

PERFORMANCE MANAGEMENT PORTFOLIO DECISION SCHEDULE



Monday 31st October 2005

at 4.30pm

in Committee Room “C”

Councillor Peter Jackson, Cabinet Member responsible for Performance Management will consider the following items.

1. KEY DECISIONS

1.1 None

2. OTHER ITEMS REQUIRING DECISION

- 2.1 No Smoking Matters – *Chief Personnel Services Officer*
- 2.2 Media Protocol – *Assistant Chief Executive*
- 2.3 North East Purchasing Organisation – Energy Procurement – *Head of Procurement and Property Services*
- 2.4 Furniture Fair Building, Station Yard, Hartlepool - *Head of Procurement and Property Services*
- 2.5 Communicating with your Council – *Assistant Chief Executive/Chief Personnel Services Officer*

3. ITEMS FOR INFORMATION

- 3.1 “Meet the Buyer” Event 29th September, 2005 - *Head of Procurement and Property Services*
- 3.2 Officer’s Guide to Procurement - *Head of Procurement and Property Services*
- 3.3 Chief Executive’s Departmental Plan 2005/06 – 2nd Quarter Review – *Assistant Chief Executive/Chief Personnel Services Officer*
- 3.4 Early and Ill Health Retirements 2005/6 – Half Yearly Report – *Chief Financial Officer/Chief Personnel Services Officer*

4. ITEMS FOR DISCUSSION

4.1 None

5. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

5.1 None

EXEMPT ITEMS

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

6. KEY DECISION

6.1 None

7. OTHER ITEMS REQUIRING DECISION

- 7.1 Land at Alma Street/Tankerville Street – (para 9) - *Head of Procurement and Property Services*
- 7.2 Millhouse Café Concession – (para 9) - *Head of Procurement and Property Services*
- 7.3 Dyke House Resource Centre – (para 9) - *Head of Procurement and Property Services*
- 7.4 HMS Trincomalee Trust – (para 9) - *Head of Procurement and Property Services*
- 7.5 Honorarium: JC – (Para 1) - *Chief Personnel Services Officer/Director of Children's Services*

PERFORMANCE MANAGEMENT PORTFOLIO
Report to Portfolio Holder

31 October 2005



Report of: Chief Personnel Services Officer

Subject: NO SMOKING MATTERS

SUMMARY

1. PURPOSE OF REPORT

To obtain Portfolio Holder approval to a) additional buildings being declared 'Smoke free' and b) applications being made for the National Clean Air Gold Award in respect of these buildings and to give officers authority to do so in respect of other buildings included in the approved programme.

2. SUMMARY OF CONTENTS

The report seeks Portfolio Holder approval to further buildings being declared 'Smoke free' and National Clean Air Gold Award being sought in respect of these buildings.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

To approve additional buildings being declared 'Smoke free' and applications being made for the National Clean Air Gold Award in respect of these buildings and to give officers authority to make similar declarations and applications in respect of buildings included in the approved programme

Report of: Chief Personnel Services Officer

Subject: NO SMOKING MATTERS

1. PURPOSE OF REPORT

- 1.1 To obtain Portfolio Holder approval to a) additional buildings being declared 'Smoke free' and b) applications being made for the National Clean Air Gold Award in respect of these buildings and to give officers authority to do so in respect of other buildings included in the approved programme.

2. BACKGROUND

- 2.1 At your meeting on 5th September 2005, a programme for declaring all Council Buildings (except residential homes) 'Smoke free' was approved. To date, 17 buildings have been declared 'Smoke free'.

3. COUNCIL BUILDINGS TO DECLARE 'SMOKE FREE'

- 3.1 Since your September meeting, further buildings (85 Station Lane, Young Persons Team, Grange Family Resource Centre, Somersby Family Resource Centre and The Arches (subject to NDC confirmation) have been identified as being currently no smoking buildings/premises and therefore capable of being declared 'smoke free' now. As and when the buildings/premises are declared 'smoke-free', applications will be made for National Clean Air Gold Awards.
- 3.2 It would be more efficient if officers were able to declare buildings included in the approved programme 'Smoke free' and make applications for National Clean Air Gold Awards. If agreed, regular six monthly monitoring reports would be submitted to future Portfolio meetings

4. RECOMMENDATIONS

- 4.1 The additional buildings (as outlined in 3.1 above) be declared 'Smoke free' and applications being made for the National Clean Air Gold Awards in respect of these buildings.
- 4.2 Officers be given authority to declare buildings included in the approved programme 'Smoke free' and make applications for National Clean Air Gold Awards.
- 4.3 Regular six monthly monitoring reports be submitted to future Portfolio meetings

PERFORMANCE MANAGEMENT PORTFOLIO
Report to Portfolio Holder
31st October 2005



Report of: The Assistant Chief Executive

Subject: MEDIA PROTOCOL

SUMMARY

1. PURPOSE OF REPORT

The report seeks the Portfolio Holder's approval of a Media Protocol for Hartlepool Council.

2. SUMMARY OF CONTENTS

The report describes why there is a need for a protocol and how it would operate.

3. RELEVANCE TO PORTFOLIO MEMBER

The initiative falls within the remit of the Portfolio Member

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Performance Management Portfolio meeting on 31 October 2005.

6. DECISION(S) REQUIRED

The Portfolio Holder is advised to approve the Media Protocol.

Report of: Assistant Chief Executive

Subject: MEDIA PROTOCOL

1. PURPOSE OF REPORT

- 1.1** The report seeks the Portfolio Holder's approval of a Media Protocol for Hartlepool Council. This is attached at Appendix 'A'.

2. BACKGROUND

- 2.1** The Council has a significant degree of day- to-day dealings with the media and a large majority of these are co-ordinated by the Public Relations team which is part of the Corporate Strategy Division.
- 2.2** The media has an important role to play in communicating the work, role and decisions of the Council, but until now there has never been a written protocol as to what is expected of both officers and councillors when they are representing the Council. It also describes what the Council expects from the media.
- 2.3** Although the current arrangements in place for dealing with the media work extremely well, it is felt that a media protocol is necessary to give everyone a clearer understanding. It would also be helpful to communicate the Media Protocol to new officers/councillors as part of the induction programme. It is also proposed to publicise the protocol via Newslines, the Council's internal employee newsletter and the intranet.

3. CONCLUSION

- 3.1** In essence, the media protocol is a written interpretation of what actually happens in practice at the moment. It will, however provide a much clearer understanding as to what is expected from officers and councillors when dealing with the media and vice-versa.

4. RECOMMENDATION

- 4.1** That the Portfolio Holder agrees the protocol.

MEDIA PROTOCOL



Introduction

The media should be viewed as an opportunity to help communicate the vision, work and decisions of the Council to local residents and beyond. To help achieve this, the Council has a small Public Relations team. It is part of their role to develop positive relationships with the media on a day-to-day basis. This is supported by the Chief Executive's Corporate Management Team (CMT) and the Mayor.

The media as an industry is continuing to grow and with the advances in modern technology, news now travels much quicker around the world. Consequently, it is not just the local media that the Council has to deal with, it can be any media organisation around the globe.

One of the main principles of the Council's Corporate Communications Strategy is that we will be open and transparent. We will always endeavour to meet media deadlines. The Council will always comment on matters which are relevant to it, although there will be occasions when we are limited as to what we can say. This applies to things such as the financial affairs of individuals and when there are legal proceedings. However, "no comment" is not an option for this Council.

This media protocol outlines what is expected of both officers and councillors when dealing with the media. It also describes what the Council expects from the media.

Role of the Public Relations Office

The Public Relations Office will co-ordinate dealings between the media and the Council. Immediacy is the key to good media relations, so whether you are an officer of the Council, councillor or member of the media you should always be able to speak to a public relations officer during normal hours. Out of hours contact details are at the end of this protocol.

Role of departments

Officers should always be alert to issues that could be of interest to the media and keep the Public Relations Office informed. This is particularly important for the launch of new initiatives where public relations officers will be able to advise on media-related matters. Officers should also endeavour to keep relevant councillors informed of media issues.

Dealing with the media

This can either be on a proactive or reactive basis.

Proactive

The Council adopts a proactive approach and issues press releases on a daily basis. These are also posted on the Council's website (www.hartlepool.gov.uk).

It is normal practice to include quotes in press releases from either officers, councillors or both. This largely depends on the nature of the story. This is an area that the Public Relations Office can advise on. There are some restrictions under the Local Government Code of Conduct on Publicity regarding quoting councillors in press releases. This is covered later on.

Officers and councillors are encouraged to liaise closely with the Public Relations Office to ensure that there is a regular flow of press releases sent to the media. Public relations officers will also maintain contact with all departments to give advice and help generate newsworthy stories.

Once a press release has been written, it will be forwarded to the officer/councillor responsible for approval. Public Relations officers will always give consideration as to whether the appropriate chief officer/councillor needs to either see/be made aware of a story before it is sent out.

Reactive

The Council can expect to receive a wide range of requests from the media on a daily basis. This could include requests for press statements, radio and television interviews or to participate in a television documentary. All of these are co-ordinated by the Public Relations Office who will liaise with appropriate officers/councillors, depending on the nature of the request.

It is important to meet media deadlines wherever possible and co-operation from officers/councillors would be appreciated. Whilst we should never be rushed into responding to an issue, it will not reflect well on the Council if there is a long delay in getting back.

Judgements will have to be made as to who within the Council responds to media requests. This will often involve discussions with officers at a senior level as well as councillors. Where an agreement cannot be reached, liaison will take place with the Chief Executive/Assistant Chief Executive and Mayor/Deputy Mayor.

What we expect from the media

The Council has already stated that it will be open and transparent with the media. We expect the same in return. This means that when the media approaches the Council, they present the full facts of the issue so that the Council can respond in the most appropriate way.

Permission should also be sought before the media take photographs or conduct recordings/interviews of Council business.

Media Training

In-house courses to help officers/councillors deal with the media are organised on a regular basis by the Public Relations Office. As well as covering general background about how the media works, the courses help people to deal with radio/television interviews. A booklet is also available which covers do's and don'ts when dealing with the media.

For further information, a copy of the booklet or to book onto a course contact the Public Relations Office. Contact details are at the end of this protocol.

Important Guidelines

Various Local Government Acts give councils powers to deal with publicity issues. The Code of Recommended Practice on Local Authority Publicity gives guidance on how these powers should be exercised. The Code states clearly that the opinions of individual councillors should only be promoted when they are speaking on behalf of the Council as a whole. This means that the Public Relations Office can issue material on behalf of key 'postholders' such as the Mayor, portfolio holders and scrutiny chairs but cannot act on behalf of 'backbench' councillors or issues affecting councillors in their wards. There are also restrictions on publicity in the run-up to an election. The Council, through their publicity, are entitled to explain their policies and actions, but they are not permitted to campaign on political or other controversial issues with a view to persuading the public to a particular view. When commenting on policies and proposals of central government and other public bodies, the Council should present arguments fairly and in a balanced and objective manner.

In addition, the Council's own constitution has a section covering publicity material, media relations and press releases. It states that councillors communicating with the media should not make references to officers which are personal in nature or could be construed as offensive. Any matters relating to individual performance by an officer should be raised through the appropriate mechanisms and not in the media. Officers who are in communication with the media in the course of their employment should similarly refrain from any such references to councillors.

Further guidance/clarification regarding the above can be obtained from the Public Relations Office or the Council's Chief Solicitor.

Contact details

The Public Relations Office is represented on the Council's Emergency Incident Response Team so you can expect to make contact out of hours. Contact details are as follows: -

Alastair Rae, Public Relations Officer, work 01429 523510

Steve Hilton, Assistant Public Relations Officer, work 01429 284065

Julian Heward, Assistant Public Relations Officer, work 01429 523044

Out of Hours - Call 01429 869424 and ask for a public relations officer/press officer to call you back.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

31 October 2005



Report of: Head Of Procurement and Property Services

Subject: NORTH EAST PURCHASING ORGANISATION
- ENERGY PROCUREMENT

SUMMARY

1.0 PURPOSE OF REPORT

To provide information and an update on the arrangements in place with North East Purchasing Organisation (NEPO) for the procurement of Energy.

2.0 SUMMARY OF CONTENTS

The report reviews the existing arrangements and highlights the significance of being a member of a nationally recognised collaborative purchasing organisation.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is the procurement champion

4.0 TYPE OF DECISION

Non key

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

The Portfolio Holder endorses the arrangements and notes the future action.

Report of: Head Of Procurement and Property Services

Subject: NORTH EAST PURCHASING ORGANISATION
ENERGY PROCUREMENT

1. PURPOSE OF REPORT

- 1.1 To provide information and an update on the arrangements in place with NEPO for the procurement of Energy.

2. BACKGROUND

- 2.1 The North Eastern Purchasing Organisation (NEPO) was established in 1976 as a means of aggregating contracts and pooling purchasing knowledge and expertise between the original 5 Tyne and Wear metropolitan authorities. It has since expanded its membership and services and now negotiates a huge range of contracts. Police, probation and fire services also benefit from NEPO by participating in many joint procurement arrangements. NEPO now covers an area from the Scottish border through Tyneside, Wearside, County Durham and Teesside. It is a nationally recognised and has substantial collaborative purchasing power.
- 2.2 NEPO is a purchasing and contracting consortium consisting of 11 full member local authorities and 13 associate members. Hartlepool is a full member
- 2.3 All full member authorities within NEPO have equal status and act in accordance with a joint agreement. Each Authority is represented by three elected members with every Authority having one vote at the joint committee meetings. The joint committee meets four times per year to consider NEPO business and accept tenders invited for joint contracts. The Chairman and Vice-Chairman are elected annually and will not be from the same Authority. The position alternates between all members.
- 2.4 NEPO does not employ staff. Gateshead MBC acts as 'lead authority' and is responsible for contract administration. The Chief Executive of Gateshead acts as Clerk to NEPO.
- 2.5 Each member Authority nominates a Liaison Officer who meet at least every month. The Liaison Officers select commodities or services which are suitable for joint contracting, consider tenders received, agree recommendations and discuss all matters relating to purchasing. Importantly, the Liaison Officers develop partnership working amongst

all NEPO members delivering tangible and measurable benefits for each of the member councils.

2.6 NEPO Strategy

- To help the NEPO member authorities to meet their corporate objectives through collaborative procurement via NEPO contracting activities.
- To ensure that NEPO contracts meet the needs of its member authorities and that the service provides value for money, having due regard to propriety and regularity. To recognise that good procurement is at the heart of best value.

2.7 NEPO Objectives

- To improve by co-ordination local authority purchasing with the object of effecting savings in public expenditure for the benefit of its members.
- To facilitate the making of contracts for the supply of agreed items to all or some of the member authorities.
- To discuss all matters relating to purchasing and co-operation amongst the authorities.

2.8 NEPO Joint Committee

The role of the NEPO Joint Committee is:

- to set out a NEPO Strategy which includes NEPO's Objectives, Vision, Strategic Aims, Performance Standards, Procurement and Contract Management Practice together with details of current contracts with renewal dates.
- to overview the development of the Organisation in line with the Strategy and NEPO Vision.
- to regularly review and update the Strategy.
- to consider and accept tenders received for NEPO contracts.

2.9 NEPO Liaison Officers

The role of the NEPO Liaison Officer appointed by each member authority is:

- to be responsible to the Joint Committee for implementing and delivering the NEPO Strategy
- to liaise with users and co-ordinate matters within the authority.
- to select commodities suitable for joint contracting through NEPO.
- to promote NEPO and encourage joint working and collaborative procurement.

3 NEPO ENERGY CONTRACTS

3.1 Hartlepool Borough Council has since 1996 purchased its Gas and Electricity through the NEPO.

3.1.1 The current Contracts commenced on the 1 April 2004 and are for a 36 month period with an option to extend for up to a further 2 x 12 months.

3.1.2 Pricing - The first 12 months of the contract prices were fixed for both gas and electricity at the time of tendering with the exception of electricity for the Non Half Hourly sites where prices were fixed for 3 years.

3.1.3 After the first 12 months prices are fixed by agreement in advance of the next 12 month period.

3.2 **Gas.** The Gas contract was awarded to Powergen now EON and is split into 3 pricing bands dependent on usage.

- Tiny Site - Premises consuming less than 2500 therms
- Small Site - Premises consuming over 2500 therms and less than 25000
- Large Site - Premises consuming over 25000 therms (Large Sites)

3.2.1 The price is made up of three elements, the raw gas price, administration and transportation.

3.2.2 Raw gas is traded in the market and prices change daily. This price is averaged out and the same price applies to tiny, small and large sites.

3.2.3 Administration was fixed in the tender for the 36 month period and each band of sites has a different administration charge.

