corporate inspection under CPA which identified "performance and the rate of improvement is amongst the best in the country".

- 2.4 Over 86% of KPIs and almost 74% of all PIs either improved or stayed the same in 2006/07. These figures compare favourably with the corresponding figures of 74.5% of KPIs and 72.3% of all PIs that either improved or stayed the same in 2005/06.
- 2.5 The report considers a two year period and compares 141 indicators, including 39 KPIs, with almost 50% of KPIs (19 indicators) and over 42% of all PIs showing an improvement in each of the last 2 years. Less than 10% of all indicators (14 indicators) and less than 3% (1 indicator) of KPIs have deteriorated in each of the last 2 years. These indicators are shown in appendix 2 of the attached report.
- 2.6 Almost 85% of all KPIs and 81% of all PIs either achieved the target that had been set for 2006/07 or failed to meet the target by less than 10%. However, this meant that over 15% of KPIs and almost 20% of all PIs failed to achieve the target by over 10%.

3. RELEVANCE TO CABINET

- 3.1 Cabinet has overall responsibility for the monitoring of the Council's Corporate Plan and Performance.

4. TYPE OF DECISION

None

5. DECISION MAKING ROUTE

Cabinet 6th August 2007

6. DECISION(S) REQUIRED

It is recommended that Cabinet notes the report and agrees the action to monitor and improve performance, namely: -

- Quarterly reporting to Cabinet (Corporate Plan) and Portfolio Holders (Departmental Plans) highlighting appropriate issues
- Any further action that Cabinet deem appropriate.

Report of: Assistant Chief Executive

Subject: Analysis of Performance Indicators 2006/07

PURPOSE OF REPORT

1. The purpose of this report is to provide information about the Council's performance against the set of Performance Indicators for 2006/07, highlight the positive messages that emerge, and identify areas of concern for consideration by Cabinet

BACKGROUND

2. Performance Indicators (PIs) are used to measure the Council's performance across the whole range of services that it provides. The outturn figures for 2006/07 were published in the Council's Corporate Plan, which was agreed at Council on 21 June 2007, and published on the Council's website by the statutory deadline of 30 June.
3. A number of the PIs are statutory Best Value Performance Indicators (BVPIs), a set of national performance indicators and standards set by the Government. In specifying indicators and standards for local government, the Government has tried to ensure that they are a balanced set, reflecting the broad range of local services. It enables the authority and the public to examine how well the Council is performing.
4. In addition to the BVPIs the Council has developed a number of Local Performance Indicators (LPIs) that are used to measure performance in areas that are deemed important to the Council, but that are not covered in the list of BVPIs. As these LPIs are developed by the Council comparisons with other authorities are not possible.
5. The Council, along with its partners, agreed a Local Area Agreement (LAA) with Government Office North East in February 2006. The LAA includes a number of PIs which have also been collected in 2006/07. As this was the first year for the majority of LAA PIs detailed comparative and trend information is not available at this time. Wherever possible the LAA PIs have been included in the analysis, and this is clearly stated where appropriate.
6. Each year the Audit Commission publishes performance information from all other authorities in England and Wales. Information relating to 2006/07 performance will not be received until January 2008, and a report detailing how Hartlepool compares with other authorities will be presented to Cabinet around that time.
7. There were a total of 384 PIs collected in 2006/07, made up of 159 BVPIs, 60 LPIs and 181 LAA PIs (the LAA PIs included 10 BVPIs and 6 LPIs and are not counted twice). However, not all of the PIs can be included in the analysis detailed in this report. For example those indicators that were not collected in 2005/06 can not be included when calculating the number of indicators that have improved in 2006/07.

Alternatively those indicators where targets were not set are also discounted in some calculations.

SECTION 1 - KEY PERFORMANCE INDICATORS

8. This section specifically looks at the Key Performance indicators that were identified in the 2006/07 as being a key measure of whether the Council were being successful in implementing the Community Strategy Aims throughout the year.

9. There were a total of 153 Key Performance Indicators (KPI) identified in the 2006/07 Corporate Plan. There were 32 BVPIs, 18 LPIs and 119 LAAPIs. The LAAPIs include 10 BVPIs and 6 LPIs that have not been counted twice in the overall calculations.

10. The report has looked at how the KPIs have performed in relation to three criteria: -

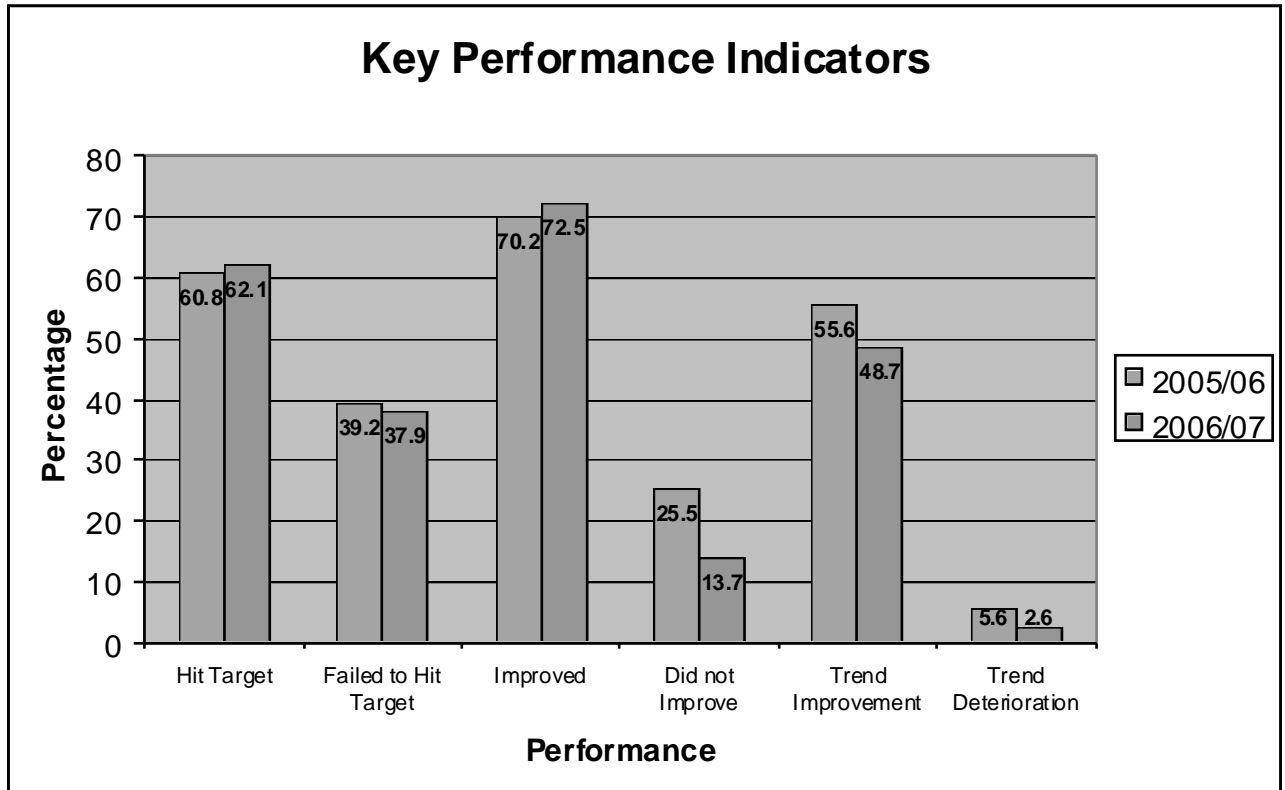
- Improvement – how many of the KPIs have improved in 2006/07 compared to 2005/06?
- Trends – how many of the KPIs have improved in each of the last two years, and how many have deteriorated?
- Target Setting – how many of the KPIs have achieved the target set in the 2006/07 Corporate Plan?

