

# PERFORMANCE PORTFOLIO DECISION SCHEDULE



**Thursday 16<sup>th</sup> April 2009**

**at 8.30am**

**in Committee Room A  
Civic Centre, Hartlepool**

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

**1. KEY DECISIONS**

No items

**2. OTHER ITEMS REQUIRING DECISION**

No items

**3. ITEMS FOR INFORMATION**

- 3.1 View point – Citizen's Panel Results – *Assistant Chief Executive*
- 3.2 Single Status Agreement Appeals – *Chief Personnel Officer*
- 3.3 Feedback from Workforce Improvement Challenge Peer Review – *Chief Personnel Officer*

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

No items

## **PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

16<sup>th</sup> April 2009



**Report of:** Assistant Chief Executive

**Subject:** VIEWPOINT – CITIZEN'S PANEL RESULTS

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### **SUMMARY**

#### **1.0 PURPOSE OF REPORT**

- 1.1. To inform the Portfolio Holder of the results of the 27<sup>th</sup> phase of Viewpoint, Hartlepool Borough Council's citizen's panel, that was distributed in November 2008.

#### **2.0 SUMMARY OF CONTENTS**

- 2.1 A report of the results from the latest Viewpoint questionnaire that included: Operation Cleansweep, contacting the council, taxis and private hire vehicles, and consulting with the public.
- 2.2 Key findings are: Viewpoint members thought Operation Cleansweep is a good idea (80%) but very few (10%) remembered it visiting their local area. Members were most likely to contact the council to complain about a problem in their local area or the council not doing something they should have done. They were more likely to contact the council for reasons other than to make a complaint, i.e. to ask for advice or information. The majority (71%) of members were satisfied with the service they received last time they contacted the council. Viewpoint members were supportive of a five star rating system for taxis and private hire vehicles. Viewpoint members feel more positive about the way the council consults with local people, taking their views and opinions on board when making decisions, compared to Viewpoint results obtained in 2007.

#### **3.0 RELEVANCE TO PORTFOLIO MEMBER**

- 3.1 The Portfolio Member has responsibility for consultation issues.

#### **4.0 TYPE OF DECISION**

- 4.1 Non-key.

#### **5.0 DECISION MAKING ROUTE**

- 5.1 Portfolio Holder meeting 16<sup>th</sup> April 2009

**6.0 DECISION (S) REQUIRED**

- 6.1 That the results of the survey be noted.

**Report of:** Assistant Chief Executive

**Subject:** VIEWPOINT – CITIZEN'S PANEL RESULTS

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## **1. PURPOSE OF REPORT**

- 1.1 To inform the Portfolio Holder of the results from the 27<sup>th</sup> phase of Viewpoint that was distributed to panel members in November 2008.

## **2. BACKGROUND**

- 2.1 Viewpoint, Hartlepool Borough Council's citizen's panel, is one of the ways that the council consults and involves local people in the governance of Hartlepool. It is a statistically balanced panel of local people who receive questionnaires at regular intervals throughout the year, asking for their views on a variety of local issues facing the council and Hartlepool as a whole.
- 2.2 The aim of Viewpoint is to ensure the council listens to the community and involves local people in the council's decision making. There are often important issues on which the council needs to consult with the local population and discover what the community's priorities are for the future.
- 2.3 Each phase of Viewpoint covers various topics and within this phase there were questions on:
- Operation Cleansweep
  - Contacting the council
  - Taxis and private hire vehicles
  - Consulting with the public
- 2.4 The results have been reported back to the relevant departments within the council and will be reported back to Viewpoint members via a regular Viewpoint newsletter (see **Appendix B**). A copy of the overall report has also been placed in the members' library, in all public libraries across the Borough for public access and has been placed on the council's website.
- 2.5 Since Viewpoint was launched in August 1999, the council has asked Viewpoint members to let us know their thoughts and opinions on over 100 topics. Some of these topics have been repeated in order to monitor change over time; however, as a rule topics will only be repeated in Viewpoint after three years. As we refresh a third of our panel annually, we should have a new panel every three years, and therefore Viewpoint members will not be answering questions they have already answered.

- 2.6 The Neighbourhood Services Department is the most frequent user of Viewpoint; however all departments have used Viewpoint at some point since it was launched. Cleveland Police Authority and Cleveland Fire Brigade have also asked questions through Viewpoint as external agencies. See table 2.1 for the breakdown of departmental use of Viewpoint.

**Table 2.1 Use of Viewpoint by departments – number of topics covered up to and including Viewpoint 28**

	%	(No.)
Neighbourhood Services	39	(48)
Adult and Community Services	19	(23)
Chief Executive's Department	18	(22)
Regeneration and Planning Department	18	(22)
Children's Services	3	(4)
External agencies	3	(4)
<b>(N=123)</b>		

- 2.7 This report includes a summary of the main results from the Viewpoint 27 questionnaire. Attached as **Appendix A**, is the full results report, and attached as **Appendix B** is the most recent newsletter which will be sent out to panel members with the next survey.

### **3. SUMMARY OF MAIN RESULTS FROM VIEWPOINT 27**

- 3.1 The latest survey was carried out in November 2008, using a self-completion questionnaire returned via the Royal Mail postal system. Panel members had four weeks to complete the questionnaire and return it in the post paid envelope provided. A reminder letter was sent out to those who had not returned their questionnaire after a set period of time.
- 3.2 A questionnaire was sent out to all active members of the panel which, in this instance, equated to 1267 individuals. A response rate of 62 per cent was achieved with 768 questionnaires being returned.
- 3.3 The data obtained through Viewpoint surveys are weighted for analysis purposes. This is because, although the full panel is statistically balanced to provide a representative sample for Hartlepool, not all Viewpoint members complete the questionnaire at each phase.
- 3.4 A small number of cases (24) were excluded from the sample because they were ineligible, due to either the panel member having moved away from the area or having died. A further group indicated that they no longer wished to participate with Viewpoint, often due to ill health.

- 3.5 Viewpoint 27 was the eighth citizen panel survey where members were given the option to answer online using the council's e-consultation system: Your Town, Your Say. For Viewpoint 27, 286 members expressed an interest in filling out their surveys online, and 74 members completed their surveys online.

### **Operation Cleansweep**

- 3.6 We told Viewpoint members how Operation Cleansweep is a campaign that brings together a number of organisations to tackle issues in neighbourhoods. We wanted to know if members remembered this scheme visiting their local area, and what things they would like Operation Cleansweep to target if it were to visit their local area again.
- 3.7 Just under half (47%) of Viewpoint members said they had heard of Operation Cleansweep before receiving the latest Viewpoint questionnaire, but only ten per cent remembered them visiting their local area in the last three years. The majority (80%) of Viewpoint members think Operation Cleansweep is a good idea.
- 3.8 The Viewpoint members who said they remembered Operation Cleansweep visiting their local area were asked to tell us if they agreed or disagreed with some statements about Operation Cleansweep. Overall, members thought Operation Cleansweep needed to take place every year to have an impact (90%). They agreed that it had made a difference to their local area (55%), but were unsure if the scheme had made some lasting changes to their local area (39%).
- 3.9 Viewpoint members were most likely to say if Operation Cleansweep were to visit their local area again, they would like it to target potholes (59%), paths and footways (39%), and litter and flytipping (33%). Also, Viewpoint members said they would find patrols by police and Police Community Support Officers (PCSOs) useful (66%) patrols by dog wardens useful (50%).

### **Contacting the council**

- 3.10 We wanted to find out if Viewpoint members had contacted the council to make a complaint or for any other reason in the past year. Some of these questions were asked in the 2006/07 Best Value Performance Indicator (BVPI) General Household Survey. Where this is the case, comparisons were drawn between the two sets of data in the main report. It is important to note that any comparisons drawn between the two surveys should be made with caution as the methodologies behind the BVPI survey and the Viewpoint surveys differ.
- 3.11 Three out of ten (30%) Viewpoint members said they had contacted the council with a complaint in the last 12 months. Of these, four out of ten said they contacted the council to complain about a problem in their

local area, (38%), and the same number (38%) said they contacted the council to complain about the council not doing something they should have done. A third of Viewpoint members said they were either satisfied or very satisfied with the way in which their complaint was handled.