3.2.4 Transportation is set by Transco and is regulated by OFGEM, this price is again specific to the banding.

3.2.5 To oversee and administer the Gas and Electricity Contracts an Energy Procurement Group has been formed and it consists of Energy Officers and Procurement Officers from all NEPO authorities participating in the Gas, Electricity Half Hourly and Electricity Non Half Hourly contracts

3.2.6 The Energy Procurement Group (EPG) agreed that EON would buy our estimated consumption over 4 set periods of the year to smooth out peaks and troughs in the marketplace. These purchases were to be made on the 1st or the first working day in the months of April, June, August and October. A 25% portion of the annual consumption was to be purchased each quarter. The raw gas prices are then broken down into monthly costs and factored by the appropriate load for that month. An average of the 12 monthly prices then forms the raw gas price. The transportation is fixed on the day the last purchase is made. The administration is then added to give the all in gas price.

3.3 **Electricity.** The Electricity contract was awarded to Npower and is split into 3 sections.

- Non Half Hourly Sites - Metered Premises with a maximum demand of under 100kw (also known as sub 100)
- Half Hourly Sites - Metered Premises with a maximum demand of over 100kw (also known as over 100kwh)
- Unmetered Supplies - Public Lighting (also known as UMS)

3.3.1 The EPG agreed that on the half hourly and public lighting the EPG would agree prices in August for the next year. This has traditionally been when prices on the forward market have been at their lowest.

3.3.2 In 2004 prices peaked in August which was unheard of. The EPG decided to fix the price in November when the prices dropped.

3.3.3 The electricity prices are made up of the following elements

- Commodity Cost - Raw Electricity price -. This price can change from hour to hour, so when pricing electricity there is usually only a four hour time slot to make a decision.
- Renewable Obligation - This is added on by all suppliers and is a penalty paid to the government.
- Risk - This is Npower cost for covering risk on the contract.
- Tuos Losses & Tuos Charges - These are for Transmission Use Of System (TUOS) charges and transmission use of system losses. These costs are set by the distribution company, Northern Electric Distribution Limited NEDL and are regulated by OFGEM. The actual prices are not agreed and published until late February, so indicative costs which are published in October are used for budgeting purposes.
- Duos Losses & Duos Charges - These are for Distribution Use of System (DUOS) charges and distribution use of system losses. These costs are set by the distribution company, Northern Electric Distribution Limited NEDL and are regulated by OfGEM. The actual prices are not agreed and published until late February, so indicative costs which are published in October are used for budgeting purposes.
- CCL - Climate Change Levy this is a levy paid to the government
- Green Electricity - This can be added onto the above at the request of the Council. Those sites that request Green Electricity do not pay CCL.

3.3.4 All of these charges are then added together with the rebate to form the unit charge. On Half Hourly sites there is a day rate and a night rate and each sites has it's own bespoke charge. On the public lighting there is a charge per burning regime.

3.3.5 The half hourly sites are also charged

- Capacity Charge, The distribution company set this charge and each site is charged per KVA per month.

- Settlement and Agents charges - this a monthly charge per site.

4 Current Market conditions

- 4.1 The level of price variation year on year is dependent on market conditions.
- 4.2 Electricity is now traded as a commodity under the recently introduced New Electricity trading Arrangements (NETA) and react to market conditions (supply and demand).
- 4.3 Both electricity and gas prices are inextricably linked to the price of oil. Electricity because around 30% of the UK's generation is by gas fired power stations. Gas because the UK is now reliant on imports from Europe where there is a formal linkage between gas and oil prices. There was no such linkage until the Bacton-Zeebrugge interconnector pipeline opened around 2 years ago which enabled gas to be imported and exported between the UK and mainland Europe. The influence of gas trading has become more pronounced since the reserves of North Sea oil and gas are being used up and the UK is becoming a net importer of both.
- 4.4 The current insurgency in Iraq and political unrest in the middle-east is also contributing to volatile oil prices which is contributing to further market uncertainty. In the last 12 months prices have risen as follows:

Product	April 2004 Average Price	April 2005 Average Price	Percentage Increase NEPC	Average Market Price (source MEUC)	Saving MEUC and NEPO %
Oil	339\$ per metric tonne	445.31\$ per metric tonne	31.4%	Not available	
Gas	32.892 p per therm	43.54 p per therm	24.46%	52.68	20.99%
Electricity (sub 100)	5.18 p per kWh	5.18 p per kWh	0%	6.26	20.85%
Electricity (over 100)	4.61 p per kWh	5.45 p per kWh	18.22%	5.80	6.42%

NEPC - National Energy Policy Council
MEUC - Major Energy Users Council

5 Prices for 12 months commencing 1 April 2005

5.1 Outlook

- 5.1.1 Since the gas and electricity markets were deregulated in the early to mid 1990's NEPO has reaped the benefit of huge savings running into over £100million.

5.1.2 However the outlook for prices is now very different as competition has reduced significantly through mergers and acquisitions, dwindling north sea oil supplies, closure of UK coal industry, tensions in the middle east, OPEC policy and environmental tariffs to meet Kyoto targets.

5.1.3 Most energy market commentators are predicting sustained price increases in the medium to long term. In the short term it is possible that this year's massive price hike will not be sustained however NEPO must continue to monitor the market closely and act decisively and in unison to ensure that prices remain competitive.

5.2 Procurement Protocols

5.2.1 When the current Electricity and Gas Contracts expire they will be re-tendered in accordance with the Procurement Strategy and Guides as Reported in the Portfolio meeting held on the 8 August 2005

6. FINANCIAL IMPLICATIONS

6.1 Purchasing Electricity and Gas through a Nationally recognised consortium brings financial benefits to the Borough Council.

6.2 It is estimated that the financial reward to Hartlepool Borough Council of being part of the NEPO contracts since 1996 when Hartlepool became a Unitary Authority is in the region of £1,000,000.

6.3 The Council needs to continually assess the benefits of being part of the NEPO contract and take strategic action accordingly.

7. RECOMMENDATIONS

7.1 The Portfolio Holder endorses the arrangements and notes the future action.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

31st October 2005



Report of: Head of Procurement and Property Services

Subject: FURNITURE FAIR BUILDING, STATION YARD,
HARTLEPOOL

SUMMARY

1.0 PURPOSE OF REPORT

To obtain Portfolio Holder approval for the purchase of the former 'Furniture Fair' building in Station Yard.

2.0 SUMMARY OF CONTENTS

Background to proposed acquisition, terms agreed and recommendation to proceed with the purchase.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder has the responsibility for the Council's land and property assets.

4.0 TYPE OF DECISION

Non-key

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

Approval to complete acquisition of property.

Report of: Head of Procurement and Property Services

Subject: FURNITURE FAIR BUILDING, STATION YARD,
HARTLEPOOL

1. PURPOSE OF REPORT

- 1.1 To obtain Portfolio Holder approval for the purchase of the former 'Furniture Fair' building in Station Yard.

2. BACKGROUND

- 2.1 Hartlepool's Local Transport Plan recognises the need to improve integration between all modes of transport in the town centre and proposes to construct a high quality transport interchange facility on the eastern side of the Marina Gateway Bridge next to the railway station to address this requirement. Site plan at **Appendix 1**.
- 2.2 This facility will play a central role in the development of Hartlepool's long-term transport strategy and make a significant contribution to the objectives of the Local Transport Plan. It aims to make public transport more attractive, accessible and convenient by connecting trains, bus, coach and taxi services in one central location.
- 2.3 This proposal is also included as a specific policy of the current deposit Hartlepool Local Plan that protects an area of land for this facility.
- 2.4 The proposal will provide a high quality, functional and safe facility that includes the following design features:
- new junction from Church Street with access for buses and coaches only
 - high quality bus and coach passenger waiting facilities
 - new crossing on Church Street for pedestrians
 - revised taxi rank arrangements in front on the railway station
 - secure car parking facility
 - full disabled access
 - CCTV coverage
 - improved pedestrian and cycle links
 - secure cycle storage
 - improvements to Hartlepool Rail Station including internal changes to waiting room and ticket office facilities

- 2.5 As part of this development, a taxi rank queuing area is planned for the area on which the former 'Furniture Fair' building is currently situated. The property is currently owned by Network Rail Infrastructure Limited, and is in a derelict state. It is proposed that the Council purchases the property from Network Rail to facilitate the development.

3. FINANCIAL IMPLICATIONS

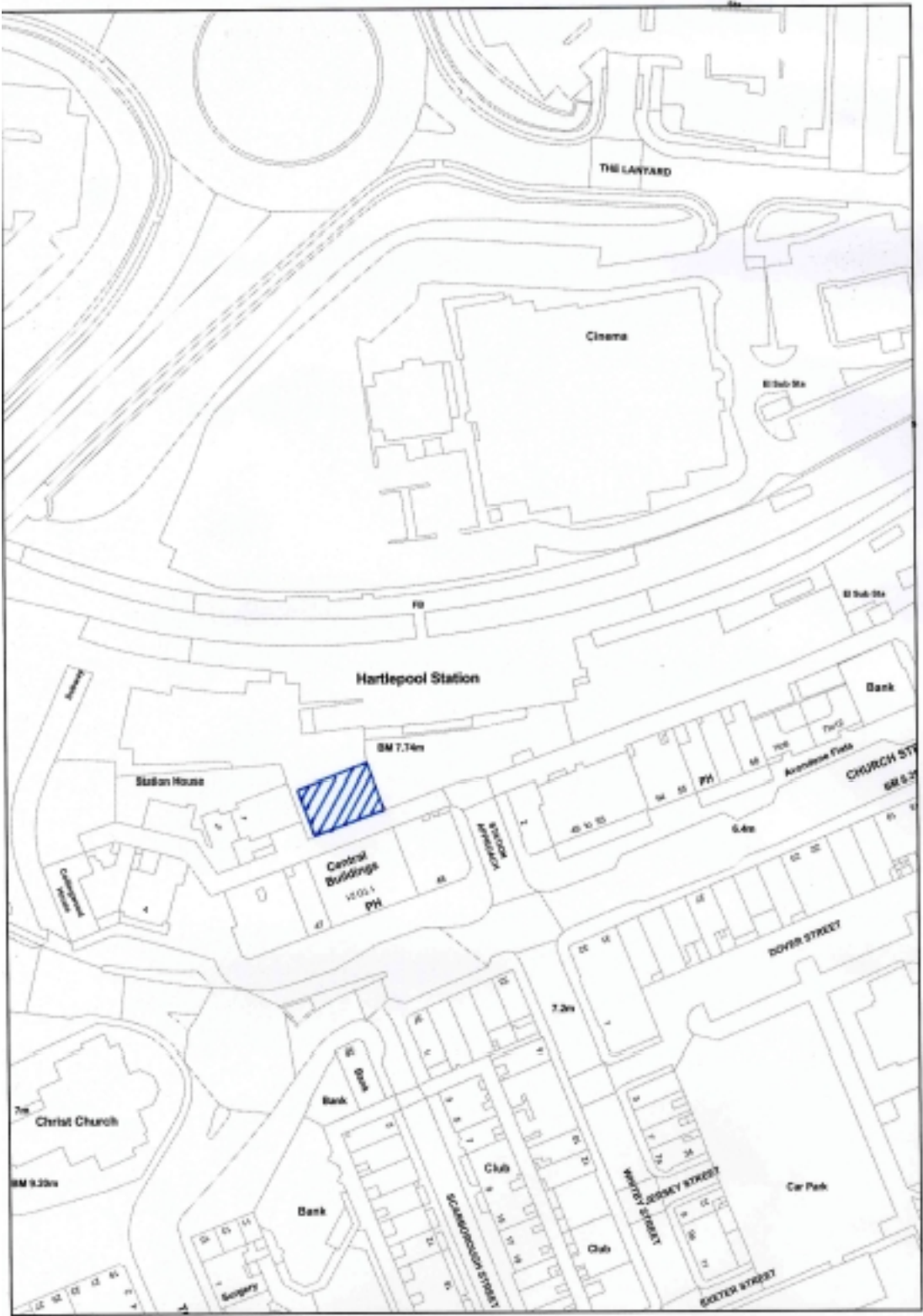
- 3.1 The financial implications of this proposal are contained within the confidential **Appendix 2. This item contains exempt information under Schedule 12A Local Government Act 1972, namely terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services (para. 9)**

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder approves the acquisition of the property subject to the terms proposed.

APPENDIX 1

Site Plan



PERFORMANCE MANAGEMENT PORTFOLIO

31 October 2005



Report of: Assistant Chief Executive and
Chief Personnel Services Officer

Subject: COMMUNICATING WITH YOUR COUNCIL

SUMMARY

1.0 PURPOSE OF REPORT

To provide an update on the development process for the attached suite of strategies and to seek the Portfolio Holder's endorsement.

2.0 SUMMARY OF CONTENTS

The report outlines the background to development of the suite of strategies, the impact of other strategies, implementation, next steps and presentation of the suite of strategies.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Communications is part of the Portfolio Holder's area of responsibility.

4.0 TYPE OF DECISION

Non key decision.

5.0 DECISION MAKING ROUTE

Portfolio Holder's meeting.

6.0 DECISION(S) REQUIRED

The Portfolio Holder approves the attached suite of strategies in principal and reconsiders the strategies after the findings of the Best Value Review and the Diversity Impact Assessment.

Report of: Assistant Chief Executive and
Chief Personnel Services Officer

Subject: COMMUNICATING WITH YOUR COUNCIL

1. PURPOSE OF REPORT

- 1.1 To provide an update on the development process for the attached suite of strategies and to seek the Portfolio Holder's endorsement.

2. BACKGROUND

- 2.1 Whilst communications with the Council and individual departments are well developed, and it is not intended that this suite of strategies detracts from this, there are benefits to be achieved from i) learning from the good practice already in place, ii) having agreed authority wide standards which relate to customers and iii) having clear statements of what customers, staff and members can expect.
- 2.2 The similarities and overlapping content in the Corporate Communications, Customer Services, Consultation and Complaints and Comments Strategies led to a recent decision to present these four strategies together as one suite.
- 2.3 The recent revision and development of the strategies has been performed by a working group consisting of the Assistant Chief Executive, the Chief Personnel Services Officer, the Organisational Development Manager, the Central Services Manager, the Principal Strategy and Research Officer, the Public Relations Officer and the two National Management Trainees.
- 2.4 A major aim of updating and drafting the strategies has been to ensure they present a coherent and complementary message. A brief introductory document (appendix 1) presents a summary of the overarching aims and objectives, shows in diagrammatical format how all four strategies fit together and summarises the purpose of each strategy. Each strategy (appendix 2) is then presented in the same consistent format.
- 2.5 To further emphasise the ties between the strategies, the current individual strategy action plans are to be amalgamated into a single action plan.

3. IMPACT OF OTHER STRATEGIES

- 3.1 It is recognised that future Council strategies and policies, such as the Access Strategy currently in the early stages of development, may have an impact on this suite of strategies.
- 3.2 In practice there is unlikely to be significant change to the principles of individual strategies, but the action plans will require regular review and amendment to reflect progress and other strategy developments.

4. IMPLEMENTATION

- 4.1 Implementation of the Corporate Communications Strategy will be led jointly by the Corporate Strategy Division and Human Resources Division in close collaboration with all departments. Consideration will also be given to making communication one of the work based project themes in the Leadership and Management Development Programme.
- 4.2 The Corporate Customer Service Strategy will be principally implemented by the Central Services Manager working together with the Workforce Development and Diversity Officer, the Contact Centre Manager and representatives from each department.
- 4.3 The Corporate Consultation Strategy will be largely implemented through the Corporate Consultation Group, which was established last year.
- 4.4 Implementation of the Corporate Complaints and Comments Strategy will be led by the Corporate Strategy Division in close co-operation with the departmental complaints coordinators.
- 4.5 There are longer term policies, shorter term action plans and performance measures for each strategy, and these will be reported on to the Portfolio Holder as part of the year end reporting of the Chief Executive's Service Plan.

5. NEXT STEPS

- 5.1 It is important that progress can be made on these strategies and the associated action plans. In parallel to implementing them, there is an ongoing development requirement which includes a need to i) feed in relevant issues emerging from the Best Value Review of Strengthening Communities, ii) schedule a diversity impact assessment to consult on and inform the content and iii) review some issues relating to terminology.

6. PRESENTATION

- 6.1 It is suggested that the summary document (appendix A) is produced in a leaflet format and made available both internally (eg. on notice boards) and externally (eg. at reception and in libraries). The leaflet will also provide information on how to obtain the strategies.
- 6.2 The strategies (appendix B) will be available electronically on the intranet and on the Council's web site. Paper copies will be obtainable on request through a central contact.

7. DECISIONS REQUIRED

- 7.1 The Portfolio Holder approves the attached suite of strategies in principal.
- 7.2 The actions identified in the strategies are implemented.
- 7.3 That the Portfolio Holder reconsiders the strategies after i) the findings of the Best Value Review of Strengthening Communities and ii) the Diversity Impact Assessment.
- 7.4 That the Portfolio Holder receives a report on progress and impact at the same time as the year end report of the Chief Executive's Service Plan.

Appendix 1

Communicating with Your Council

To ensure that the people of Hartlepool get the best in terms of services and support, the Council has developed a framework to ensure that communication is open and effective.

There are 3 key themes that the framework addresses:

- How the Council communicates internally with councillors and employees;
- How the Council communicates locally, regionally and nationally;
- How the Council communicates with partner organisations.