11. Key findings in this section are: -

- Over 72% of the KPIs improved in 2006/07 when compared to 2005/06 (37 of the 51 KPIs that could be compared)
- Less than 14% of the KPIs deteriorated in 2006/07 when compared to 2005/06 (7 of the 51 KPIs that could be compared)
- Almost 50% of the KPIs have shown an improvement in each of the last two years. (19 of the 39 KPIs that could be compared)
- Only 1 of the 36 KPIs that could be compared has deteriorated in each of the last two years (2.6%)
- Over 62% of the KPIs met or exceeded their target (100 of the 161 KPIs that could be compared)
- Over 84% of KPIs either achieved their target or failed by less than 10%, compared to less than 79% in 2005/06. The figure of 84.5% rises to 94.4% when LAA indicators are removed from calculations

12. Graph 1 below summarises how the Key PIs have performed in 2006/07, and compares with performance in 2005/06: -

Graph 1: Key Performance Indicators 2006/07



Improvement

13. Only BVPIs and LPIs are included in the calculations in this section, as outturn information is available for both 2005/06 and 2006/07. There are a total of 37 Key PIs that can be compared, and over 86% either improved in 2006/07 or stayed the same. Only 7 indicators (13.7%) showed deterioration when compared to 2005/06, which compares favourably with the 25.5% of KPIs that deteriorated in 2005/06. Table 1, below gives more details.

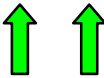

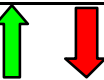


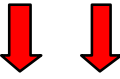
Table 1: Key Performance Indicators 2006/07

PI Type	Improved		Stayed Same		Deteriorated		Total
	No.	%age	No.	%age	No.	%age	
BVPI	23	71.8%	3	9.4%	6	18.8%	32
LPI	14	73.7%	4	21.1%	1	5.3%	19
Total	37	72.5%	7	13.7%	7	13.7%	51

Trends

14. It is important not to look at the information above in isolation. Information for 39 KPIs, as identified in the 2006/07 Corporate Plan, is comparable for the period 2004/05 through to 2006/07. Of these 39 indicators almost 50% (19 KPIs) have improved in each of the last 2 years. Only 1 (BVPI 106 – New Homes built on previously developed land) had worsened in each of the last 2 years. Table 2, below, gives further details.

Table 2 – KPI Trend information from 2004/05 to 2006/07

Number of Indicators	PI Improvement between		Trend
	2004/05 – 2005/06	2005/06 – 2006/07	
19 (48.7%)	Improved	Improved	
2 (5.1%)	Improved	Same	
5 (12.8%)	Improved	Worse	
3 (7.7%)	Same	Same	
9 (23.1%)	Worse	Improved	
1 (2.6%)	Worse	Worse	

Target Setting

15. Table 3, below, details the number of KPIs that achieved the target set in 2006/07. It can be seen that over 62% of all targets were achieved, although this rises to 66% when LAA indicators are removed from the calculations. This is a small improvement on 2005/06 when 60.8% of KPIs achieved target.

16. Conversely, fewer than 40% of targets were not achieved, although this is reduced to 34% when LAA indicators are removed from calculations. Around 40% of all indicators that failed to achieve the target did so by 10% or more, although this figure drops significantly to under 18% when LAA indicators are removed. This means that 84.5% of all KPIs either achieved their target or missed by less than 10%. This figure rises to 94% when LAA PIs are removed from the calculation.

Table 3: Key Performance Indicators 2006/07 target accuracy (with LAA)

Performance Indicator Type	Total BVPIs	Target Achieved		Target not achieved		Total PIs above or below target by 10% or more
		Total	Exceeded Target by 10% or more	Total	Failed to hit target by 10% or more	
Best Value PIs	36	24 (66.7%)	11 (45.8%)	12 (33.3%)	3 (25.0%)	14 (38.9%)
Local PIs	18	13 (72.2%)	7 (53.8%)	5 (27.8%)	0 (0%)	7 (38.9%)
LAA PIs	123	73 (59.3%)	38 (52.1%)	50 (40.7%)	22 (44.0%)	57 (48.8%)
Total (with LAA PIs)	161**	100** (62.1%)	53** (53.0%)	61** (37.9%)	25 (41.0%)	78** (48.4%)
Total (without LAA PIs)	54	37 (68.5%)	18 (48.6%)	17 (31.5%)	3 (17.6%)	21 (38.9%)

*NOTE: Percentages in the "Exceeded target by 10% or more" and "Failed to hit target by 10% or more" columns are calculated with reference to the "total" figure in the preceding column, and not the total number of BVPIs for the indicator type

**NOTE: Figures take into account 16 LAA indicators that are also Best Value PIs (10) and Local PIs (6)

SECTION 2 - HARTLEPOOL'S PERFORMANCE OVER TIME

17. Whilst the last section specifically focussed on those indicators that had been identified as Key PIs in the Corporate Plan, this section examines in more detail how Hartlepool Council is performing across all PIs. Specifically the section compares performance in 2006/07 with that in 2005/06, identifies trends developing from 2004/05 through to 2006/07, and looks at those indicators that were in the bottom quartile in 2005/06 to determine any areas of concern.