3.12 We asked Viewpoint members to tell us if they had contacted the council for any other reason in the past year, and four out of ten members said they had. Viewpoint members were most likely to contact the council to ask for advice or information (38%).

3.13 Viewpoint members were asked to tell us how satisfied or dissatisfied they were with various aspects of the service they received on their most recent contact with the council. The majority of Viewpoint members (between 70% and 80%) said they were satisfied with the following things:

- How easy it was to find the right person to deal with (80%)
- The length of time it took to deal with the person they contacted (78%)
- Any information they were given (74%)
- How competent the staff were (77%)
- How helpful the staff were (80%)
- The final outcome (70%)

3.14 Finally, Viewpoint members were asked to tell us how satisfied they were overall with the service they received the last time they made contact with the council. Overall, seven out of ten (71%) members said they were either fairly or very satisfied with the service they received the last time they made contact with the council.

### **Taxis and private hire vehicles**

3.15 We asked Viewpoint members some questions about taxis and private hire vehicles. We wanted to know how often Viewpoint members use them, where they go to in a taxi or private hire vehicle, whether they would request a female driver, and what their thoughts were on a five star rating system for taxis and private hire vehicles.

3.16 The majority of Viewpoint members said they use taxis or private hire vehicles one or two times a year (35%) or one or two times a month (31%). When asked what they usually use taxis or private hire vehicles for, the majority said they use them to go for a night out (70%).

3.17 We wanted to know if Viewpoint members had ever asked for a taxi or private hire vehicle with a female driver, and just four per cent told us they had. However, just under half of members said they would use a female driver service on request if this service was available.

- 3.18 We explained how the council is thinking about introducing a star rating system for taxis and private hire vehicles in Hartlepool, which would mean that drivers and vehicles would each have a rating out of five stars; the more stars a driver or vehicle has been awarded, the better the service people can expect from them. We wanted to know what Viewpoint members thought this rating should be based on and if they thought it was a good idea or not.
- 3.19 Viewpoint members thought this rating should be based on the attitude of the driver (77%), and on the cleanliness or tidiness of the vehicle (66%). Viewpoint members also thought that promptness should be taken into consideration for this five star rating (65 comments).
- 3.20 Members were asked to tell us how much they agreed with various statements about a five star taxi rating service. Overall, the majority of Viewpoint members agreed that a five star rating for taxis and private hire vehicles is a good idea (78%). Two thirds (64%) said they would request a taxi or private hire vehicle of a higher star rating by phone, and over half (55%) of members said they would choose a taxi based on its star rating instead of choosing the first taxi in a queue.

### **Consulting with the public**

- 3.21 We wanted to find out if Viewpoint members felt the council listens to them when consulting, and take on board their views and opinions when making decisions. These questions have previously been included in Viewpoint in May 2004 (Viewpoint 12) and February 2007 (Viewpoint 21). Therefore, comparisons were made between these datasets in the main report.
- 3.22 It is important to note at this stage that there has been a noticeable improvement in all four statements between the 2007 and 2008 data sets. Therefore, Viewpoint members feel more positive about the way the council consults with local people, taking their views and opinions on board when making decisions.
- 3.23 First of all, Viewpoint members were asked to tell us if they agreed or disagreed with the statement 'Hartlepool Borough Council listens to the concerns of local residents'. There has been a large increase in the proportion of people who either agree or strongly agree with this statement from 34 per cent in 2007 to 45 per cent in 2008.
- 3.24 We then asked members if they agreed or disagreed with the statement 'Hartlepool Borough Council is out of touch with what local people want'. There has been a reduction in the proportion of people agreeing or strongly agreeing with this statement from 44 per cent in 2007 to 38% in 2008. There has also been an increase in the proportion of people who disagree or strongly disagree with this statement from 20 per cent in 2007 to 26 per cent in 2008.



- 3.25 When asked if members agreed or disagreed with the statement 'Hartlepool Borough Council keeps residents informed about what they are doing'. In 2007 a third (36%) of Viewpoint members agreed or strongly agreed with this statement; this has increased to 45% in 2008. Also, there has been a reduction in the proportion of Viewpoint members who disagreed or strongly disagreed with this statement from 34 per cent in 2007 to 25 per cent in 2008.
- 3.26 Finally, Viewpoint members were asked to tell us how much they agree or disagree with the statement 'Hartlepool Borough Council regularly asks local people about their views and opinions on various local issues'. There has been a large improvement on the results received in 2007. In 2007 43 per cent of Viewpoint members agreed or strongly agreed with this statement. This has increased to 55 per cent in 2008. There has also been a large reduction in the proportion of people disagreeing or strongly disagreeing with this statement from 28 per cent in 2007 to 19 per cent in 2008.

#### 4. FEEDBACK FROM PREVIOUS VIEWPOINT SURVEYS

- 4.1 One of the main aims of the Viewpoint panel is to provide service departments with useable information to assist in service development and delivery. The Corporate Strategy Division has collected feedback from departments on how Viewpoint results have been used and how they have influenced service provision. This information will be fed back to Viewpoint members to keep them up to date on how their contribution is being used.
- 4.2 The feedback provided in this report is from consultation topics covered in Viewpoint 23 (October 2007). In connection to the latest Viewpoint results, there is also a message from the Mayor about Operation Cleansweep. This feedback will be included in the newsletter which accompanies the questionnaire for Viewpoint 29 which will be mailed out in June 2009. The newsletter has been attached as **Appendix B**.

#### **Hartbeat, Viewpoint 23, October 2007**

- 4.3 In 2007, Viewpoint members were asked some questions about the Hartbeat publication. Viewpoint members said they did not think the section in Hartbeat on Employment and Training was very well covered. As a result, the magazine has included several stories in recent editions, including:
- Publicising the Disability Forum which is designed to help people with disabilities into employment/training
  - Covering the official opening of the new Rivergreen business units at Queens Meadow
  - Publicising the Artrium Centre in Park Road which is a facility to train people in a range of craft skills

- Covering Hartlepool Colleges training quality mark for excellence in engineering
- 4.4 Viewpoint members also said they would like to see more information about council services. As a result, the Hartbeat publication has done more to highlight councils services, including:
- Explanation of the role of the Contact Centre, including the publication of new telephone numbers and extended opening hours. The Contact Centre opening hours were amended after consultation with Viewpoint members.
  - Publicising the council's work to improve Seaton Carew and the Headland coastal defences. This included raising awareness of consultation about the coastal defences
  - Being part of an ongoing campaign to clamp down on vandalism across the town, and urging people to report vandalism.
  - Providing information on a trial for free parking after 4pm to encourage people to use our car parks more. This trial began at Christmas, and is still being monitored with the view to possibly extend the scheme.

#### **Climate Change - Viewpoint 23, October 2007**

- 4.5 In October 2007 we asked Viewpoint members some questions about climate change. Over half of Viewpoint members told us they would be encouraged to do more to help lessen the impacts of climate change if Hartlepool Borough Council and local businesses lead by example.
- 4.6 The Mayor, on behalf of the council, has signed up to the European Covenant of Mayors, which is an optional scheme that local authorities can sign up to, to show commitment to reducing carbon emissions by 20% by the year 2020, demonstrating Hartlepool's high level of commitment to tackling climate change.
- 4.7 The council is also supporting the work of the Tees Valley Green Business Club, which works with various businesses across the Tees Valley area. Members of the club are able to share experiences and best practice, and gain support from various organisations, with a focus on climate change. Encouraging more local businesses from Hartlepool to join this club is a priority for the council. Businesses will be made aware of the environmental implications of their actions, how they can reduce these effects, and the benefits that will result.