Aim

- To ensure that Hartlepool Borough Council communicates effectively and efficiently with all parts of the community;
- To ensure that the people of Hartlepool and those from outside the borough can communicate effectively and efficiently with the Council.

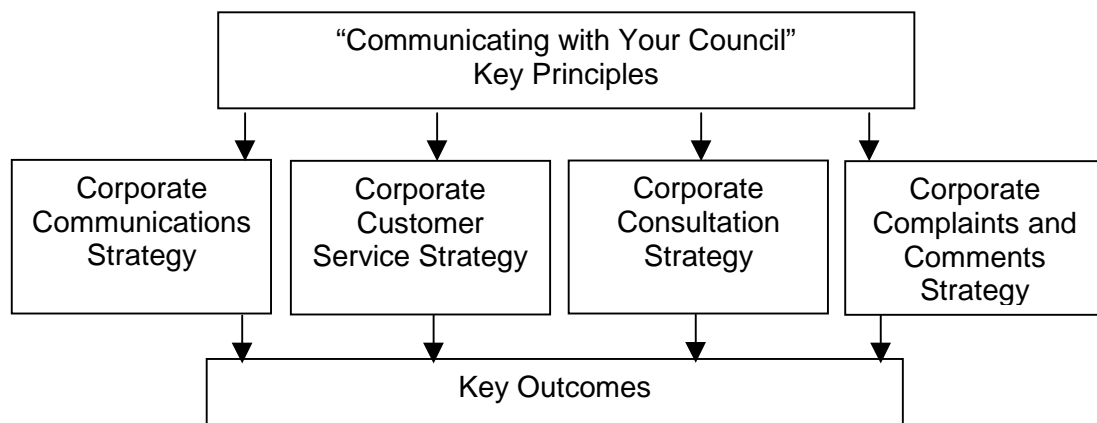
Key Principles

- Open and effective communication is key to delivering services that meet the needs of the community;
- The people of Hartlepool have a right to expect an excellent level of service;
- The Council will always endeavour to consult with the community and key stakeholders about existing services and new developments;
- All complaints and comments will be taken seriously and appropriately followed up.

Key Outcomes

- The people of Hartlepool are satisfied with the level of communication they have with the Council;
- The Council is committed to sharing information with the community;
- Through effective communication, the image of Hartlepool will be raised locally, regionally and nationally.

The Framework



Corporate Communications Strategy

The Corporate Communications Strategy sets the Council's overall aim to ensure that there are effective mechanisms in place for engaging with employees, partners and the public.

The key principles of the strategy are:

- Sharing information
- Receiving information
- Engaging with each other

This document should be referred to when preparing and writing departmental communication plans and activities.

Corporate Customer Service Strategy

The Corporate Customer Service Strategy is central to the Council's aim of providing services that meet customer expectations. By concentrating on customer's needs rather than those of service providers, we aim to provide integrated and cost effective Council services.

The Corporate Customer Service Strategy ensures customers as a group and as individuals are guaranteed the best possible service when contacting the Council or receiving services from the Council.

This document can be used to identify what standards Customers can expect from the Council.

Corporate Consultation Strategy

The Corporate Consultation Strategy is central to the Council's aim of ensuring that the people of Hartlepool and those from outside the town can communicate effectively and efficiently with the Council. It also contributes to the broader Community Strategy and Council priority aim *"to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives"*.

This document should be referred to when preparing and writing departmental consultation plans and activities. It can be also used to identify different mechanisms available to Customers who wish to contribute to the development and improvement of services.

Corporate Complaints and Comments Strategy

The Corporate Complaints and Comments Strategy helps the Council achieve its aim of ensuring that the people of Hartlepool and those from outside the town can communicate effectively and efficiently with the Council and to the aim of ensuring that Hartlepool Borough Council communicates effectively and efficiently with all parts of the community. It also contributes to the broader Community Strategy and Council priority aim *"to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives"*.

This document should be referred to by Customers, Employees and Councillors when determining how to address all complaints, comments and compliments.

Appendix 2

Corporate Communications Strategy

1. Communicating with Your Council

To ensure that the people of Hartlepool get the best in terms of services and support, the Council has developed a framework to ensure that communication is open and effective.

There are 3 key themes that the framework addresses:

- How the Council communicates internally with councillors and employees;
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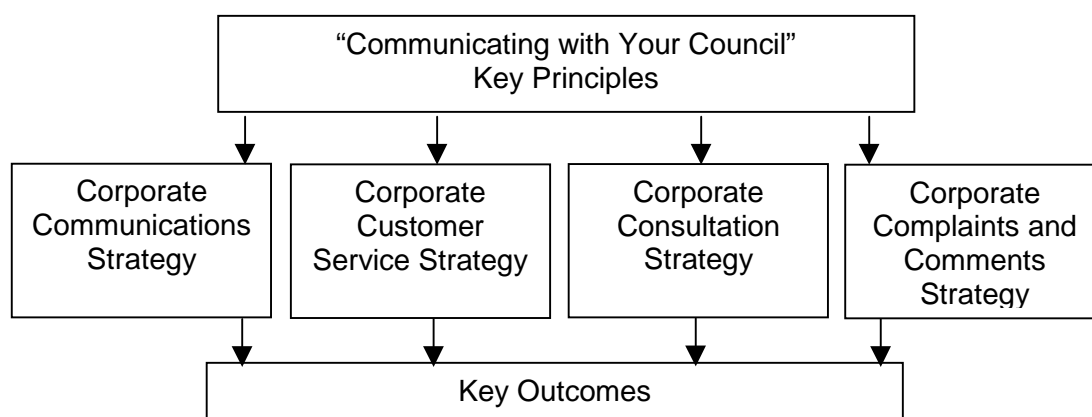
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- The Council is committed to sharing information with the community;
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The Framework



2. How does the Corporate Communications Strategy Contribute to the Overall Framework?

The Corporate Communications Strategy sets the Council's overall aims to ensure that there are effective mechanisms in place for engaging with councillors, employees, partners and the public.

3. Who can use the Corporate Communications Strategy?

- Employees;
- Potential Employees;
- Councillors;
- Trade Unions;
- Hartlepool residents and businesses;
- Partner Organisations;
- People outside the borough and potential employees.

4. Principles of the Strategy

- Sharing Information;
- Receiving information;
- Engaging with each other.

All communication, whether spoken or written, must be:

- Accurate, timely and kept up to date;
- Clear, easily understood and jargon free;
- Consistent in quality and style and fit for its purpose;
- Appropriate for the audience;
- In accordance with the Local Government Code of Practice on Local Authority publicity.

5. The Strategy

Background

Good communication is essential to how we work and provide our services, enabling the Council to be open, transparent and honest about its work. Effective communication has an essential role in setting priorities and influencing the Council's decision-making process.

The Council endeavours to give employees and councillors access to information that they need to carry out their role. They must also have the opportunity to make suggestions and receive feedback.

Everyone connected with the Council is responsible for ensuring its positive reputation.

Aim

- To share information with the wide range of target audiences;
- To receive information from employees, customers and the wider community;
- To engage people with issues and encourage participation;

- To ensure inclusiveness and recognise diversity.

To do this it must

- Reflect what a modern local authority is about;
- Be understood and owned by all key stakeholders;
- Align with other strategies.

Responsibilities

- (i) *Corporate responsibilities* – to be led by the Public Relations Section
- Planning corporate communications activities;
 - Monitoring performance;
 - Supporting departmental communication activities;
 - Offering communications advice and guidance to officers and councillors;
 - Coordinating all dealings with the media;
 - Managing and monitoring the Council's corporate identity.
- (ii) *Departmental responsibilities*
- To adhere to the Corporate Communications Strategy;
 - To discuss communications activities with the appropriate people.
- (iii) *Lead Officer responsibilities* – to be performed by the Head of Public Relations
- Progress, implementation and review of the strategy.

6. Objectives

Sharing Information	Receiving Information	Engaging Each Other
The objectives are:		
1. To communicate clearly, consistently and openly with our various target audiences; 2. To ensure that the Council has an easily, recognisable corporate identity;	3. To provide easily accessible opportunities for the various target audiences to provide feedback on our services;	4. To promote a high level of mutual understanding about the work and role of the council as a community leader; 5. To ensure communications is a two-way process, enabling the Council to listen and learn;
6. To promote strong internal communication links, develop loyalty and pride and make all employees and councillors informed and knowledgeable and ambassadors for the Council; 7. To increase awareness of the work and role of the Council; 8. To promote a positive image of both the Council and the town of Hartlepool; 9. Training in communication and presentation skills for staff and councillors should be encouraged at every opportunity; 10. To promote equal opportunities and racial diversity.		

To achieve the objectives it is important that actions taken as a result of this strategy inform the development of departmental communication strategies and the Best Value Performance Plan.

7. Action Plan (Appendix A)

An Action Plan has been developed to facilitate implementation of the strategy. It will be reviewed on a regular basis.

8. Performance Measures (Appendix B)

The Council has set targets that reflect the local context. They will be measured and reviewed on a regular basis.

9. Monitoring and Reporting

The monitoring of performance will be linked with the CEX Service Plan and a report will be submitted in May/June of every year.

Performance and the action plan will also be monitored on a quarterly basis, to ensure that progress is maintained.

Corporate Communications Strategy Action Plan 2005/6

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
Communications with Employees					
	Employee engagement	<ul style="list-style-type: none"> Develop and Implement Employee Reward and Recognition scheme. 	W Stagg	Sep 05	No
	Improve employee engagement	<ul style="list-style-type: none"> Promote staff discounts to employees. 	W Stagg	Sep 05	No
	Measuring communications effectiveness	<ul style="list-style-type: none"> Formalise Newline feedback arrangements. 	W Stagg/ D Owens	Nov 05	No
	Measure effectiveness of employee and manager communication arrangements	<ul style="list-style-type: none"> Include communications with employees and managers in Employee Survey. 	W Stagg	Dec 05	No
		<ul style="list-style-type: none"> Include communications into Appraisal Scheme for managers. 	K Maher	KM to advise	No
		<ul style="list-style-type: none"> Develop and use effectiveness measures. 	W Stagg	Aug 05	No

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Improving corporate communications with Employees	<ul style="list-style-type: none"> • Prepare communication channels guidance. 	W Stagg	Jan 06	No
	Improve communications with employees (including managers)	<ul style="list-style-type: none"> • Provide guidance on setting up focus groups. • Produce team briefing scripts for corporate messages. • Extend use of 'Management Matters' to include CEX and other departments corporate messages. • Consider whether any specific communication requirements exist in respect of employee minority groups (Ethnicity, disability etc). • Update Corporate Structure on Intranet. • Develop capability of Intranet to include Employee Discussion Board and mini votes on specific subjects. • Ensure all Information for Employees on the Intranet is located within the Staff Info section. 	L Crookston/ W Stagg A Atkin W Stagg W Stagg P Diaz/ A Lucas J Chapman Dept Intranet Administrator/ W Stagg	Sep 05 Sep 05 Dec 05 Dec 05 Jul 05 Dec 05 Dec 05	No No No No No No No

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Improving corporate communications with Employees (cont)	<ul style="list-style-type: none"> Ensure all personal details on the Intranet is correct. 	Dept Intranet Administrator	Dec 05	No
	Improve communications with employees (including managers) (cont)	<ul style="list-style-type: none"> Survey employees about preferred methods of communication. 	W Stagg	Dec 05	No
	Improve individual communications between managers and employees	<ul style="list-style-type: none"> Managers have their own communication plans. 	Individual Managers		No
	Departmental communications	<ul style="list-style-type: none"> Ensure that all directors have departmental communication plans. 	A Atkin	Dec 05	No
Communications with Councillors					
	Review communications with Councillors	<ul style="list-style-type: none"> Survey Councillors about preferred methods of communication. Invite Councillors to take part in focus groups to discuss communications. Produce report on how communications can be improved. 	A Rae A Rae A Rae	Oct 05 Nov 05 Dec 05	No No Yes

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
Communications with the Media					
	The media can help the Council communicate its messages	<ul style="list-style-type: none"> • Devise a press protocol. • Develop and deliver in-house media training courses for officers/councillors. • Review the major incident communications plan. 	A Rae	Sep 05	Yes
			A Rae	Ongoing	No
			A Rae	Oct 05	No
Other External Communications					
	Improve Recruitment Literature including adverts	<ul style="list-style-type: none"> • Review recruitment literature as part of Recruitment and Retention Review. 	G Taylor	Dec 05	No
	Council Correspondence	<ul style="list-style-type: none"> • Review all Council standard letters to ensure that they are easy to understand. 	A Rae	Dec 05	No

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
Common Communication Issues					
	Ensure managers have appropriate communication skills	<ul style="list-style-type: none"> • Include Communications within leadership development programme. • Include communications into Appraisal Scheme. 	K Maher K Maher	In accordance with leadership development programme arrangements Develop revised Appraisal scheme 06	No No
	Benchmarking	<ul style="list-style-type: none"> • Consider appropriate benchmarking arrangements. 	A Rae/ W Stagg	Dec 05	No
	Monitoring and reporting	<ul style="list-style-type: none"> • Determine and implement appropriate monitoring and reporting arrangements. 	A Atkin/ J Machers	Sep 05	Yes
	Communicating with 'hard to reach' groups	<ul style="list-style-type: none"> • Identify 'hard to reach' groups and consider options for communicating with them. 	A Rae/ V Kotur	Dec 05	No
	Ensure that the Council has a clear and consistent identity	<ul style="list-style-type: none"> • Review the Council's corporate identity (including its use in contracts) to ensure it is being used to the maximum effect. 	A Rae/ G Frankland	Mar 06	No

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Raise the profile of Hartlepool regionally, nationally and internationally	<ul style="list-style-type: none"> Target certain sectors of the media to ensure that Hartlepool stories get maximum coverage. Target specialist publications to raise awareness of Hartlepool Council and the town as a whole. 	A Rae	Mar 06	No
			A Rae	Mar 06	No

Corporate Communications Strategy Performance Measures

Ref	Indicator	Frequency and source
	Percentage of residents feeling they are fairly well or very well informed	3 yearly – BVPI Annually - Viewpoint
	Percentage of residents who read some or most of Hartbeat	Annually - Viewpoint
	Percentage of residents who are fairly satisfied or very satisfied with Hartbeat	Annually - Viewpoint
	Percentage of employees feeling they are fairly well or very well informed	Every 18 months – Employee Survey
	Percentage of employees who read some or most of Newslane	Every 18 months – Employee Survey
	Percentage of employees who are fairly satisfied or very satisfied with Newslane	Every 18 months – Employee Survey
	Percentage of managers feeling they are fairly well or very well informed	Every 18 months – Managers Survey
	Percentage of managers who read some or most of Management Matters	Every 18 months – Managers Survey
	Percentage of managers who are fairly satisfied or very satisfied with Management Matters	Every 18 months – Managers Survey
	Percentage of regular regional and local media contacts satisfied or very satisfied with how the Council deals with their enquiries	Annually – Media Contacts Survey
	Number of press releases	Annually – Service Plan

Corporate Customer Service Strategy

1. Communicating with Your Council

To ensure that the people of Hartlepool get the best in terms of services and support, the Council has developed a framework to ensure that communication is open and effective.

There are 3 key themes that the framework addresses:

- How the Council communicates internally with councillors and employees;
- How the Council communicates locally, regionally and nationally;
- How the Council communicates with partner organisations.

Aim

- To ensure that Hartlepool Borough Council communicates effectively and efficiently with all parts of the community;
- To ensure that the people of Hartlepool and those from outside the borough can communicate effectively and efficiently with the Council.

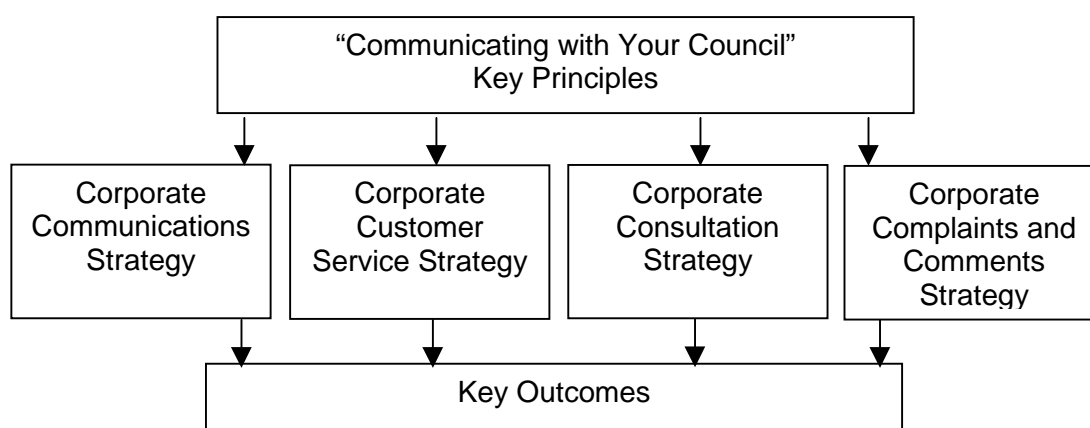
Key Principles

- Open and effective communication is key to delivering services that meet the needs of the community;
- The people of Hartlepool have a right to expect an excellent level of service;
- The Council will always endeavour to consult with the community and key stakeholders about existing services and new developments;
- All complaints and comments will be taken seriously and appropriately followed up.