18. In this section both Local Performance Indicators and Best Value Performance Indicators are included. Only those LAA indicators that are also BVPIs or LPIs have been included in calculations.

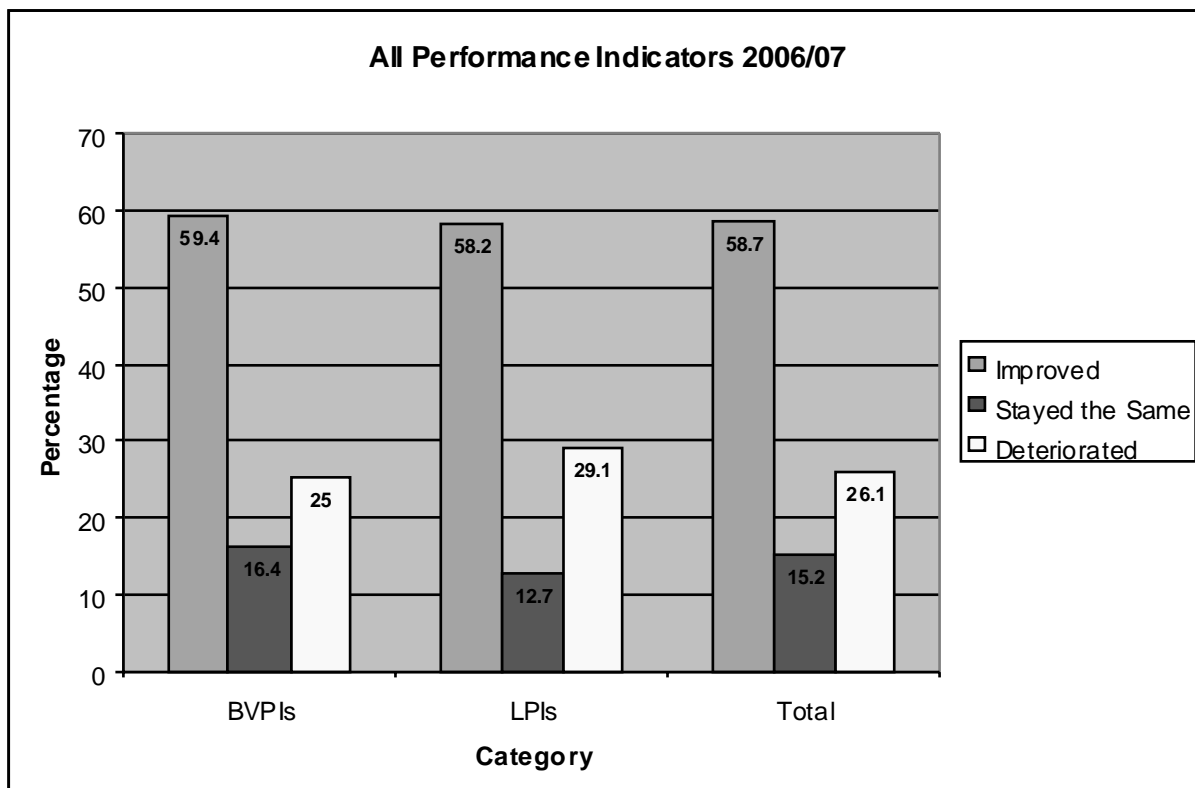
19. Key findings in this section are: -

- Over 73% of PIs that could be compared improved or stayed the same in 2006/07 (58.6% improved, 14.9% stayed the same). This equates to 133 of the 181 indicators. This is slightly higher than the 72.3% that improved or stayed the same in 2005/06.
- Under 14% of PIs deteriorated by more than 10% in 2006/07.
- 60 Indicators, from a total of 141 that could be compared, have improved in each of the last two years. This equates to over 42%, an increase from 39% that increased in the two years from 2003/04 to 2005/06.

- Less than 10% of PIs (14) have deteriorated in each of the last 2 years. This is slightly higher than the 7.5% reported this time last year.
- Over 72% of indicators that were in the bottom quartile in 2005/06 have improved in 2006/07. However, this is down from 86% in 2005/06.

20. In total there are 184 performance measures that can be compared between 2005/06 and 2006/07. Hartlepool is constantly seeking to improve its performance across all areas. Progress in achieving this is demonstrated by the fact that just under 74% of performance measures improved or remained the same (58.7% improved (64.2% in 2005/06) and 15.2 remained the same (8.1% in 2005/06) in 2006/07. Graph 2, shown below, summarises the improvement.





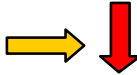


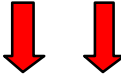
Graph 2: All Comparable Indicators 2006/07 – Did they improve?



21. A total of 48 indicators, or 26.1%, have seen a deterioration in performance in 2006/07, of which 50% (24 indicators) deteriorated by more than 10%. These indicators can be seen at **Appendix 1**. This is a slight improvement on the 27.7% of indicators that deteriorated in 2005/06.

22. As with the KPIs it is important not to look at these figures in isolation. Information for 141 performance indicators is comparable for the period 2004/05 through to 2006/07. Of these 141 indicators over 42% (60 indicators) have improved in each of the last 2 years. Only 14, or 9.9%, have worsened in each of the last 2 years. These indicators are shown in **Appendix 2**, and a summary is shown below in Table 4.

Table 4 – Trend information from 2004/05 to 2006/07

Number of Indicators	PI Improvement between		Trend
	2004/05 – 2005/06	2005/06 – 2006/07	
60 (42.6%)	Improved	Improved	
9 (6.4%)	Improved	Same	
21 (14.9%)	Improved	Worse	
8 (5.7%)	Same	Same	
1 (0.7%)	Same	Worse	
27 (19.1%)	Worse	Improved	
1 (0.7%)	Worse	Same	
14 (9.9%)	Worse	Worse	

Bottom Quartile Indicators 2005/06

23. The report that was considered at the Performance Management Portfolio meeting on 26 February 2007 stated that there were 22 Best Value Performance Indicators in the bottom quartile of performers when comparing with either all other English Local Authorities or all other Unitary authorities. It is worth noting that most of these indicators were in the bottom quartile in both categories.