#### **Operation Cleansweep - Viewpoint 27, November 2008**

- 4.8 The latest Viewpoint survey asked members some questions about Operation Cleansweep. In response to Viewpoint results and recent consultation about this scheme, the Mayor had the following to say:

- 4.9 "In the past, residents may have noticed increased activity in their area but it may not have been immediately apparent to them that work was being carried out as part of Operation Cleansweep. Following consultation with residents, I have decided that Cleansweep needs a refresh and whilst in the past it has been extremely successful we are now focusing all our own and partners' resources on issues which residents feel are particularly important in their area"
- 4.10 This information was included in the environmental News section on the council's website on 20<sup>th</sup> February 2009.

## **5. RECOMMENDATIONS**

- 5.1 It is recommended that the Portfolio Holder note the results.

# **Corporate Strategy**



## **27<sup>th</sup> Viewpoint Survey Results Report**

**Lisa Anderson  
March 2009**

# Contents

<b>1. Introduction</b>	<b>3</b>
Background .....	3
Aims of Viewpoint.....	3
<b>2. Methodology</b>	<b>4</b>
The sample.....	5
Response rates .....	5
The report.....	5
<b>3. Key findings</b>	<b>6</b>
Operation Cleansweep .....	6
Contacting the council .....	6
Taxis & private hire vehicles.....	7
Consulting with the public.....	8
<b>4. Operation Cleansweep</b>	<b>9</b>
Knowledge about Operation Cleansweep .....	9
Is Operation Cleansweep a good idea? .....	9
Remembering Operation Cleansweep .....	10
Statements about Operation Cleansweep .....	10
<i>Operation Cleansweep has made a difference to my local area.....</i>	11
<i>Operation Cleansweep has made some lasting changes to my local area... ..</i>	11
<i>Operation Cleansweep needs to take place every year to have an impact... ..</i>	12
<i>Operation Cleansweep helped get residents involved in improving their local area.....</i>	12
Things Operation Cleansweep should target .....	13
Things that would be useful for Operation Cleansweep to do .....	14
Any other comments about Operation Cleansweep .....	15
<b>5. Contacting the council</b>	<b>16</b>
Making a complaint .....	16
What members were complaining about .....	17
What members complaints related to .....	18
Satisfaction with how their complaint was handled.....	19
Contacting the council for other reasons .....	19
Why people contacted the council.....	20
How people contacted the council.....	21
Frequency of contacting the council .....	21
Satisfaction with most recent contact with the council .....	23
<i>How easy it was to find the right person to deal with. ....</i>	24
<i>The length of time it took to deal with the person you contacted. ....</i>	25
<i>Any information you were given. ....</i>	26
<i>How competent the staff were .....</i>	27
<i>How helpful the staff were.....</i>	28
Overall satisfaction with most recent contact with the council .....	30

<b>6. Taxis and private hire vehicles</b>	<b>31</b>
The number of taxis and private hire vehicles .....	31
How often people make journeys by taxi or private hire vehicle .....	32
What people use taxis or private hire vehicle for .....	34
Travelling to another town centre .....	34
Council's taxi licensing service .....	35
Requesting a female taxi or private hire vehicle driver .....	36
Why people might request a female taxi or private hire vehicle driver.....	37
Flagging down a private hire vehicle .....	37
Five star rating for taxis and private hire vehicles.....	38
Statements about a five star rating for taxis and private hire vehicles.....	39
<i>I think a five star rating for taxis and private hire vehicles is a good idea.....</i>	<i>40</i>
<i>I would choose a taxi based on its star rating instead of choosing the first taxi</i>	<i>in a queue. ....</i>
<i>I would request a taxi or private hire vehicle of a higher star rating by phone.</i>	<i>.....</i>
<i>It would not matter to me if a taxi had a poor star rating, as long as it took me</i>	<i>where I wanted to go.....</i>
<b>7. Consulting with the public</b>	<b>41</b>
Statements about consulting with the public .....	42
<i>Hartlepool Borough Council listens to the concerns of local residents.....</i>	<i>43</i>
<i>Hartlepool Borough Council is out of touch with what local people want .....</i>	<i>44</i>
<i>Hartlepool Borough Council keeps residents informed about what they are</i>	<i>doing .....</i>
<i>Hartlepool Borough Council regularly asks local people about their views and</i>	<i>opinions on various local issues.....</i>
<b>Appendix 1: Background information on respondents</b>	<b>49</b>
<b>Appendix 2: Category definitions</b>	<b>51</b>
<b>Appendix 3: Full results</b>	<b>52</b>

# 1. Introduction

## Background

- 1.1 Viewpoint, Hartlepool Borough Council's citizens' panel, is one of the ways that the council consults and involves local people in the governance of Hartlepool. It is a statistically balanced panel of local people who receive questionnaires at regular intervals throughout the year, asking for their views on a variety of local issues facing the council and Hartlepool as a whole.
- 1.2 The panel was refreshed in 2007 with one third of the panel being replaced to ensure that each member only serves for a limited period of time. The refreshment was done by sending out a recruitment questionnaire to a number of Hartlepool residents who were selected at random from the electoral roll. From the returns approximately 1200 local residents, with characteristics matching the profile of the local population, were selected for Viewpoint. The panel members are kept informed of the findings of the Viewpoint project, and what the council is doing in response, via a regular newsletter.
- 1.3 This report details the results from the latest questionnaire, which was distributed in November 2008.

## Aims of Viewpoint

- 1.4 The aims of the survey are:
  - To listen to the community
  - To involve local people in the council's decisions and in its policy planning and reviews
  - To consult the panel regularly on important local issues
  - To discover what are the community priorities for future council activities
- 1.4 The specific areas covered in this phase of Viewpoint included:
  - Operation Cleansweep
  - Contacting the council
  - Taxis and private hire vehicles
  - Consulting with the public

## 2. Methodology

- 2.1 Viewpoint was launched in August 1999 with a recruitment campaign under the original name of Viewpoint 1000. A random sample of 10,000 residents was selected from the electoral register and each resident was sent the self-completion recruitment questionnaire. The recruitment questionnaire was developed to capture all the necessary background information needed to obtain a representative sample of the total population.
- 2.2 Just under 2,500 people from the 10,000 sample volunteered to take part in Viewpoint 1000 and from this group, the panel of 1,000 was selected to mirror the Hartlepool community as closely as possible. A range of variables was used to produce a balanced sample including gender, age and geographical location.
- 2.3 The panel is refreshed at regular intervals and in 2007 a third of the panel was refreshed. We sent out over 4,900 recruitment questionnaires to a random selection of people from the edited electoral register, from which we received an adequate number of returns. When the Best Value Performance Indicator (BVPI) survey was carried out in 2003 and in 2006, respondents were asked if they would be interested in taking part in the Viewpoint panel and during this recruitment exercise they were invited to join the refreshed panel. This re-recruitment process helps avoid the problems of drop-out, consultation fatigue and respondents becoming local government “experts”. The panel currently stands at approximately 1200 members.
- 2.4 The setting up of this type of panel gives the authority the advantage of access to a large group of people from across the community who have agreed to be involved in consultation exercises several times a year. The disadvantage that this type of consultation brings is that, because all panel members are volunteers, there is a possibility that they may not be typical of the community as a whole. However, every effort has been made to ensure that the panel members represent the demographic make up of the area and to include all sectors of the community.
- 2.5 In practice most surveys are weighted as it is rare to achieve samples of population that are perfectly representative of a community. It was therefore decided that the Viewpoint data would be weighted for analysis purposes. The main potential weakness of the survey is differential response rates, because although the full panel is statistically balanced, not all Viewpoint members return the questionnaire at each phase. There is a tendency for certain groups to be less likely to respond than others, for example young male respondents. Therefore, to achieve a better representative result, the data was weighted slightly by age, gender and geographical location. However when the weighted and unweighted results are compared there is very little difference in the overall results and the weighting does not come into effect until small minority groups are examined.



- 2.6 This survey was carried out in November 2008 using a self-completion questionnaire returned through the postal system. Panel members had four weeks to complete the questionnaire and return it in the post paid envelope provided. A reminder letter was sent out to those who had not returned the questionnaire after a set period of time.