Key Outcomes

- The people of Hartlepool are satisfied with the level of communication they have with the Council;
- The Council is committed to sharing information with the community;
- Through effective communication, the image of Hartlepool will be raised locally, regionally and nationally.

The Framework



2. How does the Corporate Customer Service Strategy Contribute to the Overall Framework?

The Customer Service Strategy is central to the Council's aim of providing services that meet customer expectations. By concentrating on customer's needs rather than those of service providers, we aim to provide integrated and cost effective Council services.

The Customer Service Strategy ensures customers as a group and as individuals are guaranteed the best possible service when contacting the Council or receiving services from the Council.

3. Who can use the Customer Service Strategy?

The following can use the Strategy to guide how they interact with customers:

- Employees;
- Councillors;
- Partners.

The following can use the Strategy to define the level of service they can expect from Hartlepool Borough Council:

- Hartlepool residents and businesses;
- Partner organisations;
- People outside the Borough.

4. Principles of the Strategy

- Provide services focused on customers' expectations and needs;
- Ensure services are accessible and equitable;
- Resolve the majority of enquiries and requests at first point of contact;
- Give a consistent, high quality approach to customers.

5. The Strategy

Background

In interactions with the Council, customers expect a service that:

- Is responsive to their needs;
- Is available at convenient times;
- Can be accessed or delivered by a variety of methods including ICT technology;
- Is responsive to their values and respects the need for confidentiality.

Aim

When a customer contacts a member of staff, a councillor or a partner organisation, we aim to respond appropriately, on time and, wherever possible, at the first point of contact.

If a response cannot be made immediately, or there is a problem when responding, then we will aim to find a solution as quickly as possible.

Customers should feel that their needs and comments help service development and help to improve delivery.

Customer Values

We want our customers to feel valued. When a customer contacts the Council they can expect a consistent set of service values including:

- Courtesy;
- Acknowledgement;
- A quick response;
- To be served by someone with knowledge;
- A confidential response;
- A friendly service that is sensitive to their needs.

Methods of Contact

The customer should be aware of how they can contact the Council and should feel that the methods available meet their requirements and are easy to use. Methods include:

- Telephone
The Council's customers want to be able to call us and do business across a wide and increasing range of services at hours that suit.
- Personal Callers
Customers want to come in and see us at a set of convenient places designed to create the right environment and offering a range of services. See the Council's Access Policy for further information
- Home Visits
Customers want home visits to be made at a suitable time with a pre-arranged appointment.
- Digital
Customers who want to should be able to do business digitally through a set of web services.
- In Writing
Customers want their letters to be promptly handled and well answered. Our letters, invoices, forms and bills will be clear and well-written, and increasing amounts of written communication will qualify for the Crystal Mark.

All customers can request our translation services. We offer telephone translation, personal interpretation and written translation. The Council also provides written information in audio format and large print on request.

Successful Customer Service

Successful customer service will fulfil the following criteria:

- The initial query will have been answered;
- Expectations will have been exceeded;
- The Customer will have felt in control throughout the process;
- The Customer will have a key contact;
- The Customer would happily approach the Council again for further information and services;
- The Customer feels engaged in service delivery and would consider participating in future consultation;
- The process was stress free;
- The Customer is made aware of the Compliments and Complaints Procedure.

Problems

Occasionally a problem will occur. When a customer notifies the Council that they are not satisfied we will:

- Provide a key contact who can make adjustments based on the customer's need;
- Discuss possible solutions with the customer;
- Advise the customer of the Complaints procedure.

The Council will endeavour to learn from any mistakes made and will consider mechanisms to ensure similar problems do not occur.

Responsibilities***(i) Employee and Councillor responsibilities***

- To adhere to the Customer Service Standards at all times;
- To provide honest advice and guidance at all times;
- To take into consideration all suggestions made by customers.

(ii) Partner responsibilities

- To consider the Council's Customer Service Standards when working in partnership to deliver services;
- To signpost customers to appropriate Council services.

(iii) Lead Officer responsibilities – to be performed by Chief Personnel Services Officer

- Progress, implementation and review of the strategy.

6. Objectives

- To provide services that are easy to access and meet customers needs;
- To make sure that all customers have equal access to the services that they need;
- To respond to all enquiries and requests effectively and efficiently, within the agreed timescales;
- To maintain and promote the Council image to all of our customers and partners;
- To appoint a Member Customer Service Champion and an Officer Customer Service Champion in each department to drive change.

7. Action Plan (Appendix A)

An Action Plan has been developed to facilitate implementation of the strategy. It will be reviewed on a regular basis.

8. Performance Measures (Appendix B)

The Council has set targets that reflect the local context. They will be measured and reviewed on a regular basis.

9. Monitoring and Reporting

The monitoring of performance will be linked with the CEX Service Plan and a report will be submitted in May/June of every year.

Performance and the action plan will also be monitored on a quarterly basis, to ensure that progress is maintained.

Corporate Customer Service Strategy Action Plan 2005/6

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Service Standards	<ul style="list-style-type: none"> Develop a set of minimum customer service standards for use across the Council. Develop a customer service guide/handbook to distribute to all employees. Appoint a Member Customer Service Champion. Appoint an Officer Customer Service Champion in each department. Refresh the corporate image and promote across all locations. In conjunction with service providers, access suitable locations to provide additional services with extended opening hours. Encourage departments to provide a wide range of citizen self-service availability on web. Develop a customer service partnership with other organisations. 	C Armstrong C Armstrong J Machers CMT C Armstrong/ A Rae C Armstrong/ D Owens C Armstrong/ D Owens C Armstrong	Dec 05 Mar 06 Dec 05 Dec 05 Mar 06 Mar 06 Ongoing Mar 07	No No Yes Yes No No No No

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Staff Training	<ul style="list-style-type: none"> Provide customer service training and development for all employees. Provide advanced customer care training for all frontline staff. Incorporate customer service standards into induction and development programmes, the core competency framework and the workforce development plan. 	K Maher K Maher K Maher	Check with Karen Check with Karen Check with Karen	No No No
	Customer Feedback (with reference to the Complaints and Comments Strategy)	<ul style="list-style-type: none"> Ensure recording system for feedback, complaints and comments, etc is operational. Ensure regular consultation takes place across all departments to monitor customer satisfaction. Ensure hard to reach groups are consulted. Co-ordinate and report on customer feedback for internal and external use. 	C Armstrong C Armstrong C Armstrong C Armstrong	Mar 06 Ongoing Mar 06 Ongoing	No No No Yes
	Contact Centre (in conjunction with the Contact Centre Project Plan)	<ul style="list-style-type: none"> Review accommodation requirements. Progress roll out programme. Review opening hours and standardise where possible. 	C Armstrong C Armstrong/ D Owens C Armstrong	Oct 05 Mar 06 Jul 06	No No No

Corporate Customer Service Strategy Performance Measures

Ref	Indicator	Frequency and source
	Number of telephone calls received	Quarterly – Telephony System
	Number of telephone calls answered in 15 seconds	Quarterly – Telephony System
	Number of 'lost' telephone calls	Quarterly – Telephony System
	Number of personal callers	Quarterly – CRM
	Number of requests resolved at first point of contact*	Quarterly – CRM & Telephony System
	Percentage of fairly or very satisfied customers	Annually – User Survey
	Number of visits/hits to the website	Quarterly – Paul Diaz
	Number of users registered on the website	Quarterly – Paul Diaz
	Number of electronic requests received	Quarterly – CRM
	Number of queries/letters responded to in 10 working days	Quarterly – CE Service Plan

* Requests via Contact Centre only

Corporate Consultation Strategy

1. Communicating with Your Council

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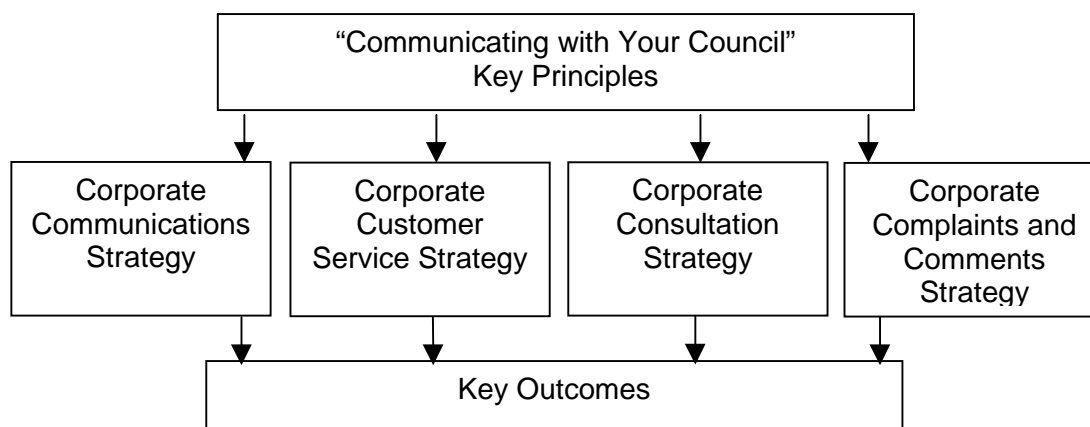
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The Framework



2. How does the Corporate Consultation Strategy Contribute to the Overall Framework?

The Corporate Consultation Strategy is central to the Council's aim of ensuring that the people of Hartlepool and those from outside the town can communicate effectively and efficiently with the Council.

It also contributes to the broader Community Strategy and Council priority aim "*to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives*".

3. Who can use the Corporate Consultation Strategy?

The following can use the Strategy to guide how they approach consultation:

- Employees;
- Councillors.

The following can use the Strategy to understand Hartlepool Borough Council's approach and standards for consultation:

- Hartlepool residents and businesses;
- Partner organisations;
- People outside the Borough.

4. Principles of the Strategy

- Listening to the views of all relevant individuals and groups;
- Making full use of information gained from consultation work;
- Co-ordinating and planning consultation activity within the Council;
- Ensuring best practice in the Council's consultation work.

5. The Strategy

The General Approach

This strategy aims to promote and encourage a high standard of consultation activity throughout the authority. A Consultation Guidelines document accompanies this strategy and gives more detail on methodologies and best practice in consultation for those planning and carrying out consultation projects.

Why Consult

Good, effective consultation can serve a number of purposes for the Council. These include: helping with policy development; improving service delivery; monitoring and evaluating performance; and helping the authority meet its legislative requirements. Good consultation allows the community to become more involved with and feel an ownership of the decision making process.

How to Consult

The selection of appropriate techniques is crucial if the information to be collected is relevant and the correct target groups properly consulted. The choice of method can be influenced by: - the type of information required; the depth of detail to be collected; the use that will be made of the information; and the people whose views are being sought. The methods available include: analysis of complaints; compliments and comments information; holding public meetings; open days and exhibitions; postal surveys; face to face interviews; telephone interviews; citizens panels; discussion groups, workshops and visioning exercises.

Those running consultation exercises should bear in mind central government standards and requirements such as the Equality Standard for Local Government; Data Protection legislation; Human Rights legislation and industry standards such as the Market Research Society Code of Conduct.

Who to Consult

The target groups to be consulted will vary depending on what service or policy is under consideration. Some exercises may need to talk to representatives of the whole population, others to specific sectors of the population, e.g. young people or people with disabilities and others may need to talk to service users or partner organisations. Every effort should be made to include all relevant sections of the community, even if there are seen as “hard to reach”.

Key groups to be considered for consultation are:

- The general population – the people of Hartlepool;
- Population sub groups, e.g. families with children, older people, young people, ethnic minorities, people with disabilities;
- Partner organisations, e.g. members of Hartlepool partnership, SRB partnerships;
- Stakeholders, e.g. health services, police, probation, business community, voluntary groups;
- Employees;
- Service users/user groups;
- Interest groups/pressure groups/community organisations;
- Trades unions.

Using Consultation Results

The aim of any consultation exercise must be to produce information which can be used in a practical way. To help achieve this:

- All consultation projects should, from the outset, have a clear aim and focus and be planned to provide information which is fit for purpose;
- Results of any consultation should be fed back to participants;
- The outcomes of consultation work should be traceable.

Co-ordination and Planning

At any point in time there is a range of on-going consultation activity within the authority. This should be co-ordinated to ensure the maximum benefit from available resources, to avoid over consultation and duplication of effort and to enable efficient forward planning. This is facilitated by:

- The electronic consultation database;
- The Corporate Consultation Plan;
- The cross departmental Corporate Consultation Group.

Departmental strategies and policies which relate to consultation share the basic aims and objectives of the Corporate Consultation Strategy, e.g. the Statement of Community Involvement for the planning and development process, developed by the Regeneration and Planning Department.

Responsibilities

There are three areas of responsibility for consultation:

- (i) *Corporate responsibilities* – to be led by the Corporate Strategy Division
 - The overall planning of the authority's consultation programme
 - To organise and support the Corporate Consultation Group;
 - The organisation and management of the authority's citizen's panel, Viewpoint 1000 and other borough-wide consultation activities;
 - Feedback to consultees on corporate consultation exercises;
 - The management and administration of the authority's corporate consultation budget;
 - Consultancy service to departments undertaking consultation work;
 - Monitoring and evaluation of the authority's consultation activities.
- (ii) *Departmental responsibilities*
 - The identification of the need for consultation within the department;
 - Completing consultation exercises independently or with support;
 - Feedback of consultation results to relevant groups;
 - Ensuring co-ordination of consultation within departments;
 - Active participation in the Corporate Consultation Group.
- (iii) *Elected member responsibilities*
 - Using their relationship with local people to develop links for consultation and providing feedback;
 - Providing feedback due to their involvement with local groups, partnerships and forums;
 - Interpreting results and taking decisions on priorities;
 - Helping communicate results back to consultees;
 - Neighbourhood Forums and Scrutiny Forums which actively promote public participation and consultation in their work.

The Principal Strategy and Research Officer, Corporate Strategy Division, will be responsible for progress, implementation and review of the strategy.

6. Objectives

- Implement the Corporate Consultation Strategy throughout the authority;
- Ensure co-ordination of consultation activities;
- Ensure high standards of consultation work throughout the authority;
- Promote the use of e-consultation;
- Promote consultation with "hard to reach" groups;
- Promote the feedback of consultation outcomes;
- Develop monitoring and evaluation of consultation work.

7. Action Plan (Appendix A)

An Action Plan has been developed to facilitate implementation of the strategy. It will be reviewed on a regular basis.

8. Performance Measures (Appendix B)

The Council will use national indicators, where appropriate, and set targets that reflect the local context. They will be measured and reviewed on a regular basis.

9. Monitoring and Reporting

The monitoring of performance will be linked with the CEX Service Plan and a report will be submitted in May/June of every year.

Performance and the action plan will also be monitored on a quarterly basis, to ensure that progress is maintained.

Corporate Consultation Strategy Action Plan 2005/6

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Implementing Consultation Strategy	<ul style="list-style-type: none"> Finalise strategy. Disseminate strategy. 	CMG & Cabinet Corporate Strategy	Oct 2005 Nov 2005	No No
	Ensure co-ordination of consultation activities	<ul style="list-style-type: none"> Draw up 2005/06 Consultation Plan for authority. 	Corp Strat & Corporate Consultation Group	Nov 2005	Yes
	Ensuring high standards of consultation	<ul style="list-style-type: none"> Develop Consultation Guidelines – general. Develop Consultation Guidelines – detailed. Explore Employee Panel/Focus Groups system. 	Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group	Nov 2005 On-going Oct 2005	No No No

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Promote the use of e-consultation	<ul style="list-style-type: none"> • Activate and test e-consultation system. • Train key staff in use of e-consultation system. • Carry out 2005 Staff Survey on-line. • Enable on-line consultation with the public and partner organisations. • Develop consultation database. 	<p>Corp Strat, Northgate, iNovem</p> <p>Corp Strat, Northgate, iNovem</p> <p>Corp Strat, Northgate, iNovem</p> <p>Corp Strat & Northgate</p> <p>Corp Strat & Corp Cons Group</p>	<p>Sep 2005</p> <p>Sep 2005</p> <p>Nov 2005</p> <p>Dec 2005</p> <p>Oct 2005</p>	<p>No</p> <p>No</p> <p>No</p> <p>Yes</p> <p>No</p>
	Promote consultation with “hard to reach” groups	<ul style="list-style-type: none"> • Set up BME community panel. • Explore with service providers methods for consulting with children and young people. • Explore with service providers and voluntary groups methods for consulting with people with disabilities. 	<p>Corp Strat & Diversity Officer</p> <p>Corp Strat & Diversity Officer</p> <p>Corp Strat & Diversity Officer</p>	<p>Nov 2005</p> <p>Oct 2005</p> <p>Nov 2005</p>	<p>No</p> <p>No</p> <p>No</p>

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Promote feedback of consultation outcomes	<ul style="list-style-type: none"> Report to Portfolio holder on Viewpoint outcomes. Include “Consultation News” items in Hartbeat magazine. 	Corp Strat	Oct 2005	Yes
			Corp Strat	Quarterly	No
	Develop monitoring and evaluation of consultation work		Corp Strat & Corp Cons Group		No

Corporate Consultation Strategy Performance Measures

Ref	Indicator	Frequency and source
	Residents' satisfaction with HBC consultation methods/approach	Every 18 to 24 months through Viewpoint citizens panel.
	Proportion of consultation where feedback was given to respondents	Annually – from consultation database
	Numbers of residents registered to take part in on-line consultation	Annually from e-consultation system

Corporate Complaints and Comments Strategy

1. Communicating with Your Council

To ensure that the people of Hartlepool get the best in terms of services and support, the Council has developed a framework to ensure that communication is open and effective.