24. Of the 22 indicators over 72% (16 indicators) have shown an improvement, and only 4 (18%) have deteriorated, as shown in **Appendix 3** - 2 have remained the same. This is a slight downturn on 2005/06, when 86% of bottom quartile indicators (in 2004/05) had improved.

25. For each of the bottom quartile indicators challenging targets were set for 2006/07, and 50% of these targets were achieved (11 indicators). A further 5 indicators (22.7%) missed their target by less than 10% meaning that over 72% of targets were either achieved or narrowly missed. This is lower than the overall target achieved figure of 62% when all indicators are considered, and 81% of targets either being achieved or being missed by less than 10%, which can be seen in the Target Setting section below.

SECTION 3 – ALL INDICATORS TARGET SETTING

26. This section looks at the Council's ability to set accurate targets, and how actual performance relates to the targets that have been set.

27. An integral part of the performance management process is the ability to set accurate targets for the forthcoming year. For each BVPI it is the Council's long term aim to be in the top quartile of performers nationally. For this reason all targets should be challenging, but realistic to ensure that they are achievable.

28. The key findings in this section are: -

- 62% (186 indicators from a total of 300) achieved their target in 2006/07. This figure rises to 65.2% when LAA PIs are taken out of the calculation. This is an increase from the 2005/06 figure of 63%, which consisted of BVPIs and LPIs only.
- 81% of all Indicators either achieved their target or were within 10% of doing so. This is slightly higher than the 2005/06 figure of just under 80%.

29. More detailed information can be seen in Table 5, below, which summarises how many of the 2005/06 targets were met, and is split by indicator type.

Table 5: Performance indicators target accuracy

Performance Indicator Type	Total BVPIs	Target Achieved		Target not achieved		Total PIs above or below target by 10% or more
		Total	Exceeded Target by 10% or more	Total	Failed to hit target by 10% or more	
Best Value PIs	130	85 (65.4%)	37 (43.5%)	45 (34.6%)	22 (48.9%)	59 (45.4%)
Local PIs	54	35 (64.8%)	17 (48.6%)	19 (35.2%)	12 (63.2%)	29 (53.7%)
LAA PIs	132	76 (57.6%)	41 (53.9%)	56 (42.4%)	23 (41.1%)	61 (41.1%)
Total	300**	186** (62.0%)	92** (49.5%)	114** (38.0%)	57 (50.0%)	149** (49.7%)

*NOTE: Percentages in the "Exceeded target by 10% or more" and "Failed to hit target by 10% or more" columns are calculated with reference to the "total" figure in the preceding column, and not the total number of BVPIs for the indicator type.

**NOTE: Figures take into account 16 LAA indicators that are also Best Value PIs (10) and Local PIs (6)

30. In 2006/07 there were a total of 300 Performance Indicators where targets could be set. This is a large increase since 2005/06, due largely to the LAA indicators being

included in the calculations in 2006/07. To compare directly with 2005/06, there were 154 BVPIs and LPIs compared with 184 in 2006/07.

31. Overall over 81% of all indicators either exceeded or were within 10% of their target. When the LAA indicators were removed from the calculations this rose to over 83%. This is slightly higher than the 2005/06 figure of 80%.
32. Information relating to the BVPIs can be compared with 2005/06, and the percentage of indicators either exceeding or being within 10% of target has increased from 79% to 81%. The number of the 2005/06 bottom quartile indicators hitting their target in 2006/07 fell to 50%, from 54%, in 2005/06.

ACTION TO MONITOR AND IMPROVE PERFORMANCE INDICATORS

33. There are measures in place throughout the Council to regularly monitor performance throughout the year and ensure appropriate action where necessary to achieve improvements. The continued use of the Corporate Performance Management database in 2006/07 has ensured that at officer level, all departments have access to systems that include monitoring of performance indicators.
34. The Council has continued quarterly reporting to Portfolio holders and this process is constantly being reviewed to improve the level of information available to Councillors to ensure that any failing indicators can be identified as soon as possible, and the necessary remedial action taken to arrest any decline in performance.
35. A new unified approach to service planning across the Council was introduced in 2006/07, which led to further improvements in the quality of performance monitoring and reporting to Councillors and Officers. Quarterly progress was reported to Cabinet (Corporate Plan) and Portfolio Holders (Departmental Plans) detailing up to date performance information, and any necessary recommendations for further improvements to drive performance forward.
36. Targets for 2007/08 were reviewed as part of the service planning process, and were published in the Council's 2007/08 Corporate Plan, and where appropriate the Local Area Agreement Delivery and Improvement Plan. As part of this process the Corporate Strategy division reviewed targets and provided an internal challenge where targets were considered to be unrealistic or unchallenging.

RECOMMENDATIONS

37. It is recommended that Cabinet notes the report and agrees the action to monitor and improve performance, namely: -
 - Quarterly reporting to Cabinet (Corporate Plan) and Portfolio Holders (Departmental Plans) highlighting appropriate issues
 - Any further action that Cabinet deem appropriate.

Appendix 1 – PIs that deteriorated between 2005/06 and 2006/07 by more than 10%

Ref	Definition	Outturn 2005/06	Outturn 2006/07	Change	Comments
BVPI 170b	Number of those visits that were in person per 1000 population	2031	1779.00	-12.41%	Events linked to the Tall Ships race significantly raised attendances in 2005/6.
BVPI 187	Condition of surface footway	15	19.00	26.67%	More resources have been targeted at category 3 and 4 footways leading to a deterioration in Category 1, 1a and 2 footways assessed by this indicator.
BVPI 197	Teenage Pregnancies	-15.2	3.20	-121.05%	The change in the outturn performance for 06/07 is due to an increase in the number of conceptions during 2005. The cause of teenage conceptions is a complex one and many factors contribute to young women becoming pregnant. Local research, which was undertaken in 2005 and looked in detail at the circumstances in which young people were becoming pregnant and choosing to become young parents, found that most teenage pregnancies were not actively being prevented, demonstrating that young parenthood is an active and positive choice rather than a lack of knowledge or access to contraceptive services.
BVPI 199d	Local street and environmental cleanliness – Fly-tipping	1	4.00	300.00%	The Council has significantly increased the numbers of enforcement staff on patrol, which accounts for the increase in the number of investigations carried out
BVPI 204	The % of appeals allowed against the authorities decision to refuse planning applications	33.3	61.10	83.48%	The small number of appeals per year (18 in 2006/7) make this PI susceptible to large annual changes.
BVPI 224b	Condition of unclassified roads	16.51	24.30	47.18%	This is the first 100% survey undertaken. Analysis, taking the sampling into account, suggests this is a slight improvement for unclassified roads over the previous year.
BVPI 49	Stability of Placements for Looked After Children	11.02	14.93	35.48%	The last quarter saw an unexpected increase in the number of children entering care which resulted in a higher number of moves through restricted placement choice.
BVPI 50	Educational qualifications of Looked After Children	43	33.00	-23.26%	Small cohort can give wide annual variation. Further work is being undertaken to determine how the trend can be improved.