### **The sample**

- 2.7 A questionnaire was sent out to all 1267 active members of the panel.

### **Response rates**

- 2.8 We achieved a response rate of 62 per cent. A small number of cases were excluded from the sample because they were ineligible, due to either the panel member having moved house or having died. Some Viewpoint members told us they no longer wished to take part in Viewpoint, often due to ill health or old age. These exclusions resulted in a possible sample of 1243 with a total of 768 questionnaires being returned. See table 2.1 for more information.

**Table 2.1 Response rates**

	<b>Number of cases</b>
Total sample	1267
Unsuitable / ineligible cases	24
Total possible sample	1243
<b>Completed questionnaires</b>	<b>768</b>
No response	475
<b>Response rate</b>	<b>62%</b>

### **The report**

- 2.9 All percentages in all tables are rounded to the nearest whole number. In some tables the total number of respondents may be less than the total number of returned questionnaires, due to some respondents not answering particular questions. In some instances the number of responses is greater than 100 per cent due to the fact that respondents have been asked to choose multiple answers.
- 2.10 Also, as mentioned in paragraph 2.5, the data for Viewpoint surveys are weighted to achieve a better representative result. Therefore, although 768 questionnaires were returned, the weighted data will show a response value up to 1200 participants.
- 2.11 For some questions, respondents who did not reply to certain questions, or answered “don’t know” were excluded from the analysis reported upon here.

### 3. Key findings

#### Operation Cleansweep

- 3.1 Just over half (54%) of Viewpoint members said they had heard of Operation Cleansweep before receiving the latest Viewpoint survey.
- 3.2 Eight out of ten (80%) members think Operation Cleansweep is a good idea.
- 3.3 Only ten per cent of Viewpoint members remember Operation Cleansweep visiting their local area.
- 3.4 Of the Viewpoint members who remember Operation Cleansweep visiting their local area, over half (55%) felt that it has made a difference to their local area. A third (33%) though Operation Cleansweep had made some lasting changes to their local area, nine out of ten felt that it needs to take place every year to have an impact, and four out of ten (44%) felt Operation Cleansweep helped to get residents involved in improving their local area.
- 3.5 Viewpoint members said they would like Operation Cleansweep to target potholes (59%), paths and footways (39%) and litter and flytipping (33%), if they were to visit again.
- 3.6 Local residents felt that patrols by police and Police Community Support Officers (66%), and dog wardens (50%) would be useful if Operation Cleansweep were to visit again.

#### Contacting the council

- 3.7 Three out of ten (30%) Viewpoint members said they had contacted the council with a complaint in the last 12 months. Viewpoint members were most likely to tell us they were complaining about a problem in their local area (38%) or the council not doing something they should have (38%).
- 3.8 A third (34%) of Viewpoint members told us they were either satisfied or very satisfied with the way in which their complaint was handled. However, just under half (47%) said they were dissatisfied or very dissatisfied.
- 3.9 Four out of ten (43%) members told us they had contacted the council for any other reason in the past year, other than to make a complaint. Viewpoint members were most likely to say they contacted the council to ask for advice or information (38%).
- 3.10 Eight out of ten (81%) Viewpoint members who had contacted the council in the past year told us they did so by telephone, and the majority (41%) said they had only contacted the council once in the past 12 months.

- 3.11 We asked Viewpoint members how satisfied or dissatisfied they were with various aspects of the service they received when they last contacted the council. The majority of Viewpoint members (between 70% and 80%) told us they were satisfied with the following things:
- How easy it was to find the right person to deal with (80%)
  - The length of time it took to deal with the person they contacted (78%)
  - Any information they were given (74%)
  - How competent the staff were (77%)
  - How helpful the staff were (80%)
  - The final outcome (70%)
- 3.12 Finally, seven out of ten (71%) Viewpoint members told us they were satisfied with the service they received overall the last time they contacted the council.

### **Taxis & private hire vehicles**

- 3.13 Six out of ten (61%) Viewpoint members felt the number of taxis and private hire vehicles in Hartlepool are about right.
- 3.14 Viewpoint members are most likely to say they use a taxi or private hire vehicle one or two times a year (35%) or one or two times a month (31%).
- 3.15 Viewpoint members were more likely to say they usually use taxis or private hire vehicles for a night out (70%).
- 3.16 Only three per cent of Viewpoint members said they had contacted the councils taxi licensing service, of which nearly four out of ten (37%) said they were satisfied with the quality of service they received.
- 3.17 Only four per cent of Viewpoint members had ever asked for a taxi or private hire vehicle with a female driver. However, just under half (46%) said if a female driver service was available on request they would use it.
- 3.18 Nine per cent of Viewpoint members told us they had managed to flag down a private hire vehicle in the past 12 months.
- 3.19 When asked what sorts of things Viewpoint members think a taxi and private hire vehicle five star rating should be based on, members were more likely to say it should be based on the attitude of the driver (77%).
- 3.20 Viewpoint members were asked to tell us if they agreed or disagreed with a range of statements about a five star rating system for taxis and private hire vehicles. Overall, Viewpoint members were more likely to agree that a five star rating is a good idea (78%), that they would choose a taxi based on its star rating rather than choosing the first in a queue (55%), and that they would request a taxi of a higher star rating by phone (64%).

### **Consulting with the public**

- 3.21 Just under half (45%) of Viewpoint members feel that Hartlepool Borough Council listens to the concerns of local residents.
- 3.22 Four out of ten of Viewpoint members feel the council is out of touch with what local people want. However, a quarter (26%) disagreed or strongly disagreed with this statement.
- 3.23 Just under half (45%) feel the council keeps residents informed about what they are doing.
- 3.24 Over half (55%) of Viewpoint members feel the council regularly asks local people about their views and opinions on various local issues.
- 3.25 The questions about 'consulting with the public' were also included in Viewpoint in 2004 and in 2007. Between 2007 and 2008, there has been a noticeable improvement with all four statements about consulting with the public. Therefore, Viewpoint members are more positive about how the council consults with local people, and how the council takes on board local people's views and opinions when making decisions.

## 4. Operation Cleansweep

- 4.1 We told Viewpoint members how Operation Cleansweep is a campaign that brings together a number of organisations to tackle issues in neighbourhoods. We wanted to know if Viewpoint members remembered Operation Cleansweep visiting their local area, and what things they would like Operation Cleansweep to target if it were to visit their local area again.

### Knowledge about Operation Cleansweep

- 4.2 First of all, we asked Viewpoint members to tell us if they had heard of Operation Cleansweep before receiving the latest Viewpoint questionnaire. The results were split, with just under half (47%) telling us they had heard of Operation Cleansweep before, and just over (54%) saying they had not.

- Yes – had heard - 47 per cent (547 respondents)
- No – not heard - 54 per cent (629 respondents)

- 4.3 The detailed results show that older Viewpoint members are more likely to say they had heard about Operation Cleansweep before (57%) than younger Viewpoint members (34%) (see appendix 2 for category definitions).

### Is Operation Cleansweep a good idea?

- 4.4 Next we asked Viewpoint members to tell us if they think Operation Cleansweep is a good idea or not. The majority (80%) of members thought Operation Cleansweep is a good idea. Sixteen per cent were not sure if Operation Cleansweep is a good idea or not.

- Yes – good idea - 80 per cent (937 respondents)
- No – not a good idea - 3 per cent (39 respondents)
- Don't know - 16 per cent (191 respondents)

- 4.5 The detailed results show that older Viewpoint members are more likely to think that Operation Cleansweep is a good idea (87%) than younger Viewpoint members (75%).

## Remembering Operation Cleansweep

- 4.6 We told Viewpoint members how Operation Cleansweep has visited every area in Hartlepool over the past three years and we asked them if they remember Operation Cleansweep visiting their area. Only ten per cent of Viewpoint members remembered Operation Cleansweep visiting their area in the last three years.