There are 3 key themes that the framework addresses:

- How the Council communicates internally with councillors and employees;
- How the Council communicates locally, regionally and nationally;
- How the Council communicates with partner organisations.

Aim

- To ensure that Hartlepool Borough Council communicates effectively and efficiently with all parts of the community;
- To ensure that the people of Hartlepool and those from outside the borough can communicate effectively and efficiently with the Council.

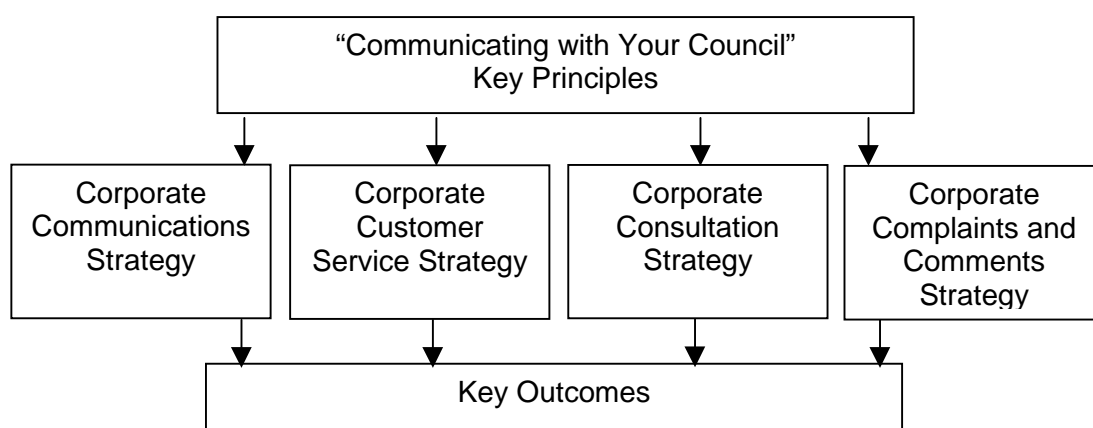
Key Principles

- Open and effective communication is key to delivering services that meet the needs of the community;
- The people of Hartlepool have a right to expect an excellent level of service;
- The Council will always endeavour to consult with the community and key stakeholders about existing services and new developments;
- All complaints and comments will be taken seriously and appropriately followed up.

Key Outcomes

- The people of Hartlepool are satisfied with the level of communication they have with the Council;
- The Council is committed to sharing information with the community;
- Through effective communication, the image of Hartlepool will be raised locally, regionally and nationally.

The Framework



2. How does the Corporate Complaints and Comments Strategy Contribute to the Overall Framework?

The Corporate Complaints and Comments Strategy helps the Council achieve its aim of ensuring that the people of Hartlepool and those from outside the borough can communicate effectively and efficiently with the Council and to the aim of ensuring that Hartlepool Borough Council communicates effectively and efficiently with all parts of the community.

It also contributes to the broader Community Strategy and Council priority aim “to empower individuals, groups and communities and increase the involvement of citizens in all decisions that affect their lives”.

3. Who can use the Corporate Complaints and Comments Strategy?

The Corporate Complaints and Comments Strategy applies principally to residents of Hartlepool as the main users of Council services. However, people from outside the area who visit and use Council services and those who run businesses in the area, for example, may wish to complain about or comment on the way in which Council services are provided and hence are covered by the Corporate Complaints and Comments Strategy.

4. Principles of the Strategy

- All complaints, comments and compliments should be taken seriously and dealt with appropriately;
- The proper use of complaints and comments information can help improve services;
- The procedure should be straightforward and clear for all those involved in it.

5. The Strategy

The General Approach

This strategy aims to promote and encourage a positive approach to complaints, comments and compliments handling throughout the authority. All employees and elected members have a role to play in making this possible. A Complaints and Comments Procedure document accompanies this strategy and gives detailed guidelines on how complaints, comments and compliments should be dealt with by the Council.

What is a Complaint?

The authority’s definition of a complaint is that used by the Local Government Ombudsman:

“A complaint is an expression of dissatisfaction, however made, about the standards of service, actions or lack of action by the Council or their staff affecting an individual customer or group of customers.”

Making a Complaint

Complaints can be made by letter, email, by on line form, by phone, in person or through a third party, e.g. a relative, friend or councillor.

Helping People to Make Complaints

The Council aims to make the complaints procedure straightforward and clear for those involved. This includes the production of a common complaints leaflet and form. These should be accessible to all those who wish to make a complaint and be available in appropriate community languages and in formats to assist people with communications difficulties. Some complainants may need support when making a complaint and the authority is committed to providing advocacy support for those people who need it, translation and interpretation services etc.

Dealing with Complaints

The basic structure of the procedure is as follows:

- (i) The Council aims to deal with the majority of problems that arise as quickly as possible so that there is no need for someone to make a formal complaint.
- (ii) If a person has tried get their problem sorted out but is still dissatisfied, they can register a formal complaint. The complainant will receive a written acknowledgement of their complaint within 5 working days and a full response to their complaint within 15 working days. If any deadlines cannot be met, complainants will be kept informed and given new deadlines.
- (iii) If, after they have received the full response to their complaint, the complainant is still dissatisfied, they can ask to have their complaint reviewed by elected members. The Portfolio Holder responsible for the service being complained about will review the information about the complaint. He or she will decide whether the complaint has been properly investigated and reported. If there are concerns about how the complaint has been dealt with the Portfolio Holder may decide that the complaint should be considered by the General Purposes (Appeals and Staffing) Committee.

At any stage during the complaints process a complainant can decide to take their complaint to the Local Government Ombudsman for an external, independent investigation.

Special Arrangements

There are separate procedures for dealing with certain types of complaint. These are detailed in the Procedures document. They include complaints about:

- Social care for adults and children;
- Elected members, including the Mayor;
- Senior officers, including the Chief Executive.

Comments and Compliments

Comments and compliments should be responded to promptly. Appropriate responses to suggestions and comments should be made and compliments gratefully acknowledged.

Learning from Complaints, Comments and Compliments

The Council aims to learn from the complaints, comments and compliments that it receives. Management teams are regularly updated on the numbers and types of complaints that have been received.

Responsibilities

Responsibility for dealing appropriately and thoroughly with complaints, comments and compliments is spread across the authority.

- The Corporate Complaints Officer co-ordinates and monitors the authority's complaints procedures to ensure high standards of service; collates quarterly returns on complaints performance; reports performance to elected members; monitors satisfaction with complaints handling; supports and advises departments on complaints handling; and acts as contact officer for the Local Government Ombudsman. They are also responsible for progress, implementation and review of the strategy;
- Each department is responsible for its own complaints and comments procedure which follows the corporate guidelines. A senior officer(s) in each department is responsible for co-ordinating the handling of complaints and comments and ensuring that procedures are followed;
- Individual officers, particularly those in front line services, should be aware of the complaints procedure and be able to advise potential complainants as to how to make a complaint;
- Elected members should be aware of the complaints procedure and be able to advise potential complainants as to how to make a complaint, comment or compliment. They can also act on behalf of complainants and make or pass on complaints on their behalf. Elected members also have a role to play in the formal review of complaints (see above "Dealing with complaints").

6. Objectives

- Review the Corporate Complaints and Comments procedures;
- Review departmental procedures;
- Ensure the accessibility of the complaints and comments procedure for all groups;
- Publicise the complaints procedure;
- Equip officers to deal appropriately with complaints;
- Maximise use of complaints and comments information.

7. Action Plan (Appendix A)

An Action Plan has been developed to facilitate implementation of the strategy. It will be reviewed on a regular basis.

8. Performance Measures (Appendix B)

The Council has set targets that reflect the local context. They will be measured and reviewed on an annual basis.

9. Monitoring and Reporting

The monitoring of performance will be linked with the CEX Service Plan and a report will be submitted in May/June of every year.

Performance and the action plan will also be monitored on a quarterly basis, to ensure that progress is maintained.

Corporate Complaints and Comments Strategy Action Plan 2005/6

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Review the Corporate Comments and Complaints Procedure	<ul style="list-style-type: none"> Revise Corporate Complaints procedure. Disseminate procedure. 	Corp Strat & Corp Comps Officer Group Corp Strat & Corp Comps Officer Group	Oct 2005 Nov 2005	No Yes
	Review departmental procedures	<ul style="list-style-type: none"> Review departmental procedures following re-structure. 	All departments	Nov 2005	No
	Ensure the accessibility of the complaints and comments procedure for all groups	<ul style="list-style-type: none"> Re-draft leaflet, ensure availability of translations etc. Ensure complaints procedure etc is e-enabled through Community Portal as far as possible. Monitor satisfaction with complaints procedure. 	Corp Strat & Corp Comps Officer Group Corp Strat & Northgate Corp Strat	Dec 2005 Dec 2005 Mar 2006 & Oct 2006	No No Yes

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>
	Publicise the complaints procedure	<ul style="list-style-type: none"> Publicise re-drafted strategy and procedure through Hartbeat and local press. 	Corp Strat	Dec 2005	No
	Equip officers to deal appropriately with complaints	<ul style="list-style-type: none"> Assess needs for training and plan appropriate delivery. 	Corp Comps Group	Dec 2005	No
	Maximise use of complaints and comments information.	<ul style="list-style-type: none"> Ensure regular reporting of complaints and comments information to DMTs & elected member. Introduction of corporate e-enabled complaints recording system through development of EDRMS. 	All departments Northgate & Corp Comps Group	On-going Mar 2006	Yes No

Corporate Complaints and Comments Strategy Performance Measures

Ref	Indicator	Frequency and source
	Number of formal complaints received	Quarterly - departmental returns
	Number of formal complaints dealt with within deadlines	Quarterly - departmental returns
	Number of Ombudsman complaints received	Annual – Local Government Ombudsman
	Satisfaction with complaints handling – general – BVPI survey	Every 3 years
	Satisfaction with complaints handling – complainants – annual survey of complainants	Annual

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

31st October 2005



Report of: Head of Procurement and Property Services

Subject: "MEET THE BUYER" EVENT 29th SEPTEMBER 2005

SUMMARY

1.0 PURPOSE OF REPORT

To provide an update on the launching of the "Selling to Hartlepool Borough Council" Guide at the "Meet the Buyer" Event on 29th September 2005.

2.0 SUMMARY OF CONTENTS

The report highlights the significance and purpose of the Guide and the Council's progress to date.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is the Procurement Champion.

4.0 TYPE OF DECISION

Non key decision

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

The Portfolio Holder notes the progress to date.

Report of: Head of Procurement and Property Services

Subject: “MEET THE BUYER” EVENT 29TH
SEPTEMBER 2005

1. PURPOSE OF REPORT

- 1.1 To provide an update on the launching of the “Selling to HBC” Guide at the “Meet the Buyer” Event on 29th September 2005.

2. BACKGROUND

- 2.1 At its meeting on 24th January 2005 Cabinet approved the revised Procurement Strategy for the Council, and the Portfolio Holder endorsed an updated version of this strategy on 8th August 2005.
- 2.2 The strategy is significant in bringing together several national agendas and setting them in a local context.
- 2.3 The main drivers are:
- The National Procurement Strategy and Milestones
 - The Gershon Efficiency Agenda
 - The Council’s Way Forward
- 2.4 A main theme which runs through the above drivers, is that Councils should make it easier for businesses of all sizes to work with the Council. This allows the Council to gain access to a broader market place. Additionally a key theme of the National Procurement Strategy of ‘Stimulating Markets’, contains a specific requirement for Council’s to publish a “Selling to the Council” guide on its corporate website.
- 2.5 In order to meet the above objectives and themes, a “Selling to Hartlepool Borough Council” Guide was produced, and was endorsed by the Portfolio Holder on 8th August 2005. The Portfolio Holder also asked to be kept up to date with progress.
- 2.6 The Hartlepool Business Forum with the support of the Council’s Regeneration & Planning Department, regularly hold events involving local business with the intention of stimulating local business and the local economy. Some of these events have the specific purpose of stimulating the local market by inviting local suppliers to “Meet the Buyers” in Hartlepool. Such an event entitled “The Procurement Safari” was held on 29th September 2005.

3. CONSIDERATIONS

- 3.1 The “Selling to the Council” Guide has been placed on the Council’s corporate website, but it was considered that some form of advertising or launch of the Guide was necessary to ensure that the Guide reaches it’s intended audience.
- 3.2 With this consideration in mind, Officers from the Procurement Unit (within the Procurement and Property Services Division of Neighbourhood Services Department), attended an event on 29th September, to launch the Council’s new “Selling to Hartlepool Borough Council” Guide.
- 3.3 Specially prepared leaflets, attached as **Appendix 1**, were distributed to representatives from over 100 local businesses, to introduce the Guide and advise on how to access the Guide and associated documents on the Council’s website. (These leaflets have also been distributed to various sections of the Council’s Economic Development Division, Business Link, Brougham Enterprise Centre and the receptions of various Council buildings.)
- 3.4 Discussions took place between the Officers from the Procurement Unit and many of the business representatives, and the content and objectives of the Leaflet and Guide were well received by the business representatives and organisers of the event.
- 3.5 The Hartlepool Business Forum rated this event their best attended and most successful to date. Council staff who facilitated the event made a significant contribution.

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder notes the progress to date.

Contact us

Contact Karen Burke, Senior Procurement and Finance Officer, Hartlepool Borough Council, Leadbitter Buildings, Stockton St, Hartlepool, TS24 7NU.

Telephone: 01429 523009

Email: karen.burke@hartlepool.gov.uk

www.hartlepool.gov.uk



This Leaflet is available on request in the following formats, contact the Customer Services Manager on 523136 :-

- Large print
- Other languages
- Audio Cassette

Neighbourhood Services

Procurement and Property Services

3.1
Appendix 1



Selling to Hartlepool Borough Council

Hartlepool Borough Council

This leaflet has been produced to assist suppliers and contractors who wish to supply Hartlepool Borough Council with goods, materials, agency staff, services or works.

It provides a brief overview of the more detailed 'Selling to Hartlepool Borough Council' guide published on our website www.hartlepool.gov.uk

The Council and Procurement

The Council spends around £50m per annum on supplies, services and works and given the diverse nature of our services, our requirements are extremely varied. Benefits of working with the Council are that we are:

- Fair
- Non-discriminatory
- Professional
- A long established organisation
- Prompt to pay

How to find out about our contract opportunities

Goods and services contracts over £153,376 (249,000 Euro from 01/01/06), and works contracts over £3,834,411 (6,242,000 Euro from 01/01/06) are advertised in the Official Journal of the European Union (OJEU). These contracts can be viewed at www.ted.eur-op.eu.int

Find out about Tender Lists

We maintain a number of select lists of approved contractors where there is a regular or periodic requirement to invite tenders or quotations.

Details of our select lists can be viewed on the Council's website. Companies wishing to be included on a list can register their interest in writing to Karen Burke (see the back page of this leaflet).

Information is available on Call-off and framework contracts

Many of our supply contracts will be in the form of a 'call-off contract' or 'framework contract'. Details of these contracts, including their review dates and forthcoming contracts, can be viewed on the Council's website.

Keep looking in the local press contracts may be advertised in the Hartlepool Mail, Evening Gazette or Northern Echo and/or in one or more specialist, trade or professional journals.

North Eastern Purchasing Organisation

The Council is a member of the North Eastern Purchasing Organisation (NEPO). NEPO is a local government purchasing consortium which provides North Eastern Councils with a means of pooling purchasing knowledge and expertise and of gaining savings through aggregated contracts and co-ordinated purchasing. For some goods and service the Council will only procure from suppliers who are on the NEPO contracts list.

For more information and opportunities to supply the NEPO Councils, go to www.nepoportal.org. Companies wishing to be included on an approved NEPO list should contact Gateshead M.B.C on telephone 0191 433 5999.

E-Procurement

The council, like many large public and private sector organisations, is keen to obtain the benefits of trading electronically with its suppliers. The Government is driving Councils to adopt e-procurement to improve efficiency.

E-Procurement helps suppliers just as much as buyers, as it removes the majority of the paper-based activities relating to processing an order and getting paid, releasing valuable time for sales and other activities.

Business & ICT Support

Getting your Information and Communication Technology (ICT) systems right can have a dramatic effect upon profitability and success. If you need help developing your ICT strategy or adopting e-procurement solutions, then Business Link Tees Valley can help by providing free independent advice.