Ref	Definition	Outturn 2005/06	Outturn 2006/07	Change	Comments
BVPI 76a	Housing Benefit Security - Number of claimants visited per 1000 caseload	227.3	178	-21.69%	Initial target based on DWP National Performance Standard. The DWP revised the national target to 150 given the advent of a new security arrangements framework to be introduced April 2007. Revised DWP target achieved.
BVPI 79b(i)	The amount of Housing Benefit overpayments (HB) recovered as a percentage of HB overpayments	76.62	67.88	-11.41%	Reduction reflects the impact of the Council's Anti Poverty Strategy of restricting weekly rates of recovery in cases where the claimant is on Income Support.
BVPI 82d(ii)	The tonnage of household waste arisings that have been landfilled	3006.48	3501.63	16.47%	
BVPI 84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	-2.56	6.82	-366.41%	Levels higher than predicted due to increase in green waste and recycling materials collected during year
BVPI 86	Cost of household waste collection per household	36.26	48.07	32.57%	Recycling costs were previous included in the cost of waste disposal, resulting in an increase in this indicator in 2006/07.
LPI RP 4	The number of jobs created with council assistance	508	265	-47.83%	
LPI RP 10	The gap between Hartlepool unemployment rate and the Great Britain rate	1.9	2.4	26.32%	Unemployment has increased nationally and Hartlepool's relative position has worsened. The Town has been hit by two major factory closures over the last year with over 500 jobs lost with Bonne Bouche and Rye Valley Foods.
LPI CS 14	The proportion of 13-19 year olds resident in Hartlepool in contact with the Council Youth Service	29.23	22.7	-22.34%	Computerised data collection has cut out double counting which had occurred previously. Throston Project was closed for 7 months for refurbishment, and this project normally contributes significant figures. Detached/mobile work has significantly reduced due to staff vacancies in both project lead and face to face levels hence a reduction in contacts. We do not include now, contact numbers from such as soccer teams, dance groups, as they don't have a direct youth worker input, although hiring our premises.
LPI ED 5	Percentage of adult learners who are male	28	25	-10.71%	Owing from competition from other providers and due to unforeseen decreases in the uptake of some types of provision, the outturn is lower than that expected. Developments are underway to devise programmes which are more attractive to

Ref	Definition	Outturn 2005/06	Outturn 2006/07	Change	Comments
					male learners
LPI SS 1c	Admissions of supported residents aged 65 or over to residential/nursing care	57.2	76.2	33.22%	2005/06 performance was very low (only 85 admissions) whereas the 2006/07 figure of 76.2 (113 admissions) is still in line with top quartile performance as well as being a more realistic and achievable level of Residential and Nursing Admissions
LPI SS 4	Supported admission of adults (18-64) to residential nursing care - number of adults supported by local authority in residential care per 1000 adults under 65	0.37	1.1	197.30%	2005/06 figure was much lower than expected – as these figures are susceptible to greater change due to the small numbers of admissions to care for the 18-64 age group. These are very small numbers – representing a change in admissions from 2 in 2005/06 to 6 people in 2006/07. This is still top quartile performance.
LPI NS 13	Number of "fuel poor" households assisted with top-up grants to thermally insulate their homes	1125	509	-54.76%	
LPI CS 2b	Proportion of overall attendance from nine Neighbourhood Renewal Fund Wards	54	47	-12.96%	Questionnaire (upon which results are based) was not undertaken in all facilities. Headland Sports Hall was just opening to the public at the time of the survey. Result therefore viewed as a 'one-off' and should not be repeated in future years.

Appendix 2 – All performance indicators that have declined between 2004/05 and 2005/06 AND 2005/06 and 2006/07

Ref	PI Description	Outturn 2004/05	Outturn 2005/06	% Decline	Outturn 2006/07	% Decline	Comments
BVPI 106	Percentage of new homes on previously developed land	55	54.96	-0.07%	51.94	-5.49%	
BVPI 12	Number of working days lost due to sickness absence	11.32	12.34	9.01%	13.52	9.56%	Variations between Departments have resulted in the target not being achieved. Elements of long term sickness have contributed to the under-achievement. Plans are in place to address this in the next year
BVPI 174	Racial incidents per 100000 population	40	58.82	47.05%	63.33	7.67%	The increase relates to a small increase in incidents of racist graffiti reported to Hartlepool Borough Council.
BVPI 204	The % of appeals allowed against the authorities decision to refuse planning applications	12.5	33.3	166.40%	61.10	83.48%	The small number of appeals per year (18 in 2006/7) make this PI susceptible to large annual changes.
BVPI 46	Percentage absence in primary schools	5.14	5.29	2.92%	5.63	6.43%	Absence increased slightly due to unusual winter flu which affected some schools particularly badly
BVPI 8	Percentage of invoices paid on time	96.13	94.71	-1.48%	86.38	-8.80%	
BVPI 82c(i)	Percentage of the total tonnage of household waste arisings that have been used to recover heat, power and other energy sources	73.61	70.7	-3.95%	63.96	-9.53%	Repeated shutdown for planned maintenance and repair of the Energy from Waste plant during April/May, September/October, January and March have caused more than expected diversions resulting in additional waste being landfilled
BVPI 82d(i)	Percentage of household waste that has been landfilled	7.28	7.65	5.08%	8.35	9.15%	Repeated shutdown for planned maintenance and repair of the Energy from Waste plant during April/May, September/October, January and March have caused more than expected diversions resulting in additional waste being landfilled
BVPI 86	Cost of household waste collection per household	33.35	36.26	8.73%	48.07	32.57%	Recycling costs were previous included in the cost of waste disposal, resulting in an increase in this indicator in 2006/07.