- Yes – remember - 10 per cent (122 respondents)
- No – do not remember - 90 per cent (1047 respondents)

- 4.7 The detailed results show that Viewpoint members from the North area of Hartlepool were twice as likely to say they remember Operation Cleansweep visiting their area (16%) than members from the South (8%) or Central (8%) areas of Hartlepool.

## Statements about Operation Cleansweep

- 4.8 The 122 members who told us they remembered Operation Cleansweep visiting their local area were asked to tell us if they agreed or disagreed with some statements about Operation Cleansweep.
- 4.9 Overall, Viewpoint members thought Operation Cleansweep needed to take place every year to have an impact (90%). They agreed that Operation Cleansweep had made a difference to their local area (55%), but were unsure if the scheme had made some lasting changes to their local area (39%). See table 4.1 for more information.

**Table 4.1 If you can remember Operation Cleansweep visiting your area, please tell us if you agree or disagree with the following statements:**

Operation Cleansweep...	Agreed %	Disagreed %
... has made a difference to my local area	55	17
... has made some lasting changes to my local area	33	25
... needs to take place every year to have an impact	90	1
... helped get residents involved in improving their local area	44	27

- 4.10 What will now follow will be a detailed look at each of these four statements about Operation Cleansweep in turn.

*Operation Cleansweep has made a difference to my local area*

- 4.11 Over half (55%) of Viewpoint members agreed or strongly agreed with the statement 'Operation Cleansweep has made a difference to my local area'. A quarter (25%) neither agreed nor disagreed with this statement and 17 per cent disagreed or strongly disagreed with this statement.

• Strongly agree	-	7 per cent	(8 respondents)
• Agree	-	48 per cent	(57 respondents)
• Neither agree nor disagree	-	25 per cent	(30 respondents)
• Disagree	-	12 per cent	(14 respondents)
• Strongly disagree	-	5 per cent	(6 respondents)
• Don't know	-	3 per cent	(4 respondents)

- 4.12 Viewpoint members from the North area of Hartlepool were more likely to agree or strongly agree with this statement (67%) than members from the South (40%) or Central (46%) areas of Hartlepool.

*Operation Cleansweep has made some lasting changes to my local area*

- 4.13 A third (33%) of Viewpoint members agreed or strongly agreed with the statement 'Operation Cleansweep has made some lasting changes to my local area'. Four out of ten (39%) members neither agreed nor disagreed with this statement and a quarter (25%) disagreed or strongly disagreed with this statement.

• Strongly agree	-	5 per cent	(6 respondents)
• Agree	-	29 per cent	(32 respondents)
• Neither agree nor disagree	-	39 per cent	(45 respondents)
• Disagree	-	17 per cent	(20 respondents)
• Strongly disagree	-	8 per cent	(10 respondents)
• Don't know	-	2 per cent	(3 respondents)

- 4.14 Viewpoint members from the Central area of Hartlepool were less likely to agree or strongly agree with this statement (26%) than members from the South (37%) or North (36%) areas of Hartlepool.

*Operation Cleansweep needs to take place every year to have an impact*

- 4.15 Ninety per cent of Viewpoint members agreed or strongly agreed with the statement 'Operation Cleansweep needs to take place every year to have an impact'.

• Strongly agree	-	42 per cent	(51 respondents)
• Agree	-	48 per cent	(58 respondents)
• Neither agree nor disagree	-	8 per cent	(9 respondents)
• Disagree	-	- per cent	(No respondents)
• Strongly disagree	-	1 per cent	(1 respondents)
• Don't know	-	1 per cent	(1 respondents)

- 4.16 Viewpoint members from the North area of Hartlepool were more likely to agree or strongly with this statement than members from the South (89%) or Central (86%) areas of Hartlepool.

*Operation Cleansweep helped get residents involved in improving their local area*

- 4.17 Four out of ten (44%) Viewpoint members agreed or strongly agreed with the statement 'Operation Cleansweep helped get residents involved in improving their local area'. Two out of ten members (19%) neither agreed nor disagreed with this statement and three out of ten (27%) disagreed or strongly disagreed with this statement.

• Strongly agree	-	12 per cent	(14 respondents)
• Agree	-	32 per cent	(38 respondents)
• Neither agree nor disagree	-	19 per cent	(23 respondents)
• Disagree	-	17 per cent	(21 respondents)
• Strongly disagree	-	10 per cent	(12 respondents)

- 4.18 Viewpoint members from the South area of Hartlepool were more likely to agree or strongly agree with this statement (54%) than members from the Central (48%) or North (36%) areas of Hartlepool.



### Things Operation Cleansweep should target

- 4.19 Viewpoint members were asked to think about what things they would like Operation Cleansweep to target in their local area if they were to visit again. Viewpoint members were most likely to say they would like Operation Cleansweep to target potholes (59%), paths and footways (39%), and litter and flytipping (33%). See table 4.2 for more information.

**Table 4.2 Thinking about your local area, if Operation Cleansweep were to visit again, what THREE things would you like them to target first?**

	<b>%</b>	<b>(No.)</b>
Potholes	59	(670)
Paths and footways	39	(444)
Cleaning up litter and flytipping	33	(376)
Cleaning up dog dirt	26	(293)
Street and gully cleansing	24	(276)
Litter bins and dog foul bins	21	(239)
Trees, bushes and flower beds	19	(219)
Grass cutting and maintenance	17	(191)
Street lighting	15	(176)
Empty or problem properties	13	(147)
Graffiti removal	9	(104)
Street nameplates	7	(83)
Road markings	7	(75)
Street furniture	4	(50)
Road signage	4	(44)
Alleygates	2	(19)
<b>(N=1139)</b>		

- 4.20 Viewpoint members from the Central area of Hartlepool were also more likely to say they would like Operation Cleansweep to target street and gully cleansing (33%) and cleaning up dog dirt (30%).

### Things that would be useful for Operation Cleansweep to do

- 4.21 Viewpoint members were then asked to tell us what they would find useful if Operation Cleansweep were to visit again. Two thirds (66%) of Viewpoint members said they would find patrols by police and Police Community Support Officers (PCSOs) useful, half (50%) said they would find patrols by dog wardens useful, and four out of ten members (43%) said they would find home safety checks, crime prevention goody bags, and police leaflets useful. See table 4.3 for more information.

**Table 4.3 Would you find any of the following useful if Operation Cleansweep were to visit again?**

	%	(No.)
Patrols by police and PCSOs	66	(732)
Patrols of dog wardens	50	(551)
Home safety checks / crime prevention goody bags / police leaflets	43	(473)
Recycling information / calendars	36	(401)
Patrols by Car Parking Officers to deal with illegal vehicle crossings / traffic congestion	35	(381)
Security marking peoples property with 'Smartwater'	31	(344)
Officers patrolling areas to deal with abandoned or untaxed vehicles	25	(277)
Arson prevention / removal of potential arson materials	18	(199)
Improvements to back streets	16	(173)
Dog chipping	11	(121)
<b>(N=1106)</b>		

- 4.22 Viewpoint members from the North area of Hartlepool were more likely to say they would find patrols by police and PCSO's useful (71%) then members from the South (62%) or Central (66%) areas of Hartlepool.

### Any other comments about Operation Cleansweep

- 4.23 Viewpoint members were asked to tell us about anything else they would like Operation Cleansweep to target if they were to visit their area again. In total, 264 comments were made. Viewpoint members were most likely to say they would like Operation Cleansweep to target litter (40 comments) and verge parking (37 comments). See table 4.4 for more information.

**Table 4.4 Please use the space below to tell us about anything else you would like Operation Cleansweep to target if they were to visit your area again.**

	No. of comments
Litter	40
Verge parking	37
Illegal parking	20
Anti-social behaviour	20
Dog fouling	13
More dog bins	11
Role of PCSOs	9
Poor road conditions	6
Improve pavements	6
Other	102
<b>(N=264)</b>	

## 5. Contacting the council

- 5.1 We wanted to find out if Viewpoint members had contacted the council to make a complaint or for any other reason in the past twelve months. Some of these questions were asked in the 2006/07 Best Value Performance Indicator (BVPI) General Household Survey. Where this is the case, comparisons will be drawn between the two sets of data. It is important to note that any comparisons drawn between the two surveys should be made with caution as the methodologies behind the BVPI survey and the Viewpoint surveys differ.