For further information, telephone 0845 600 9006 or visit www.businesslink.gov.uk

The Council, through the Economic Development Team, directly provides a range of Business Support Services to attract new business and help existing businesses to expand. The Business Support Team works closely with other agencies to deliver a number of initiatives.

For further details, telephone Mick Emerson on 01429 523511 or visit www.investinhartlepool.com

Want to know more...

If you want to find out more about the Council's tendering process and e-procurement, or if you want to hear how the Freedom of Information Act can impact on procurement, find out about the legal regulations we are bound by and see what websites can provide you with further advice, then have a look at our 'Selling to Hartlepool Borough Council' guide published on our website. If you do not have access to the Internet and would like a copy of the guide, please contact Karen Burke. (Contact details on the back).

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

31st October 2005



Report of: Head of Procurement and Property Services

Subject: OFFICERS' GUIDE TO PROCUREMENT

SUMMARY

1.0 PURPOSE OF REPORT

To provide an update on the launching of the "Officers Guide to Procurement" to HBC Staff.

2.0 SUMMARY OF CONTENTS

The report highlights the purpose of the Guide and the Council's progress to date.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is the Procurement Champion.

4.0 TYPE OF DECISION

Non key decision

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

The Portfolio Holder notes the progress to date.

Report of: Head of Procurement and Property Services

Subject: OFFICERS' GUIDE TO PROCUREMENT

1. PURPOSE OF REPORT

- 1.1 To provide an update on the launching of the "Officers Guide to Procurement – An Issues & Procedures Guide for HBC Staff" and the supplementary "Procurement guidance for staff" leaflet.

2. BACKGROUND

- 2.1 Improving the way in which the Council buys goods and services is a key factor in modernising local government but a specific requirement of the Government National Procurement Strategy and Gershon Efficiency Agenda.
- 2.2 The Council need to utilise new procedures and systems to ensure we secure the best goods and services in a cost effective and timely way.
- 2.3 In order to meet the above objectives, the Guidance Notes for staff were updated and the Portfolio Holder endorsed the new "Officers Guide to Procurement" on 8th August 2005.
- 2.4 The Portfolio Holder also suggested that a leaflet be prepared for staff outlining the basic procurement issues, acting as a quick reference to staff and directing Officers toward the full "Officers' Guide".

3. CONSIDERATIONS

- 3.1 The "Officers Guide to Procurement" has been placed on the Council's Intranet, and following the Portfolio Holders suggestion a leaflet entitled "Procurement Guidance for staff", attached as **Appendix 1**, has been produced.
- 3.2 It is intended to circulate an electronic copy of the leaflet to staff via e-mail with an electronic link to the full "Officers' Guide" Additionally paper copies of the leaflet will be available for staff via the departmental representatives of the Corporate Procurement Group.

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder notes the progress to date.

How to Use the Guide

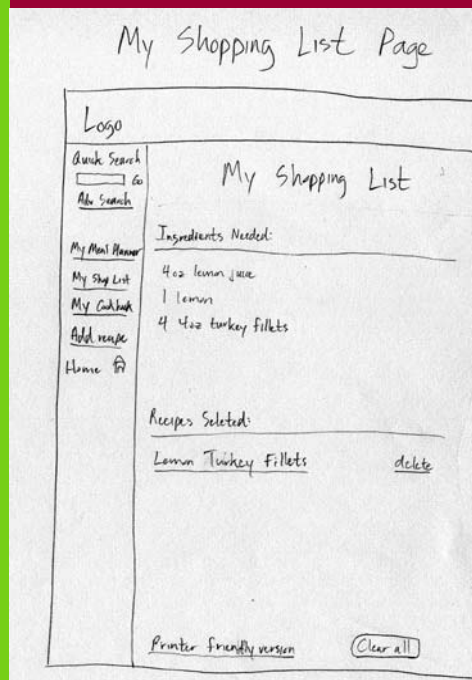
The guide is designed for electronic use. It is organised in a hierarchical fashion with general information presented first and more detailed information found in separate linked documents.

Any suggestions for improvement and matters for inclusion will be welcomed, and should be sent to Karen Burke, Senior Procurement and Finance Officer on 523009, or Mic Bannister, Principal Procurement and Finance Officer on 523120

www.hartlepool.gov.uk



Please ask if you would like this leaflet in another format, on tape, large print, or in a different language. Telephone 523136.



Procurement Guidance for staff

This overview has been produced to assist staff who are involved in the procurement of goods, materials, agency staff, services or works on behalf of the Council.

It provides a brief overview of the more detailed “**Officers’ Guide to Procurement** - An Issues and Procedures Guide for Hartlepool. (The Guide) Which is available on the Intranet under ‘P’ for Procurement.

What is Procurement?

The term ‘Procurement’ has a far broader meaning than simply purchasing, buying or commissioning. It is about securing services, products or building works that best meet the needs of users and the local community in the widest sense.

It incorporates the ‘Whole Life’ approach to assets or service contracts, dealing with every stage from the initial definition of needs, through to the end of the useful life of the asset or service contract.

For the purposes of the guide, ‘Procurement’ is defined as any form of arrangement entered into by Council officers for:

- The supply or disposal of goods or materials.
- The hire, rental or leasing of goods or equipment.
- The execution of works.
- The delivery of services, including those offered by consultants.

Purpose of the Guide

The guide provides an introduction to, and summary of, the main procurement routes and procedures available to staff. The document supplements, but does not replace, the detailed Contract Procedure Rules set out in the Council Constitution. In the case of any interpretation of procedures, and/or legal obligations, the Contract Procedural Rules take precedence.

The guidance and attachments should help to clarify what can be seen as a “difficult” technical area, particularly for those whose involvement in procurement is occasional. It provides a framework to guide procurement processes and decisions in Hartlepool Borough Council.

The availability of a convenient central source of reference for all Council officers will help the Council achieve Best Value throughout its procurement activity.

Procurement Preparation

Before starting a procurement process, you need to make sure that you have carefully identified the need and fully assessed the options for satisfying it.

Lack of time and inadequate preparation are the main enemies of effective procurement. Ensure therefore, that you know the timescales involved in carrying out the required exercise and the amount of preparation that will be needed.

Procurement Preparation — General Considerations

Where do you start?

The first task is to consider what purchases you are responsible for, or may be responsible for in the foreseeable future. Then:

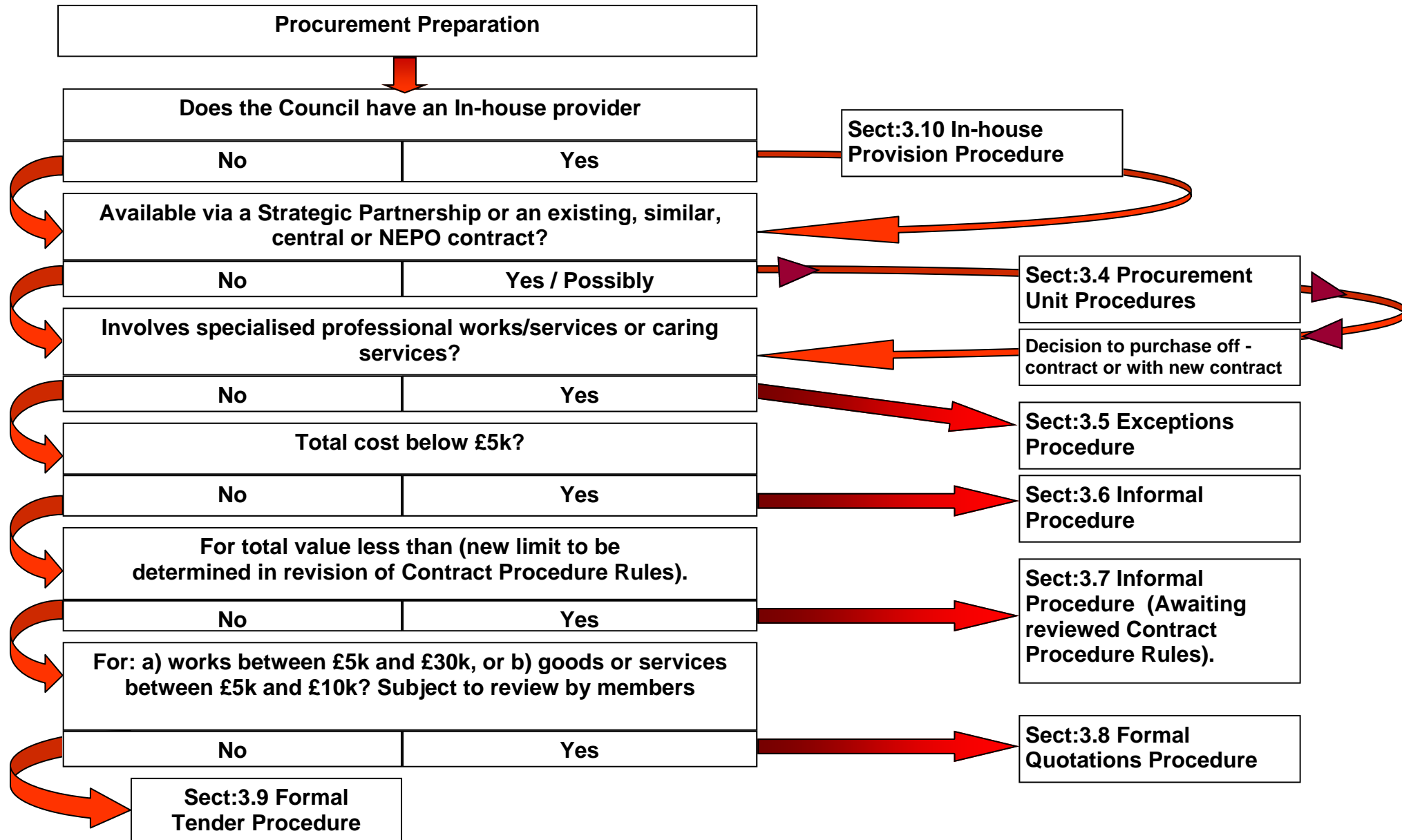
- Stop and think how to go about it
- Give yourself enough time
- Take a radical and critical view of any traditional arrangements
- Ensure that you are not duplicating someone else's efforts
- Calculate (or estimate, as appropriate) the total monetary value of your proposed purchase/contract
- Develop your purchase/contract strategy.

Before undertaking any form of procurement, officers should be confident that the following questions have been considered, to a degree appropriate to the scale of the procurement:

- Does the Council have an In-house Provider for the works, goods or service?
- Does the Council have a Strategic Partnership for the provision of the works, goods or service?
- Is there an existing or similar contract in place?
- How can the process be undertaken electronically?
- What is the need and priority for the procurement, in the context of Departmental Service Plans or other relevant Strategy Documents?
- Is there an approved budget allocation for the intended purchase, and if so, what is the appropriate budget code?
- Is there either Member approval or delegated authority to carry out the expenditure?
- How will the procurement be managed in order to comply with the Council's Constitution and Contract Procedure Rules?
- Should service users/clients be consulted, to consider for example, what standards of service are required, and current levels of satisfaction?
- Have there been any recent Best Value Reviews of the service that may have made recommendations about future procurement?
- Will the procurement comply with the Council's Equality and Diversity Policy and should the Development and Diversity Officer be consulted?
- Will the procurement comply with the Corporate Health and Safety Policy and departmental or other subsidiary safety policies and should the Health and Safety Advisor be consulted?

What type of Procurement and/or Contract is Required?

The Procurement Process Map (below) contained within the Guide will lead Officers, who are unfamiliar with procurement, through the process of deciding which type of procurement and/or contract is necessary and additionally provides examples of Standard and Specimen Documents which can be used. Section numbers refer to the relevant sections in the guide.



PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

31st October 2005



Report of: Assistant Chief Executive and Chief Personnel Services Officer

Subject: **CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2005/06 – 2ND QUARTER REVIEW**

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1. To inform the Portfolio Holder of the progress made against the Chief Executive's Departmental Plan 2005/06 in the second quarter of the year.

2.0 SUMMARY OF CONTENTS

- 2.1 The progress against the Chief Executive's Departmental Plan 2005/06 and the second quarter outturns of key performance indicators.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The Portfolio Member has responsibility for performance management issues.

4.0 TYPE OF DECISION

- 4.1 Non-key.

5.0 DECISION MAKING ROUTE

- 5.1 Portfolio Holder meeting 31st October 2005.

6.0 DECISION (S) REQUIRED

- 6.1 Achievement on task and indicators be noted

Report of: Assistant Chief Executive and Chief Personnel Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2005/06 – 2ND QUARTER MONITORING REPORT

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the progress made against the key issues identified in the Chief Executive's Departmental Plan 2005/06 and the progress of key performance indicators through out the year.

2. BACKGROUND

- 2.1. The Performance Management Portfolio Holder agreed the Chief Executive's Departmental Plan in April 2005.
- 2.2 The Chief Executive's Departmental Plan 2005/06 sets out the key tasks and issues within an Action Plan that shows what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development Improvement Priorities as laid out in the 2005/06 Corporate Plan. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
- 2.3 The Council has recently introduced an electronic Performance Management Database for collecting and analysing corporate performance. The aim is that the database will eventually collected performance information for all levels of the Council, from Corporate Plan level through to individual service/operational plan in each department. This is a phased project and for this quarter the Chief Executive's Departmental Plan was updated using this database.
- 2.4 The reports attached are the 2nd quarter monitoring report of the Chief Executive's Departmental Plan for 2005/06. These reports look slightly different than the first quarter monitoring reports as the new database has been used to produce it.
- 2.5 Each Division has also produced a divisional service plan which details the coming years action plan and how each individual division intends to contribute to the Organisational Development Improvement Priorities. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identifies in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT.

3. 2ND QUARTER REVIEW OF KEY ISSUES IN THE CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2005/06

3.1. The information contained within the Chief Executive's Departmental Plan includes:

- Key issues
- Individual key task to aid completion of the key issue
- The timescale in which the task will be completed
- Commentary on current performance and recommended action to ensure target performance is achieved. This column also contains a traffic light signal with the following definition:

Red	- Target/milestone not met
Amber	- Unsure
Green	- Target/milestone met

3.2. The table below briefly summarises how many of the key tasks in both Corporate Strategy and Human Resources Divisions have met their target (green), those that have not quite reached target (amber) and those that have failed to meet their milestone (red).

	Corporate Strategy	Human Resources
Red	8	1
Amber	1	2
Green	76	23
Total	85	26

3.4 The table shows that the completion of key tasks is generally moving in the right direction, however a number of tasks have not been completed within the set timescales. A report is attached as Appendix 1.

3.5 Within Corporate Strategy there has been a marked improvement in the number of key tasks that are on or above target. Within the first quarter 25% of the key tasks of were below target, however the table above shows that just eight out of 85 key tasks are below target which equates to just 9%.

3.6 The key tasks that are below target include the production of a Communications Strategy by June 2005 along with a review of the Consultation Strategy. The two strategies have now been considered by CMT and is due to go before the Portfolio Holder within the next few

weeks. Once agreed by the Portfolio Holder the implementation and monitoring process will begin.

- 3.7 A review of the Complaints Procedure is also behind schedule and again this is linked to the above two strategies under the heading of 'Communicating with Your Council'. The review has been completed and is also waiting for approval from the Portfolio Holder.
- 3.8 There are three key task that are linked to E-bookings that are currently below target. This has mainly been due to prohibitive costs. These issues have recently been solved and the project is now moving ahead and due to be completed by December 2005.
- 3.9 The Procurement 5 Year Plan was due to be identified by May 2005, however a draft was completed for consideration by CEMT/CMT in August and was sent to Portfolio Holder and Cabinet in September 2005. The process is now due to be completed by October/November 2005.
- 3.10 The final key task that is below target is the Contract Review for the Provision of ICT Service via the Partnership with Northgate. The slippage has occurred due to resource constraints both on Hartlepool Borough Council side and Northgate side. The Contract Review now has a revised target date of November 2005.
- 3.11 Human Resources has one key task that is below target which is linked to the production of the Communication Strategy that is detailed earlier in this report.
- 3.12 There has been some slippage in job evaluation interviews but this should not effect the overall end date of March 2007.

4. 2ND QUARTER REVIEW OF PERFORMANCE INDICATORS IN THE CHIEF EXECUTIVE'S SERVICE PLAN 2005/06

- 4.1 The attached report (Appendix 2) also sets out the department's current performance against each of the key performance indicators. These indicators include statutory performance indicators that are considered core to the department's work and are sensitive to year on year comparisons.
- 4.2 The information in the table includes:
- Performance for the second quarter of 2005/06, as on 30 September 2005
 - Commentary on current performance and recommended action to ensure target performance is achieved including traffic light symbol indicating level of performance so far
- 4.3 Generally most BVPI's are moving in the right direction and look to achieve targets at the end of the year, however the performance of some

key indicators is still an area of concern. The key points are summarised below.