Ref	PI Description	Outturn 2004/05	Outturn 2005/06	% Decline	Outturn 2006/07	% Decline	Comments
LPI RP 10	The gap between Hartlepool unemployment rate and the Great Britain rate	1.7	1.9	11.76%	2.4	26.32%	Unemployment has increased nationally and Hartlepool's relative position has worsened. The Town has been hit by two major factory closures over the last year with over 500 jobs lost with Bonne Bouche and Rye Valley Foods.
LPI CS 14	The proportion of 13-19 year olds resident in Hartlepool in contact with the Council Youth Service	32.8	29.23	-10.88%	22.7	22.34%	Computerised data collection has cut out double counting which had occurred previously. Throston Project was closed for 7 months for refurbishment, and this project normally contributes significant figures. Detached/mobile work has significantly reduced due to staff vacancies in both project lead and face to face levels, hence a reduction in contacts. We do not include now, contact numbers from such as soccer teams, dance groups, as they don't have a direct youth worker input, although hiring our premises.
LPI ED 5	Percentage of adult learners who are male	31	28	-9.68%	25	10.71%	Owing from competition from other providers and due to unforeseen decreases in the uptake of some types of provision, the outturn is lower than that expected. Developments are underway to devise programmes which are more attractive to male learners
LPI SS 1c	Admissions of supported residents aged 65 or over to residential/nursing care	21.1	572	171.09%	762	33.22%	2005/06 performance was very low (only 85 admissions) whereas the 2006/07 figure of 76.2 (113 admissions) is still in line with top quartile performance as well as being a more realistic and achievable level of Residential and Nursing Admissions
LPI CS 13a	The number of voluntary/community groups supported by the Council	36	31	-13.89%	29	-6.45%	

Appendix 3 - Bottom Quartile Indicators 2005/06 – Performance in 2006/07

Community Strategy Theme	Reference	BVPI Description	Performance in 2005/06	Performance in 2006/07	Improved	Hit Target	Top Quartile (05/06)	
							All England	Unitary
Lifelong Learning and Skills	BVPI 39	Percentage of pupil achieving 5 or more A*-G GCSEs	85.8	90.3	Yes	Yes	90.80	91.00
	BVPI 181d	Percentage of pupil achieving Level 5 or above in KS3 results - ICT Assessment	61.4	66.44	Yes	No	73.83	72.90
	BVPI 221b	Participation in and outcomes from Youth Work: accredited outcomes	6	11.00	Yes	Yes	24.00	26.00
Health and Care	BVPI 50	Educational qualifications of Looked After Children	43	33.00	No	No	59.00	61.00
	BVPI 161	Employment, education and training for care leavers	0	0.92	Yes	Yes	0.91	0.91
	BVPI 163	Adoptions of children looked after	4.9	5.7	Yes	No	9.50	9.60
	BVPI 196	Acceptable waiting time for care packages	80.7	81.6	Yes	No	91.50	90.30
	BVPI 201	Number of adults and older people receiving payments	56	303	Yes	Yes	99.00	92.00
Community Safety	BVPI 126	Domestic burglaries per 1000 household	16.66	17.00	No	Yes	6.40	10.50
	BVPI 127a	Violent crime per 1,000 population	34.68	31.5	Yes	No	12.40	19.70
	BVPI 175	Racial incidents with further action	98.11	100	Yes	Yes	100.00	100.00
Environment and Housing	BVPI 82a(i)	Percentage of household waste arisings which have been sent by the Authority for recycling	13.84	17.03	Yes	Yes	20.87	18.59
	BVPI 82a(ii)	Total tonnage of household waste arisings sent by the Authority for recycling	5440.42	7143.03	Yes	Yes	15126.10	17914.07
	BVPI 82b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	3071.51	4474.86	Yes	Yes	8770.30	10666.16
	BVPI 99a(ii)	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - all killed/seriously injured	6.1	-15.60	Yes	No	-40.20	-39.50
Environment	BVPI 102	Passenger journeys on buses per year	5592176	5831393	Yes	No	23777395	11069964

Community Strategy Theme	Reference	BVPI Description	Performance in 2005/06	Performance in 2006/07	Improved	Hit Target	Top Quartile (05/06)	
							All England	Unitary
and Housing	BVPI 106	Percentage of new homes on previously developed land	54.96	51.94	No	No	96.47	95.03
Culture and Leisure	BVPI 219b	Preserving the special character of conservation areas: character appraisals	0	0.00	Same	No	31.81	35.42
Strengthening Communities	BVPI 156	Percentage of buildings accessible for disabled people	20	29.63	Yes	Yes	84.70	70.35
Corporate Performance	BVPI 12	Number of working days lost due to sickness absence	12.34	13.52	No	No	8.34	8.90
	BVPI 14	Percentage of early retirements	0.78	0.69	Yes	No	0.17	0.30
	BVPI 17a	Percentage of black and ethnic minority employees	0.8	0.8	Same	Yes	4.80	5.60

Notes

- All indicators in table above were in bottom quartile in at least one category (All England or Unitary) in 2005/06.
- Of the 22 indicators that can be compared 16 (72.7%) have shown improvement in 2006/07, and only 4 (18.2%) have deteriorated.
- Of the 22 indicators that targets were set, and can be compared, 11 met target (50%) and 11 have not.

CABINET REPORT

6th August 2007



Report of: Director of Neighbourhood Services

Subject: PARKING ISSUES

SUMMARY

1. PURPOSE OF REPORT

To clarify and update on issues arising from parking reports considered at the meeting of Cabinet on 23rd July 2007.

2. SUMMARY OF CONTENTS

This report clarifies the proposed subsidised residents permit zone, outlines the financial effect on the service and the proposed changes to the permit renewal process. In addition the report considers some of the matters arising from the proposed new parking zones.

3. RELEVANCE TO CABINET

This decision affects many areas of the town

4. TYPE OF DECISION

Non key

5. DECISION MAKING ROUTE

Cabinet decision

6. DECISION(S) REQUIRED

- i) Cabinet approve the proposed subsidised permit zone as shown in **Appendix A**.
- ii) That the additional staff car parking charge for the users of the civic centre underground facility be set at £5 / month

Report of: Director of Neighbourhood Services

Subject: PARKING ISSUES

1. PURPOSE OF REPORT

- 1.1 To clarify and update on issues arising from parking reports considered at the meeting of Cabinet on 23rd July 2007.