### Making a complaint

- 5.2 If Viewpoint members had contacted the council to make a complaint, we wanted to know what they were complaining about and if they were satisfied with how their complaint was handled.
- 5.3 Three out of ten (30%) Viewpoint members told us they had contacted Hartlepool Borough Council with a complaint in the last 12 months. This is a slight increase from the results obtained through Viewpoint in 2005. We can also see from table 5.1 that this is an increase from BVPI figures obtained in 2003 and 2005.

**Table 5.1 Have you contacted Hartlepool Borough Council with a complaint(s) in the last 12 months?**

	Viewpoint		BVPI	
	2008 %	2005 %	2006 %	2003 %
Yes	30	27	23	19
No	70	73	77	81
	(N=1175)	(N=1179)	(N=971)	(N=1168)

- 5.4 Viewpoint members with a disability were more likely to say they had contacted the council with a complaint in the last 12 months (37%) than members without a disability (29%).

## What members were complaining about

- 5.5 Viewpoint members were then asked to tell us what they were complaining about the last time they contacted the council. Four out of ten Viewpoint members told us they contacted the council to complain about a problem in their local area, such as a noisy neighbour or anti-social behaviour (38%), and the same number (38%) told us they contacted the council to complain about the council not doing something they should have done. See table 5.2 for more information.

**Table 5.2 Thinking about the last time you contacted the council with a complaint, were you complaining about...**

	%	(No.)
A problem in your local area	38	(130)
The council not doing something they should have done	38	(130)
The council had done something wrong / badly	22	(76)
Any other reason	11	(39)
A decision made by councillors	4	(12)
Don't know / can't remember	3	(10)
A member of staff	2	(8)
<b>(N=346)</b>		

- 5.6 Viewpoint members from the North area of Hartlepool were more likely to say they had contacted the council to make a complaint about a problem in their local area (44%) than members from the South (37%) or Central (33%) areas of Hartlepool.

### What members complaints related to

- 5.7 Next we asked Viewpoint members to tell us what their complaint related to. In total 331 comments were made. The majority of people said their complaint was about a missed or poor refuse collection (54 comments), a missed or poor recycling collection (40 comments) or anti-social behaviour (33 comments). See table 5.3 for more information.

**Table 5.3 What did the complaint(s) relate to?**

	<b>No. of comments</b>
Missed / poor refuse collection	54
Poor recycling / missed collection	40
Anti-social behaviour	33
Poor condition of roads	20
Broken street lights	20
Litter	18
Condition of grass verges	14
Noise pollution	11
Illegal parking	11
Fly tipping	9
Dog fouling	8
Poor condition of pavements	8
Flooding	4
Allotments	4
Dog bins	4
Trees	4
Other	69
<b>(N=331)</b>	

### Satisfaction with how their complaint was handled

- 5.8 We asked Viewpoint members to tell us how satisfied or dissatisfied they were with the way in which their complaint was handled. In 2008, a third (34%) of Viewpoint members told us they were either satisfied or very satisfied with the way their complaint had been handled. This is a reduction from the 2005 Viewpoint results (49%). However, Viewpoint members tended to move into the neither satisfied nor dissatisfied bracket, rather than telling us they were either dissatisfied or very dissatisfied.
- 5.9 We can see from table 5.4 that the figures obtained from the 2008 Viewpoint survey are similar to those obtained through the 2003 and 2005 BVPI survey.

**Table 5.4 How satisfied or dissatisfied are you with the way in which your complaint(s) was (were) handled?**

	Viewpoint		BVPI	
	2008 %	2005 %	2006 %	2003 %
Very satisfied	14	19	17	11
Satisfied	21	30	18	22
Neither satisfied nor dissatisfied	19	5	9	12
Dissatisfied	28	21	24	20
Very dissatisfied	20	26	32	35
	(N=347)	(N=316)	(N=227)	(N=218)

- 5.10 Viewpoint members from the North area of Hartlepool were more likely to tell us that they were either satisfied or very satisfied with the way in which their complaint was handled (41%) than members from the South (30%) or Central (31%) areas of Hartlepool.

### Contacting the council for other reasons

- 5.11 Next we asked Viewpoint members to tell us about their most recent contact with the council in the last 12 months for reasons other than to make a complaint.

- 5.12 We asked Viewpoint members to tell us if they had contacted the council for any other reason in the past year, and four out of ten (43%) members said they had. This is similar to the responses received through Viewpoint in 2005. See table 5.5 for more information.

**Table 5.5 Have you contacted the council for any other reason in the past year?**

	<b>2008 %</b>	<b>2005 %</b>
Yes	43	40
No	58	60
	(N=1139)	(N=1154)

- 5.13 Viewpoint members from the South area of Hartlepool were slightly more likely to say they had contacted the council for reasons other than to make a complaint in the past twelve months (46%) than members from the Central (43%) or North (38%) areas of Hartlepool.

### **Why people contacted the council**

- 5.14 Next, we asked Viewpoint members to describe the reasons why they had contacted the council in the past year.
- 5.15 In 2008, as in the 2006 BVPI survey, Viewpoint members were most likely to say they contacted the council to ask for advice or information (38%). There has been a reduction in the proportion of people telling us they can't remember why they contacted the council from 18 per cent in 2006 to just one per cent in 2008. See table 5.6 for more information.

**Table 5.6 Which of these describes the reasons why you made your most recent contact with the council?**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
Asked for advice / information	38	28
Reported an issue or problem	35	27
Applied to use a service	30	23
Any other reason	4	3
Don't know / can't remember	1	18
To apply for a job (suggested in Viewpoint 2008 'other' category)	1	-
	(N=476)	(N=705)

- 5.16 The detailed results show that Viewpoint members from the Central area of Hartlepool were more likely to say they had contacted the council to ask for advice or information (43%) than respondents from the South (36%) or North (34%) areas of Hartlepool.



## How people contacted the council

- 5.17 Viewpoint members were then asked to tell us how they contacted the council.
- 5.18 In 2008, as in the 2006 BVPI survey, the main method of contact was by telephone (81% and 56% respectively). In 2008 there were fewer people contacting the council in person (18%) than there was in 2006 (29%). See table 5.7 for more information.

**Table 5.7     How did you contact the council?**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
By telephone	81	56
In person	18	29
By email	9	3
By letter	5	9
Via a website / internet	4	2
Other method	1	1
	(N=479)	(N=764)

- 5.19 The detailed results show that, although the majority of members with a disability still contacted the council by telephone (73%, compared to 82% for members without a disability), Viewpoint members with a disability were almost twice as likely to contact the council in person (29%) than members without a disability (16%).