- 4.4 Within Corporate Strategy there are six performance indicators, three of which are only reported on annually. With regards to BVPI 157 - electronic interactions is on line to achieve its target of 100% by the end of the year.
- 4.5 The two remaining indicators concern the distribution of draft minutes and written statements after decision have been made. The distribution of draft minutes for council and non-executive meetings within 10 working days of the meeting was above target with this happening for 89% of the meetings that have taken place.
- 4.6 Publishing a written statement of each executive decision not later than four working days after it had been made was the second target and this was below the target of 85% with an outturn of 67%. This has been due to a dramatic increase in the number of meetings held between July and September which was mainly due to the 53 Licensing Sub Committees that took place. In total 138 meetings took place in quarter 2 compared to 55 meetings in the first quarter.
- 4.7 Human Resources have nine performance indicators within the Chief Executive's Departmental Plan. Two of these are reported annually and so have no update within this report. Of the remaining PI's four were above target and three were below.
- 4.8 BVPI 12 – number of working days/shifts lost due to sickness absence is below target. However the performance of 12.26 days is better than the same time last year and is moving towards the target of 10.29 days. With regards to the Chief Executive's departments sickness PI this was only very slightly below target (Target 9.33 days, Quarter 2 outturn 9.41 days).

5.0 Recommendations

It is recommended that achievement of key tasks and outturns of performance indicators are noted.

Departmental Plan - Quarterly Update Report

September 2005

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS1.1.1	Restructuring the authority to meet national and local needs	Further key milestones to be identified	TBC	On target	
CS1.1.2	Restructuring the authority to meet national and local needs	Way Forward progress report to Cabinet	TBC	The Change Management Plan for the next stage post July 2005 is currently being complied. It will be completed fro Sept/Oct 2005	
CS1.1.3	Restructuring the authority to meet national and local needs	Change management programme plan agreed and monitored	TBC	On target	
CS1.1.4	Restructuring the authority to meet national and local needs	Restructuring implementation plan identified and agreed	TBC	On target	

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.10.1.2	Produce a Corporate Communications Strategy	1st Quarter monitoring reports	Sep-05	This went before CMT in early October for discussion/consideration. After it has gone before the Portfolio Holder, implementation/monitoring will begin.	<div><div></div><div></div><div>G</div></div>
CS1.10.1.3.1	Produce a Corporate Communications Strategy	2nd Quarter monitoring reports	Dec-05	Went to CMT in early Oct will be monitored quarterly after it has been to portfolio holder	<div><div></div><div></div><div>G</div></div>
CS1.10.1.3.2	Produce a Corporate Communications Strategy	Report to portfolio holder	Jun-05	Was considered by CMT in early Oct and will go before the Portfolio Holder shortly. Implementation/monitoring will then follow.	<div><div>R</div><div></div><div></div></div>
CS1.10.1.4	Produce a Corporate Communications Strategy	3rd Quarter monitoring reports	Mar-06	In work programme and will be monitored quarterly.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.10.4.1	Change Management Board communications	Internal and external communication 1st quarter update	Jun-05	Two circulars have been issued to officers and members prior to the first phase of the Corporate Restructure. The first phase of communications is now complete and phase 2 will commence October/November 05.	<div><div></div><div></div><div>G</div></div>
CS1.10.4.2	Change Management Board communications	Internal and external communication 2nd quarter update	Sep-05	The first phase of this is now complete and phase 2 will begin during October/November.	<div><div></div><div></div><div>G</div></div>
CS1.10.4.3	Change Management Board communications	Internal and external communication 3rd quarter update	Dec-05	Phase 2 will commence October/November 2005. Actions will follow Way Forward Board meetings.	<div><div></div><div></div><div>G</div></div>
CS1.10.4.4	Change Management Board communications	Internal and external communication 4th quarter update	Mar-06	An action plan will be produced following decisions taken by the Way Forward Board/Steering Group and discussions with departments.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.12	Staff Communication	Production of 11 editions of Newsline and circulation with payslips	Mar-06	Five editions have been produced so far. Due to a lack of advertising income, funds wil only be available to produce ten editions.	<div><div></div><div></div><div>G</div></div>
CS1.14.1	Introduction of Civil Ceremonies - Policy	Draft policy on wider venues for non statutory civil ceremonies and report to PH	Jun-05	Reported completed	<div><div></div><div></div><div>G</div></div>
CS1.2.1.1	Development and implementation of Corporate Performance Management database system	PI collection module testing/sign off	Apr-05	Good progress made and database system being used by all depts to produce first quarter progress report on Corporate Plan	<div><div></div><div></div><div>G</div></div>
CS1.2.1.2	Development and implementation of Corporate Performance Management database system	Pilot PI arrangements with Dept reps	Jun-05	Good progress made and database being used by all departments to prduce first quarter progress report on Corporate Plan	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.2.1.3	Development and implementation of Corporate Performance Management database system	Corporate Plan monitoring	Sep-05	Good progress made and database system being used by all depts to produce first quarter progress report on Corporate Plan	<div><div></div><div></div><div>G</div></div>
CS1.2.1.4	Development and implementation of Corporate Performance Management database system	Service planning module sign off	Dec-05	Chief Executive's Department piloting service plan module for Q2 repo	<div><div></div><div></div><div>G</div></div>
CS1.2.1.5	Development and implementation of Corporate Performance Management database system	Rollout to depts	Dec-05	CMT approved approach and timetable October 2005	<div><div></div><div></div><div>G</div></div>
CS1.2.10	LPSA 1	- Report 2004/5 outturns to CMT and Cabinet	Jun-05	Report completed. Submission to Government for Reward Grant will be completed by December 2005.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS1.2.11.1	CPA	- Complete self assessment	Apr-05	Being finalised using latest guidance/consultation of Audit Commissior	<div><div></div><div></div><div>G</div></div>
CS1.2.11.2	CPA	- Complete Auditor Scored Judgements re Audit Code of Practice	Jul-05	On-going	<div><div></div><div></div><div>G</div></div>
CS1.2.11.3	CPA	- Prepare and complete program of CPA preparations	Apr-05	On going	<div><div></div><div></div><div>G</div></div>
CS1.2.2.1	Integration of performance and financial reporting and budget/policy/service planning frameworks	Complete review	Jul-05	Discussions with Finance completed and way forward agreed for Q2 Corporate Plan progress report.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.2.2.2	Integration of performance and financial reporting and budget/policy/service planning frameworks	Report proposal to Cabinet	Sep-05	Cabinet considered and approved as part of Q1 Corporate Plan report	<div><div></div><div></div><div>G</div></div>
CS1.2.3.1	Council framework for corporate performance reporting (content, frequency, audience) and publication of regular	CMT report agreeing framework for 2005/6	Apr-05	Was not completed by April but agreed October 2005.	<div><div></div><div></div><div>G</div></div>
CS1.2.3.2	Council framework for corporate performance reporting (content, frequency, audience) and publication of regular	Six monthly Corporate Plan/Budget performance reports to Cabinet and Hartlepool Partnership Board	Nov-05	Six monthly report for Cabinet on 23 November. LSP arrangements to be agreed.	<div><div></div><div></div><div>G</div></div>
CS1.2.3.3	Council framework for corporate performance reporting (content, frequency, audience) and publication of regular	Six monthly Dept performance reports to Cabinet members	Oct-05	CMT agreed quarterly reports to Portfolio holders to be commenced from quarter 2.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.2.3.4	Council framework for corporate performance reporting (content, frequency, audience) and publication of regular	PI outturns 2004/5 report to CMG/PMPH	Jul-05	PI outturns report considered by CMT on and Performance Management Portfolio Holder.	<div><div></div><div></div><div>G</div></div>
CS1.2.3.5	Council framework for corporate performance reporting (content, frequency, audience) and publication of regular	PI outturns 2004/5 national comparisons	Jan-06	Awaiting national data. Audit Commission have recently published the Hartlepool - Context and Performance Information profile (to be used in CPA 2005 update) and this gives a positive view of Hartlepool's performance.	<div><div></div><div></div><div>G</div></div>
CS1.2.6	Complete corporate plan/ BVPP 2005/6	Publish corporate plan/bvpp (include commitment to translate into appropriate language/ format (INRA))	Jun-05	Corporate plan published by statutory deadline and included commitment to translate	<div><div></div><div></div><div>G</div></div>
CS1.2.9	LPSA 2	Target date to be agreed for LPSA II	Sep-05	Thretimescale for this work changed following Hartlepool's successful submission to be a Local Area Agreement authority. The revised milestone in March 2006. Good progress has already been made on LPSA II.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.3.1	Risk Strategy	Review operation of Risk Management Strategy	Nov-05	Included in CRMG work programme	<div><div></div><div></div><div>G</div></div>
CS1.3.2	Risk Strategy	Member Training Programme/ input to strategic risk register see also CS3.2.1	May-05	May deadline missed but Member training completed August 2005 for Cabinet and three sessions for other members.	<div><div></div><div></div><div>G</div></div>
CS1.3.3	Risk Strategy	Incorporating Risk Management in Decision Making	May-05	Guidance issued to all departments and trial period underway. Progress to be reviewed Autumn 2005.	<div><div></div><div></div><div>G</div></div>
CS1.3.6	Strategic Risk	Strategic risk register reviewed quarterly by CRMG (Red Red Risks) – See F1.1		Included in CRMG work programme. Outcome of Q2 review reported to Performance Management Portfolio Holder on October 3.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS1.3.7.1	Operational Risk	- 1st Quarter monitoring of Departmental Risk Register by CEMT	Mar-05	Completed	<div><div></div><div></div><div>G</div></div>
CS1.3.7.2	Operational Risk	- 2nd Quarter monitoring of Departmental Risk Register by CEMT	Jun-05	Completed	<div><div></div><div></div><div>G</div></div>
CS1.3.7.3	Operational Risk	- 3rd Quarter monitoring of Departmental Risk Register by CEMT	Sep-05	Included in CRMG work programme.	<div><div></div><div></div><div>G</div></div>
CS1.3.7.4	Operational Risk	- 4th Quarter monitoring of Departmental Risk Register by CEMT	Dec-05	Included in CRMG work programme.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS1.6	Becoming ISO7799 Compliant – Implementation of Information Group Workplan/Policy Development	Ensure that the policies and procedures developed by the Information Security Group are implemented correctly. That these policies are reviewed on a regular basis	Dec-05	Group set up and draft policies produced. Action Plan has been circulated to CMT. On track to achieve target.	<div><div></div><div></div><div>G</div></div>
CS1.7.1	Establish the Council's 2005/06 diary:	production of template	Apr-05	Completed	<div><div></div><div></div><div>G</div></div>
CS1.7.2	Establish the Council's 2005/06 diary:	Refinement of dates to be consistent with the constitution and statutory requirements	Apr-05	Completed	<div><div></div><div></div><div>G</div></div>
CS1.7.3	Establish the Council's 2005/06 diary:	Consultation with Mayor and Portfolio Holders on executive meeting dates	May-05	Completed	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS1.7.4	Establish the Council's 2005/06 diary:	Submission of Council meeting dates to Annual Council	May-05	Completed	<div><div></div><div></div><div>G</div></div>
CS1.7.5	Establish the Council's 2005/06 diary:	Publication and circulation of the Council's 2005/06 diary	May-05	Completed	<div><div></div><div></div><div>G</div></div>
CS1.8.1.1	Identification of venues for meetings in the event of Civic Centre being out of use	Identify viable alternative venues for meetings and/or administrative base	Aug-05	A list of alternative venues, together with contact details, is now available.	<div><div></div><div></div><div>G</div></div>
CS1.8.1.2	Identification of venues for meetings in the event of Civic Centre being out of use	Formulation of list of venues that are viable for meetings		A list of alternative venues, together with contact details, is now available.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS1.8.2	Establishment of a process for essential key decisions to be taken/made via alternative means	Consider options including telephone/computer conferencing	Dec-05	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
CS2.3.1	Revision of Consultation Strategy (INRA)	Implement developments following agreement of corporate consultation strategy	Nov-05	Joint consultation/communication/customer strategy still to be approved. Plans in hand to work on actions (Linked to OD/10/05.1)	<div><div>R</div><div></div><div></div></div>
CS2.3.2	E-consultation/Consultation Database/ Information Exchange	Commission and implement on-line consultation system	Jun-05	E Consultation system implemented. Due to do first survey (all employees) in Nov 05. Launch of public facing strategy due in Dec 05 (Linked to OD10/5.2)	<div><div></div><div></div><div>G</div></div>
CS2.3.5.1	Viewpoint	Undertake 3 phases of the Viewpoint Citizens Panel survey - data collection 1	May-05	Special edition completed in June/July. Autumn edition due out in Oct/Nov..	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS2.3.5.2	Viewpoint	Undertake 3 phases of the Viewpoint Citizens Panel survey - data collection 2	Oct-05	In work programme to be completed.	<div><div></div><div></div><div>G</div></div>
CS2.3.5.3	Viewpoint	Undertake 3 phases of the Viewpoint Citizens Panel survey - data collection 3	Mar-06	In work programme to be completed.	<div><div></div><div></div><div>G</div></div>
CS2.3.6	Budget Consultation	Plan and enable consultation with local people and other stakeholders when forming budget for 2006/07	Dec-05	Decision by Chief Financial Officer and Assistant Chief Executive that data collected in 2004 could be used in 2005 in conjunction with statutory consultation with stakeholders.	<div><div></div><div></div><div>G</div></div>
CS2.3.7	Survey of Employees - 2005	Plan and enable staff survey - data collection	Nov-05	Survey due to be circulated to staff in Nov 05 - using e-consultation system for on-line staff and paper copies for other staff.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS2.3.7.1	Survey of Employees - 2005	Plan and enable staff survey - data analysis	Jan-06)	Data analysis and reporting being externally commissioned.	<div><div></div><div></div><div>G</div></div>
CS2.4.1	Review of Complaints Procedure	Complaints - interim review completed	Mar-05	Completed	<div><div></div><div></div><div>G</div></div>
CS2.4.1.1	Review of Complaints Procedure	Complaints - finalise review after re-structure	May-05	Awaiting adoption of new complaints/communications etc strategy.	<div><div>R</div><div></div><div></div></div>
CS2.4.1.10	Edition 2 – Sept 05	Publication of Heartbeat	Sep-05	Completed.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS2.4.1.11	Edition 3 – Dec 05	Publication of Hartbeat	Dec-05	This will be circulated early December 05.	<div><div></div><div></div><div>G</div></div>
CS2.4.1.12	Edition 4 – March 05	Publication of Hartbeat	Mar-05	This will circulated early March 06.	<div><div></div><div></div><div>G</div></div>
CS2.4.1.2	Complaints	Bi-annual complaints reporting to PfH - 1st quarter	Jun-05	Report went to PH in July	<div><div></div><div></div><div>G</div></div>
CS2.4.1.3	Complaints	Bi-annual complaints reporting to PfH - 2nd quarter	Dec-05	Data on 2nd quarter performance being collected	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS2.4.1.4	Development of e-democracy services in line with Govt. initiatives	Further develop the electronic take up of committee papers by elected members:	Jun-05	This is being lead by ICT and so is ongoing	<div><div></div><div></div><div>G</div></div>
CS2.4.1.5	Development of e-democracy services in line with Govt. initiatives	Further develop the electronic take up of committee papers by elected members:	Sep-05	Continues to be a on going project with long term aim of 100%. In short term constantly reviewing and attempting to reduce number of paper copies circulated.	<div><div></div><div></div><div>G</div></div>
CS2.4.1.6	Development of e-democracy services in line with Govt. initiatives	Further develop the electronic take up of committee papers by elected members:	Dec-05	In work programme and will be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
CS2.4.1.7	Development of e-democracy services in line with Govt. initiatives	Further develop the electronic take up of committee papers by elected members:	Mar-05	This is also an on going project with a long term target of 100%. At this point in 2004/05 473 paper copies had been sent to officers compared to 372 this year. This is due to an increase in electronic take up.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS2.4.1.8	Development of e-democracy services in line with Govt. initiatives	Further develop the electronic take up of committee papers by officer members:	May-05	On going project.	<div><div></div><div></div><div>G</div></div>
CS2.4.1.9	Edition 1 – June 05	Publication of Heartbeat	Jun-05	Completed	<div><div></div><div></div><div>G</div></div>
CS4.1	Procurement Strategy, Policies and Procedures (See also links with workplan from Corporate Procurement Group)	Procurement 5 year plan identified (Process for agreement to be determined)	May-05	(June)Draft to be completed for CEMT/CMT consideration August 2005. PH/Cabinet in Sept 2005. (Sept) - draft being updated with DMTs and CPG. Executive approval rescheduled for October/November.	<div><div>R</div><div></div><div></div></div>
CS4.2.1	Delivery of e-government	Achieve 100% in relation to BVPI 157.	Dec-05	80% achieved by March 2005. Currently pursuing those services not fully e-enabled. On track to achieve target of 100% by end of December 2005.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS4.2.1.1	Delivery of e-government	Deliver on all ODPM priority outcomes	Mar-06	Priority projects identified and work progressing on these. Currently looking at the overall e-government targets to ensure all priority outcomes will be covered by the projects identified.	<div><div></div><div></div><div>G</div></div>
CS4.2.2	Implement programme of priority projects	E-booking lead	Dec-05	E-bookings for Leisure services project agreed by Partnership Board in August. Currently trying to resolve issues of out of hours support before the project can be signed off and implementation begun.	<div><div>R</div><div></div><div></div></div>
CS4.2.2.1	Implement programme of priority projects	E-bookings go live – theatres	Apr-05	Costs for this were prohibitive and so it has been agreed to go with e-bookings for Leisure only. Consideration is being given to carrying out a joint project under One North East to implement "Destine" across the region.	<div><div>R</div><div></div><div></div></div>
CS4.2.2.2	Implement programme of priority projects	E-bookings go live – corporate bookings (phased rollout)	Jun-05	Costs for this were prohibitive and so it has been agreed to go with e-bookings for Leisure only.	<div><div>R</div><div></div><div></div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS4.2.2.3	Implement programme of priority projects	2) Workflow/Doc Mgmt:	See F4.3	EDRMS evaluation of alternative suppliers undertaken. Decision made to use Hummingbird. Currently project being developed with Northgate	<div><div></div><div></div><div>G</div></div>
CS4.2.2.4	Implement programme of priority projects	3) Contact Centre:	See HR2.2	This project is on going and due to be completed March 07	<div><div></div><div></div><div>G</div></div>
CS4.2.2.5	Implement programme of priority projects	4) E-Procurement:		e-proc strat approved by the perf mgnt pfh. Purchase cards being developed further in Cexs partic for stationery. Other depts to progress. E-auction for stationery planned through collaboration with NECE. E-tendering trial in prop servs prepared.	<div><div></div><div>A</div><div></div></div>
CS4.2.2.6	Implement programme of priority projects	5) E-Consultation:	See CS2.3.2	Employee survey to start in Nov 05	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
CS4.2.2.7	Implement programme of priority projects	6) E-forms:		The e-forms project has been delivered with e-forms being available with a small number of staff having been trained. A full rollout is planned with more staff being trained soon.	<div><div></div><div></div><div>G</div></div>
CS4.2.3	Provision of ICT Service via Partnership with Sx3	Complete Contract Review	May-05	Slippage has occurred due to resource constraints on both HBC and Northgate sides. Revised target date Nov 05	<div><div>R</div><div></div><div></div></div>
CS4.2.5	Improve the Council's Capacity to Deliver Services through the use of ICT	Lead on the ICT/BPR workstream under the change management programme (refer to Way Forward documents)	To be confirmed	Project plan prepared. Progress is measured through the other targets in this area.	<div><div></div><div></div><div>G</div></div>
CS5.2	Completion of IEG Returns	Complete mid-year assessment	Jul-05	IEG 4.5 completed on time - no adverse comments received from ODPM.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
CS5.2.1	Completion of IEG Returns	Complete IEG5	Dec-05	Awaiting Guidelines. Is in Forward Plan	<div><div></div><div></div><div>G</div></div>
F4.4.1	LOCAL LAND AND PROPERTY GAZETTEER	Cleanse of authority wide data sets	Mar-07	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
F4.4.2	LOCAL LAND AND PROPERTY GAZETTEER	Implement address toolkit	Dec-05	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR1.1	Corporate Issues	Support the Executive and project teams as they implement the corporate restructure - Establish Change Teams	Apr-05	Completed. See HR1.1.1 and HR 1.1.2	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
HR1.1.1	Corporate Issues	Support the Executive and project teams as they implement the corporate restructure - Implement Phase 1	Jul-05	Completed other than second tier and support staff	<div><div></div><div></div><div>G</div></div>
HR1.1.2	Corporate Issues	Support the Executive and project teams as they implement the corporate restructure - Implement Phase 2	TBC	Departments to determine own timetable for structure review and implementation. Awaiting targets to be set by dierctors.	<div><div></div><div>A</div><div></div></div>
HR1.2.1.1	Employee Well Being: Provide a supportive, safe and healthy working environment that reduce sickness absence and	Undertake Health and Safety Review	Mar-06	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR1.2.2.1	Pay and Rewards: Recognising and rewarding work performance and achievements. Improve the links between pay	Pay & Grading: complete job evaluation, pay and grading structure and progress Part 3 working arrangements	Mar-07	On target for completion in March 2007. However there has been some slippage in job evaluation interviews.	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of September 2005	
HR1.2.3.1	Becoming an Employer of Choice: Recruiting and retaining the staff and skills we need to remain an excellent	Review Recruitment and Retention	Dec-05	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR1.2.3.2	Pay and Rewards: Recognising and rewarding work performance and achievements. Improve the links between pay	Equal pay: undertake audits, defend Employment Tribunal claims and progress 'bridging the gap'.	Dec-05	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR1.2.3.3	Becoming an Employer of Choice: Recruiting and retaining the staff and skills we need to remain an excellent	Review, agree and implement Recruitment and Retention Strategy	Jul-05	Completed	<div><div></div><div></div><div>G</div></div>
HR1.2.4	Employee Relations: Communication, consultation and involvement of all.	Communication Strategy	Jun-05	Report went to CMT in early October for discussion/consideration. After it has gone to Portfolio Holder, implementation/monitoring will begin. (Linked to CS1.10.1)	<div><div>R</div><div></div><div></div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
HR1.2.5	Diversity and Equality: Providing a work environment that is free from harassment and discrimination and ensuring	Diversity and Equality Scheme 2005 - 2008	May-05	Completed	<div><div></div><div></div><div>G</div></div>
HR1.2.6	Corporate Health Staffing Performance Indicators Improving the Council's Corporate Health Staffing	Develop action plan to improve Staffing BVPI performance	Apr-06	Completed.	<div><div></div><div></div><div>G</div></div>
HR2.2	CONTACT CENTRE DEVELOPMENT	Extend the service	Mar-07	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR2.2.1	CONTACT CENTRE DEVELOPMENT	Prepare rollout programme	Dec-05	Target date reviewed in line with Business Process Re-engineering - March 2006	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
HR2.2.2	CONTACT CENTRE DEVELOPMENT	Improve telephony	May-05	Completed	<div><div></div><div></div><div>G</div></div>
HR2.2.3	CONTACT CENTRE DEVELOPMENT	Transfer priority services	Mar-06	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR2.2.4	CONTACT CENTRE DEVELOPMENT	Quarterly evaluation of the impact of the change	Jun-05	Completed	<div><div></div><div></div><div>G</div></div>
HR2.2.5	CONTACT CENTRE DEVELOPMENT	Quarterly evaluation of the impact of the change	Sep-05	Completed	<div><div></div><div></div><div>G</div></div>

Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
HR2.2.6	CONTACT CENTRE DEVELOPMENT	Quarterly evaluation of the impact of the change	Dec-05	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR2.2.7	CONTACT CENTRE DEVELOPMENT	Quarterly evaluation of the impact of the change	Mar-06	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>
HR3.1.1	CORPORATE PEOPLE DEVELOPMENT: Investing in staff and members through training and development	Review the Workforce Development Plan	Sep-05	CMT agreed workforce development plan to begin in Dec 2005	<div><div></div><div>A</div><div></div></div>
HR3.1.2	CORPORATE PEOPLE DEVELOPMENT: Investing in staff and members through training and development	Publish/Implement the Workforce Development Plan	Mar-05	Completed	<div><div></div><div></div><div>G</div></div>



Portfolio: PM

Link to Comm Strat.	Improvement Priority 2005/6	Sub references	By When? / milestones	Progress to end of	September 2005
HR4.2.1	REDUCE SICKNESS ABSENCE	Review sickness improvement plan and reduce sickness	Jul-05	On target	<div><div></div><div></div><div>G</div></div>
HR4.2.2	REDUCE SICKNESS ABSENCE	Implement sickness improvement plan and reduce sickness	Mar-06	In work programme to complete by milestone date.	<div><div></div><div></div><div>G</div></div>
HR4.4	REMOTE ACCESS	Review and implement remote access to create the conditions for remote working. Seek efficiencies.	Sept-06	In work programme to be completed by milestone date.	<div><div></div><div></div><div>G</div></div>








Update Date: **September 2005**
PM


Corporate Plan Performance Indicator Progress Summary

19 October 2005



Reported Annually		5	33.3%
	Below Target	4	26.7%
	On or Above Target	6	40.0%






Total Number of Corporate Plan Performance Indicators 15

AIM					
Indicator No:	Indicator Description:	current target:	Previous Qtr outturn	Outturn (Trend)	Comments on Performance
BVPI 12 	The number of working days/shifts lost due to sickness absence.	10.29	12.26 days	12.15 days	Only marginal improvement (up to end of August 2005). Still well above target and performance last year
BVPI 157 	The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods.	100	80%	85%	On track for 100% by 31st December 2005.
BVPI 2a 	The level (if any) of the Equality Standard for Local Government to which the authority conforms.	Level 2			REPORTED ANNUALLY
LPI CE 12 	Number of working days/shifts lost due to sickness absence (CE)	9.33		9.41	
LPI CE 13 	Distribution of draft minutes for council and non-executive meetings within 10 working days of the meeting	80%		89%	
LPI CE 14 	Publish a written statement of each executive decision not later than four working days after the decision has been made	85%		67%	There has been a dramatic increase in the number of meetings in the second qaurter which has led to a drop in performance. (Q1 55 meetings held; Q2 138 meetings held)
LPI CE 7 	CPA Corporate Assessment Rating	Excellent			REPORTED ANNUALLY - Our inspection holiday ends in April 2006 with the Council subject to full CPA in 2006/7. The CPA 2005 re-assessment isnow underway with the outcome known by December 2005.

AIM					
Indicator No:	Indicator Description:	current target:	Previous Qtr outturn	Outturn (Trend)	Comments on Performance
LPI CE 8 	IIP status retained by all departments	Yes			REPORTED ANNUALLY -Emergency Planning dept retained liP Award. CEX dept to be assessed October 2005.

AIM G	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.
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Indicator No:	Indicator Description:	current target:	Previous Qtr outturn	Outturn (Trend)	Comments on Performance
BVPI 3 	% satisfied with Council overall	Not set survey repeated every 3 years			REPORTED ANNUALLY - Survey due to be repeated in 2006. Interim check on current satisfaction levels to be done through Viewpoint panel in Autumn 2005
LPI CE 5 	% residents satisfied with their local area	Not set, survey repeated every 3 years			REPORTED ANNUALLY - Survey due to be repeated in 2006. Interim check on current satisfaction levels to be done through Viewpoint panel in Autumn 2005.

AIM H					
Indicator No:	Indicator Description:	current target:	Previous Qtr outturn	Outturn (Trend)	Comments on Performance
BVPI 14 	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force.	10.29		0.54%	Performance expected to worsen during remainder of year
BVPI 15 	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0.21		0.06%	
BVPI 16a 	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	2.84		2.61%	No of existing DDA employees leaving and new DDA employees starting both exceeding whole year assumptions made when setting the target and improvement on last year. Survey of existing employees planned for the new year is expected to improve performance
BVPI 179 	The percentage of standard searches carried out in 10 working days.	97.5		98.45%	New procsdures have been implemented to raise performance and are proving to be effective. As always there will be a dip at the beginning of the year due to the elections in May.
BVPI 17a 	The percentage of local authority employees from minority ethnic communities .	0.7		0.7%	

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

31 October 2005



Report of: Chief Financial Officer and
Chief Personnel Services Officer

Subject: EARLY AND ILL HEALTH RETIREMENTS
2005/6 – HALF YEARLY REPORT

SUMMARY

1.0 PURPOSE OF REPORT

To update the Portfolio Holder on the Council's performance in the first six months of 2005/06, in relation to early and ill-health retirements.

2.0 SUMMARY OF CONTENTS

The report provides details of the Council's performance in relation to early retirements and ill health retirements.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Corporate Performance

4.0 TYPE OF DECISION

This is not a key decision.

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

Note the report.

Report of: Chief Financial Officer and
Chief Personnel Services Officer

Subject: EARLY AND ILL HEALTH RETIREMENTS
2005/6 – HALF YEARLY REPORT

1. PURPOSE OF REPORT

To update the Portfolio Holder on the Council's performance in the first six months of 2005/6 in relation to early and ill health retirements.

2. BACKGROUND

As the Portfolio Holder will appreciate many of the approvals under the Council's Early Retirement/Redundancy Policy and Scheme are made by officers in line with the Constitution. The Policy and Scheme requires that the cumulative effect of these decisions be reported regularly to members. In addition Corporate Health Best Value Performance Indicators apply to early and ill health retirements.

3. THE COUNCIL'S PERFORMANCE IN 2005/06

As part of the best Value regime, the following Corporate Health Performance Indicators have been set:

- | | |
|--------|---|
| BVPI14 | The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce; |
| BVPI15 | The percentage of employees retiring on the grounds of ill Health as a percentage of the total workforce. |

The Council's full year equivalent performance on early retirements in the first six months of 2005/6 was 0.54% compared to a local target of 0.80% and top quartile target set by Government of 0.19%. Full year equivalent performance on ill health retirements in the first six months of 2005/6 was 0.06% compared to a local target of 0.21% and top quartile target set by Government of 0.21%. The breakdown of early retirements and ill health retirements by department is attached at Appendix A.

Performance in relation to early retirements is currently below the local target, although the Government set top quartile performance has already been exceeded. Based on current forecasts, it is expected that performance is likely to be within the local target.

After six months the figure for ill health retirements is well within the local and Government set top quartile performance. At this stage there is no indication that the position will alter with the full year performance expected to be under target.

In line with the Audit Commission recommendations details of the costs associated with the release of employees who are members of the Teesside Pension Fund are attached at Appendix B. Table 1 details the early payment of pension costs (the 'strain on the pension fund') and Table 2 the cost of pension enhancements (added years). In addition Table 3 gives details of redundancy and 66 week payments made to employees who may or may not be members of Teesside Pension Fund. Corporate resources of £484,373 are available to fund early retirements / redundancies in 2005/06 of which £20,709 has been earmarked and used to assist in the implementation of the reprovisioning of the Homecare Service. At 30 September 2005, £215,245 of the £484,373 has been spent, with a further £110,668 committed or earmarked for future retirements. This leaves an uncommitted balance of £158,460.

5. RECOMMENDATION

That the Portfolio Member note the report.

Appendix A

Breakdown, by Department, of first 6 months of 2005/6 Early Retirements and Ill Health Retirements

Ref	Definition	Chief Executive's	Adult and Community Services	Regeneration and Planning Services	Childrens Services	Schools	Neighbourhood Services	Total	Target
BVPI 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of employees in a recognised pension scheme	0.00%	2.30%	0.00%	0.88%	0.62%	0.26%	0.54%	0.80%
BVPI 15	The percentage of employees retiring on the grounds of ill-health as a percentage of employees in a recognised pension scheme	0.00%	0.00%	0.00%	0.00%	0.12%	0.00%	0.06%	0.21%

Appendix B

Table 1 - Progress report of the cost of early payment of pensions ('strain' on the pension fund)

Type of Retirement	No of early retirements in the first 6 months of 2005/6 (Strain on Fund)	Total cost of 2005/6 early retirements funded over one year. See Note (1)	Total payments to Pension fund for 2005/6 early retirements funded over one year	Total cost of 2005/6 early retirements funded over five years	Total payments to Pension fund for 2005/6 early retirements funded over five years	Total 2005/6 outstanding liability to be funded over four years
Redundancy	2	92,839	94,375	0	0	0
Efficiency	1	18,085	22,339	0	0	0
Other early retirements	0	0	0	0	0	0
Total	3	110,924	116,714	0	0	0

Note (1) Includes pension strain of £84,8124 funded from Central Redundancy Funds (See Table 3)

Table 2 – Progress report of the cost of pension enhancements (added years)

Type of retirement	No of early retirements with added years given in the first 6 months of 2005/6 (Enhancements)(A)	Cost of 2005/6 added years pension given (B)	Cost of 2005/6 added years lump sum given (C). See Note (2)	Total capitalised costs of 2005/6 added years pension and lump sum given (D)	Liability at 1.4.05 for added years pension given in previous years (E)	Liability at 1.10.05 for added years pension given in 2005/6 and previous years (F) = (B) + (E). See Note (3)	Total payments made to Pension fund in respect of 2005/6 added years lump sum given (G)
Redundancy	2	18,196	44,302	393,101	0		18,196
Efficiency	0	0	0	0	0		0
Other early retirements	0	0	0	0	0		0
Total	2	18,196	44,302	393,101	155,224	173,420	18,916

Note (2) Funded from Central Redundancy Funds (See Table 3)

Note (3) Type of Retirement analysis not available

Table 3 – Progress report on the cost of non pension payments (i.e. redundancy and 66 week payments)

Type of payment	No of employees leaving in first 6 months of 2005/6 (A)	Total cost of 2005/6 payments made from Central Funding (B)	Total cost of 2005/6 payments made from departmental funding (exc school funding) (C)	Total Cost of 2005/6 payments made (D) = (B) + (C)
Redundancy	4	202,738	24,309	227,047
Efficiency	1	12,507	0	12,507
66 week	0	0	0	0
Total	5	215,245	24,309	239,554