2. BACKGROUND

- 2.1 At the Cabinet meeting of 23rd July 2007, two reports were considered relating to parking issues. Cabinet agreed in principal to increasing the current resident permit charges to £20, but considered that properties within the central area should be subsidised.
- 2.2 Streets within the controlled zone are currently allocated into zones and the report had suggested that zone A, B and C could form the basis of the subsidised zone affecting some 2,700 permits. The zones themselves are however large and the proposed zones, in some cases extended well beyond the town centre area. Cabinet therefore asked for further consideration to be given to this matter and for a revised location plan to be submitted.
- 2.3 Several new changes were proposed in relation to the renewal of permits including options to pay and the facility to renew on line. It was also suggested that permits should be phased in and in future renewed on a biennial basis. Cabinet requested further details of how this would work and what implications this would have in relation to the cost of the service provision.
- 2.4 Cabinet also considered a report to introduce new parking zones between Hucklehoven Way and Church Street and further clarification was requested in relation to tariff charges and payment methods for pay and display areas.

3.0 CURRENT PROVISION

- 3.1 Residents permit parking was introduced as a necessity following the introduction of pay and display parking in the town centre protecting residential properties most directly affected by the displacement of commuter traffic. My original report to cabinet had suggested zones A, B and C should form the basis of a town centre discount zone however as a result of

Cabinet's decision on 23rd July 2007, a revised zone has been proposed stretching from Middleton Road in the north to Elwick Road in the south and bounded by Stockton Road to the east and Murray Street / Osborne Road to the west. It is proposed that all properties included within this area would qualify for a £15 subsidy, reducing the annual cost of a permit to £5. The proposed zone includes properties broadly within a 400 metre radius of the pay and display town centre car parks. **Appendix A** shows the boundary of the proposed subsidised zone and the properties which would be eligible to purchase a permit at a subsidised rate.

- 3.2 The amendments to the proposal reduce the size of the concessionary zone and remove some properties included in the original report. The financial impacts of such changes are covered in item 4.1 and 4.2.
- 3.3 It is proposed to renew the permits biennially in order to improve efficiency and provide an improved customer service for residents. This element of the parking service recently transferred to Hartlepool Connect and it is intended to offer more payment choice and the opportunity to renew permits on line. It is anticipated that up to 25% of all permit renewal applications will be made on line by 2008. This is projected to increase year on year by a further 7% as the system becomes more established and residents become more aware of the renewal options.
- 3.4 At present some 5,500 permits are issued annually, which could increase by an additional 500 with the inclusion of new zones. By phasing in a biennial permit renewal it is anticipated the annual issued permits and subsequent administrative costs, can be significantly reduced. Although initially there would be little impact during 2007 and 2008, by 2009 the annual permit renewal would be reduced to approx 2850 permits per year. **Appendix B** provides a detailed breakdown per zone and projects the number of permits to be renewed over the next five years.
- 3.5 Further clarification was requested relating to the traffic management controls within the proposed new zone to the east of Stockton Road and in particular the long and short stay tariff charge for Church Street, Whitby Street and Tower Street. Both Church Street and Whitby Street have proposed short stay charges to encourage convenient available customer parking for short periods. Tower Street, in keeping with its current vehicle usage, would offer long stay parking provision at a rate consistent with other long stay car park tariffs in the town centre.
- 3.6 It will not be possible to provide pay and display parking machines capable of providing change as this would likely create a security risk and lead to additional acts of vandalism/ damage to the units on account that money would have to be left on site at all times. It would also increase the operational costs with additional cash collection / refill visits, and would likely lead to additional disputes/ appeals regarding payments. I am however pursuing an option to allow parking fees to be made by mobile phone within the off street car parks which will provide motorists with an alternative option

to cash payments. Current legislation does however prevent extending this service to on street locations.

- 3.7 The Parking Services Section will also be expected to recover a further £190,000 this year as part of the 2007/8 budget. This deficit along with a £150,000 under recovery from last year is expected to be achieved by self financing the residents parking scheme, creating new parking zones, and increasing the pay and display tariff rates in the town centre car parks. It is expected that such changes will meet the set budget targets and allow further substantial investment to take place both at existing facilities and to meet future demand and need.

4.0 FINANCIAL COSTS

- 4.1 My report of 23rd July 2007 indicated that the cost of residents permit scheme equated to approximately £80,000 per annum. Item 3.9 of the report recommended the following charging option to recover the costs.

Location	Cost of permit	Income generated
Town Centre (2700 permits)	£5	£13,500
Other (3300 permits)	£20	£66,000

- 4.2 The revised town centre subsidised permit zone will however reduce the number of properties eligible for inclusion and provided permit renewal numbers stay consistent, this would project an over recovery as indicated in the table below:

Location	Cost of permit	Income generated
Town Centre (1900 permits)	£5	£9,500
Other (4100 permits)	£20	£82,000

There may however be some decrease in permit numbers as a result of the charge increases, but this will be difficult to assess until the renewal process begins.

- 4.3 The provision to renew permits on line and the biennial renewal of permits is expected to save approximately £8,000 per annum although the full effect will not be seen until the 2009 permits are processed.