## Frequency of contacting the council

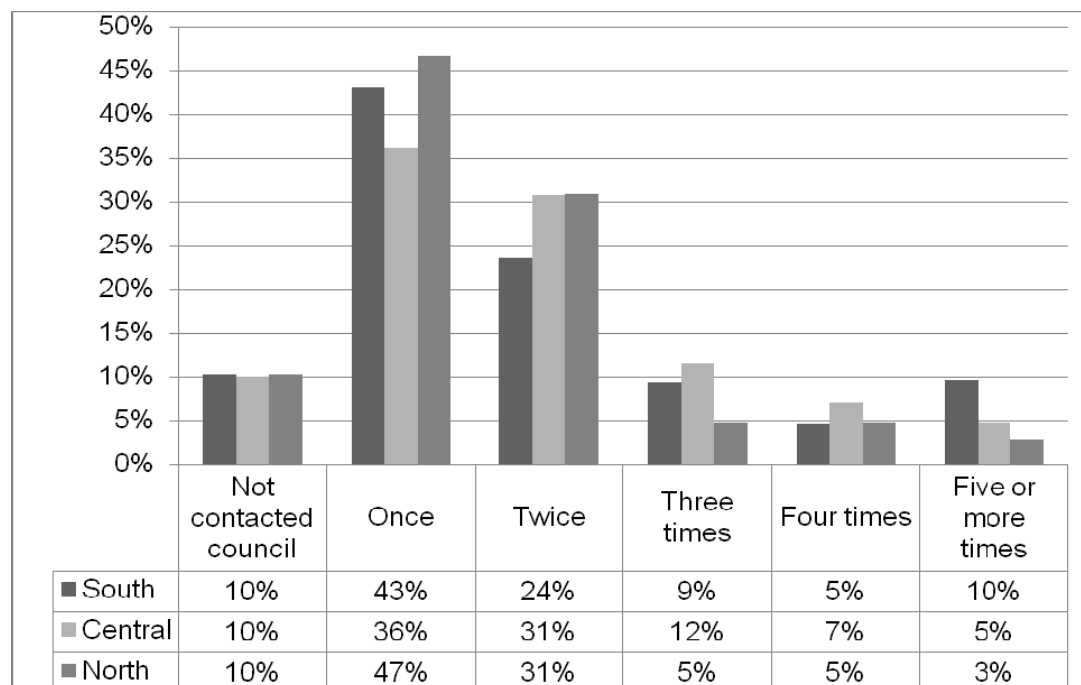
- 5.20 We asked Viewpoint members to tell us how many times they had contacted the council in the past twelve months for reasons other than to make a complaint. The majority of Viewpoint members (41%) said they had contacted the council once in the past twelve months, and three out of ten (29%) members said they had contacted the council twice in the past twelve months. See table 5.8 for more information.

**Table 5.8      How many times have you contacted the council in the past twelve months for any reason other than to make a complaint?**

	%	(No.)
Have not contacted them in past 12 months	10	(46)
Once	41	(188)
Twice	29	(130)
Three times	9	(41)
Four times	6	(25)
Five or more times	6	(26)
<b>(N=455)</b>		

5.21 The detailed results show that Viewpoint members from the Central area of Hartlepool were less likely to say they had contacted the council once in the last 12 months (36%, compared to 43% for the South and 47% for North areas of Hartlepool). Members from the Central area of Hartlepool were more likely to say they had contacted the council three (12%) or four (7%) times. Finally, Viewpoint members from the South area of Hartlepool were more likely to say they had contacted the council five or more times (10%) in the past twelve months. See chart 5.1 for more information.

**Chart 5.1      How many times have you contacted the council in the past twelve months for any reason other than to make a complaint?**



### Satisfaction with most recent contact with the council

- 5.22 Viewpoint members were asked to tell us how satisfied or dissatisfied they were with various aspects of the service they received on their most recent contact with the council. Overall, Viewpoint members were either fairly or very satisfied with all aspects of the service they received (between 70% and 80%). See table 5.9 for more information.

**Table 5.9 Still thinking about your most recent contact with the council, please indicate how satisfied or dissatisfied you were with each aspect of the service you received.**

	Satisfied %	Dissatisfied %
How easy it was to find the right person to deal with	80	13
The length of time it took to deal with the person you contacted	78	13
Any information you were given	74	15
How competent the staff were	77	12
How helpful the staff were	80	10
The final outcome	70	23

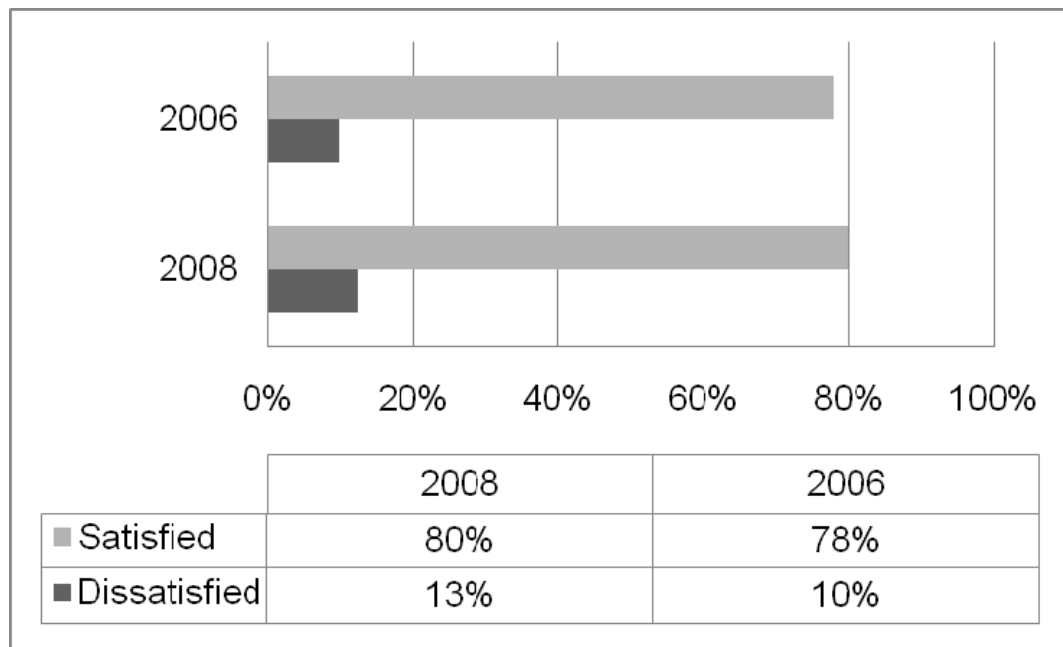
- 5.23 What will now follow will be a detailed look at these six aspects of Viewpoint member's last contact with the council, including comparisons with 2006/07 BVPI General Household Survey data.

*How easy it was to find the right person to deal with.*

- 5.24 Viewpoint members were asked to tell us how satisfied or dissatisfied they were with how easy it was to find the right person to deal with. Eight out of ten (80%) Viewpoint members were either fairly or very satisfied with how easy it was to find the right person to deal with. This is similar to the results obtained from the 2006 BVPI survey (78%). However, there has been a shift away from people saying they were fairly satisfied with this aspect in 2006 to them saying they were very satisfied with this aspect in 2008. See table 5.10 and chart 5.2 for more information.

**Table 5.10 How easy it was to find the right person to deal with.**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
Very satisfied	41	33
Fairly satisfied	39	45
Neither satisfied nor dissatisfied	8	12
Fairly dissatisfied	10	4
Very dissatisfied	3	6
	(N=460)	(N=575)

**Chart 5.2 How easy it was to find the right person to deal with.**

- 5.25 The detailed results show that older Viewpoint members were more likely to be satisfied with this aspect than younger Viewpoint members (88% compared to 71%) (see appendix 2 for definition of older and younger Viewpoint members).

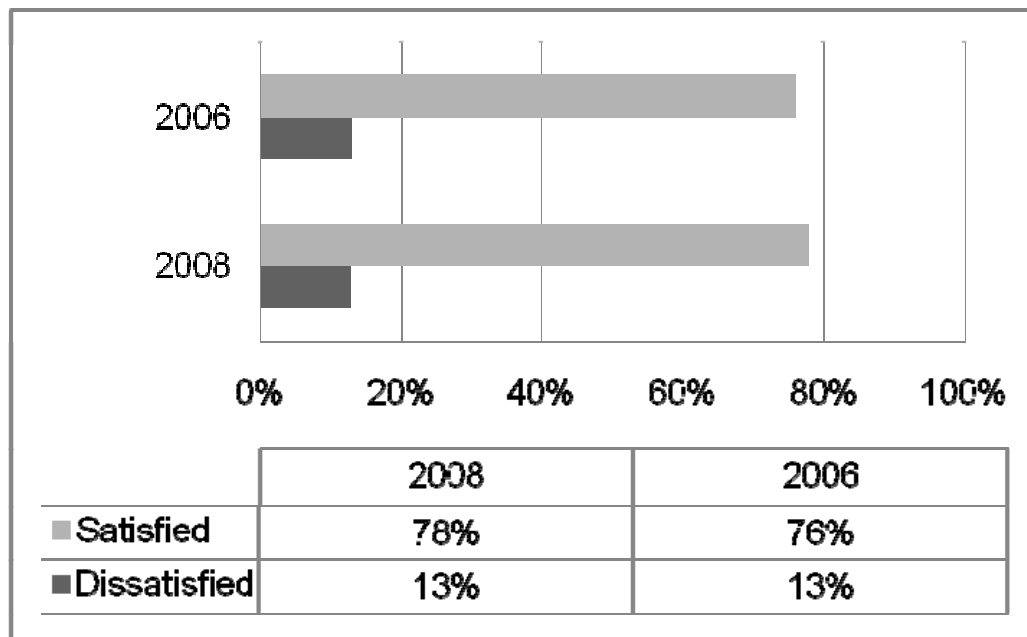
*The length of time it took to deal with the person you contacted.*