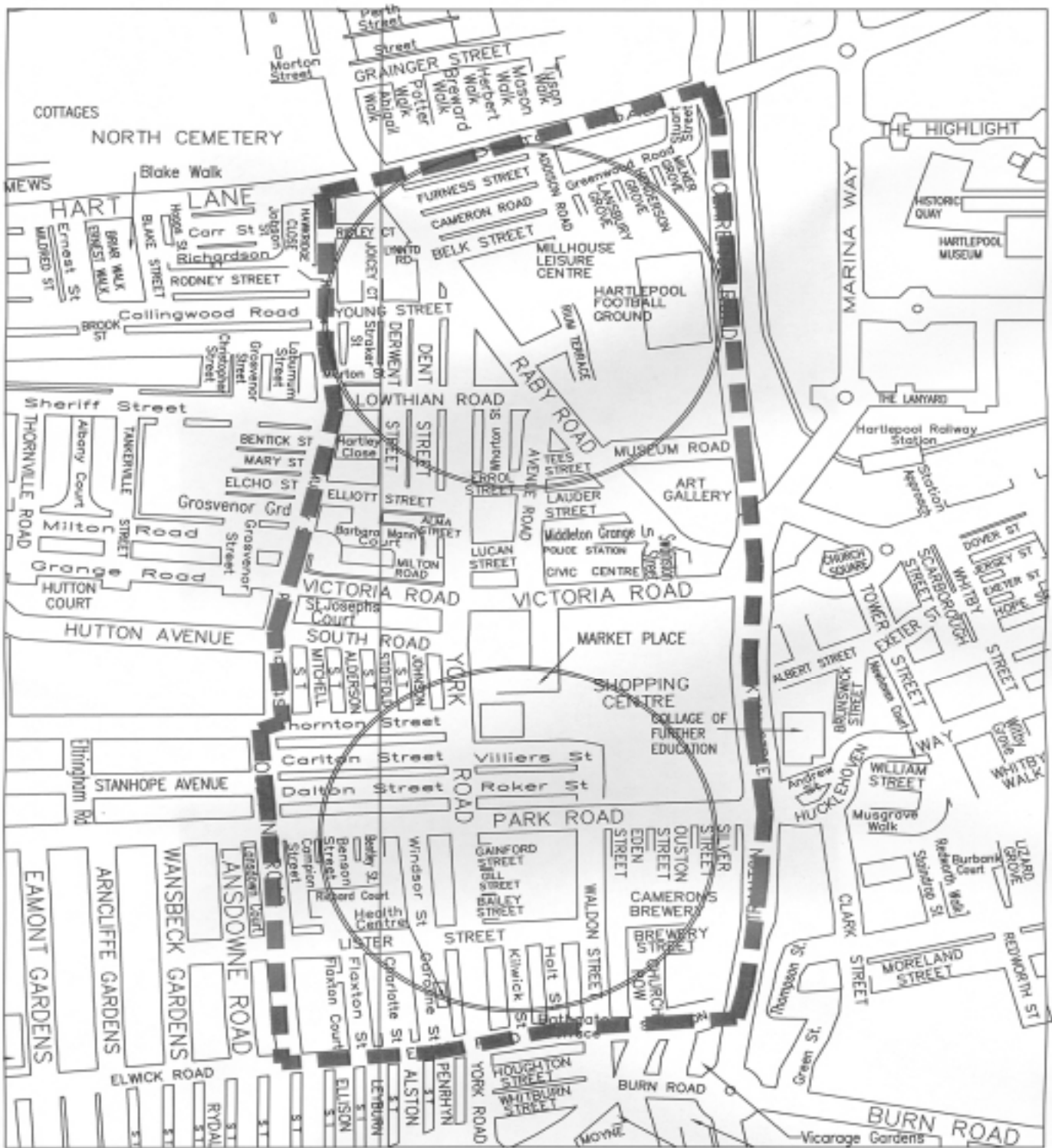
5. STAFF CAR PARKING

- 5.1 Cabinet also agreed to increase staff car parking charges by 10% with an additional £50 / annum paid for users of the civic centre underground car park.
- 5.2 Members debated the level of additional charge for the underground car park users and for ease of administration and to reflect Members concerns it is suggested this be increased to £60 / annum equating to £5 / month.

6.0 RECOMMENDATIONS

Cabinet:

- 1) Approve the proposed subsidised permit zone as shown in **Appendix A.**
- 2) That the additional staff car parking charge for the users of the civic centre underground facility be set at £5 / month



TITLE		DRAWN		CHECKED	
APPENDIX A – Proposed Residents subsidised parking zone		M Reed			
HARTLEPOOL BOROUGH COUNCIL		SCALE		DATE	
DEPT. OF ENVIRONMENT & DEVELOPMENT		N.T.S.		July 07	
HEAD OF TECHNICAL SERVICES: A. SMITH		DRG. NO.		REV.	

APPENDIX B

	2007 renewal	2008 renewal	2009 renewal	2010 renewal	2011 renewal
Zone A (September renewal) 1095 permits	500 (1 year permits) 595 (2 year permits)	500 (2 year permit) n/a	n/a 595 (2 year permit)	500 (2 year permit) n/a	n/a 595 (2 year permit)
Zone B (September renewal) 123 permits	123 (2 year permit)	n/a	123 (2 year permit)	n/a	123 (2 year permit)
Zone C (January renewal) 1297 permits	n/a n/a	607 (1 year permit) 690 (2 year permit)	607 (2 year permit) n/a	n/a 690 (2 year permit)	607 (2 year permit) n/a
Zone D (May renewal) 1198 permits	n/a n/a	500 (1 year permit) 698 (2 year permit)	500 (2 year permit) n/a	n/a 698 (2 year permit)	500 (2 year permit) n/a
Zone E (May renewal) 206 permits	n/a	206 (2 year permit)	n/a	206 (2 year permit)	n/a
Zone F (May renewal) 35 permits	n/a	35 (1 year permit)	35 (2 year permit)	n/a	35 (2 year permit)
Zone G (May renewal) 29 permits	n/a	29 (2 year permit)	n/a	29 (2 year permit)	n/a
Zone H (January renewal) 243 permits	n/a n/a	120 (1 year permit) 123 (2 year permit)	120 (2 year permit) n/a	n/a 123 (2 year permit)	120 (2 year permit) n/a

Zone I (March renewal) 199 permits	n/a n/a	74 (1 year permit) 125 (2 year permit)	74 (2 year permit) n/a	n/a 125 (2 year permit)	74 (2 year permit) n/a
Zone J (October renewal) 276 permits	124 (1 year permit) 152 (2 year permit)	124 (2 year permit) n/a	n/a 152 (2 year permit)	124 (2 year permit) n/a	n/a 152 (2 year permit)
Zone K (March renewal) 13 permits	n/a	13 (2 year permit)	n/a	13 (2 year permit)	n/a
Zone L (May renewal) 184 permits	n/a	184 (2 year permit)	n/a	184 (2 year permit)	n/a
All zones (various renewals) 944 permit Health /social workers etc.	300 (1 year permit) 644 (2 year permit)	300 (2 year permit)	644 (2 year permit)	300 (2 year permit)	644 (2 year permit)
TOTAL PERMIT RENEWALS	2438	4328	2850	2992	2850