- 5.26 Viewpoint members were then asked to tell us how satisfied or dissatisfied they were with the length of time it took to deal with the right person they contacted. Eight out of ten (78%) Viewpoint members were either fairly or very satisfied with the length of time it took to deal with the person they contacted. This is similar to the results obtained from the 2006 BVPI survey (76%). However, again there has been a shift away from people saying they were fairly satisfied with this aspect in 2006 to them saying they were very satisfied with this aspect in 2008. See table 5.11 and chart 5.3 for more information.

**Table 5.11 The length of time it took to deal with the person you contacted.**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
Very satisfied	42	31
Fairly satisfied	36	45
Neither satisfied nor dissatisfied	9	11
Fairly dissatisfied	8	7
Very dissatisfied	5	6
	(N=459)	(N=575)

**Chart 5.3 The length of time it took to deal with the person you contacted.**



- 5.27 Again, the detailed results show that older Viewpoint members were more likely to be satisfied with this aspect than younger Viewpoint members (88% compared to 64%).

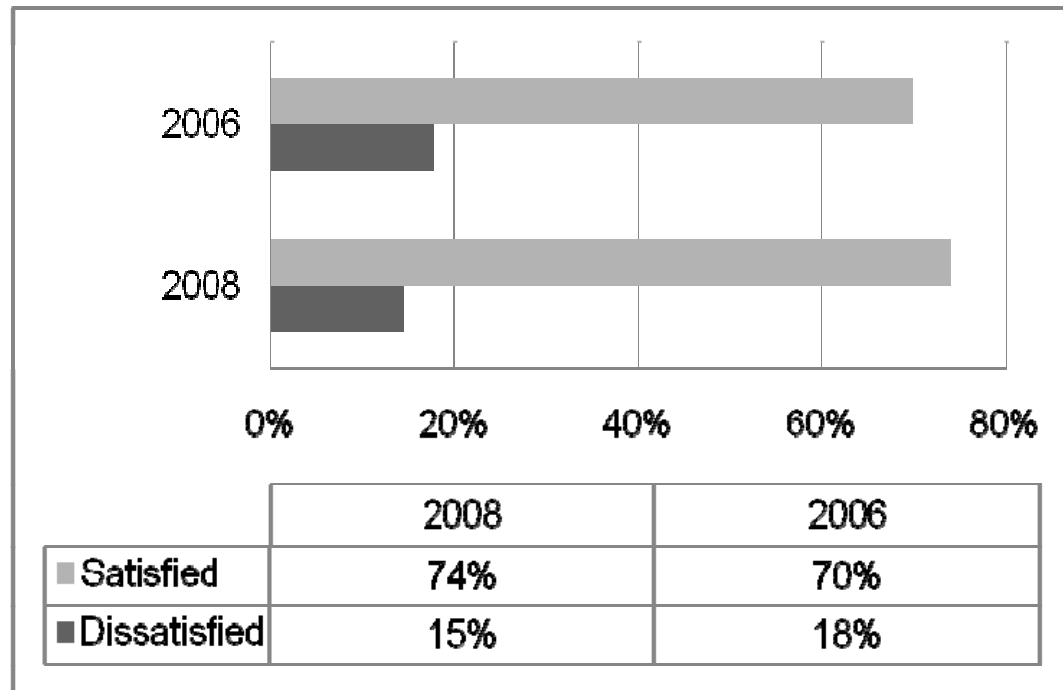
*Any information you were given.*

- 5.28 Viewpoint members were asked to tell us how satisfied or dissatisfied they were with any information they were given. Three quarters (74%) of Viewpoint members were either fairly or very satisfied with any information they were given. This is similar to the results obtained from the 2006 BVPI survey (70%). Again, there has been a shift away from people saying they were fairly satisfied with this aspect in 2006 to them saying they were very satisfied with this aspect in 2008. See table 5.12 and chart 5.4 for more information.

**Table 5.12 Any information you were given.**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
Very satisfied	40	31
Fairly satisfied	34	39
Neither satisfied nor dissatisfied	11	13
Fairly dissatisfied	7	6
Very dissatisfied	8	12
	(N=457)	(N=557)

**Chart 5.4 Any information you were given.**



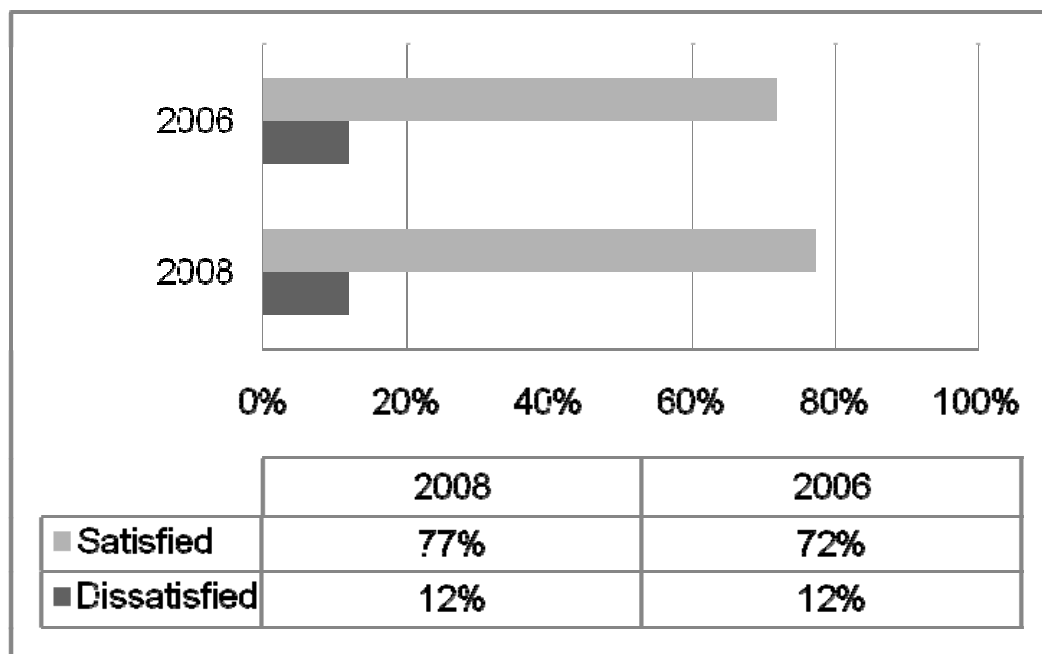
- 5.29 Again, the detailed results show that older Viewpoint members were more likely to be satisfied with this aspect than younger Viewpoint members (83% compared to 62%).

*How competent the staff were*

- 5.30 Viewpoint members were asked to tell us how satisfied or dissatisfied they were with how competent the staff were. Over three quarters (77%) of Viewpoint members were either fairly or very satisfied with how competent the staff were. This is a similar to the results obtained from the 2006 BVPI survey (72%). See table 5.13 and chart 5.5 for more information.

**Table 5.13 How competent the staff were.**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
Very satisfied	43	38
Fairly satisfied	34	34
Neither satisfied nor dissatisfied	11	15
Fairly dissatisfied	6	5
Very dissatisfied	6	7
	(N=454)	(N=575)

**Chart 5.5 How competent the staff were.**

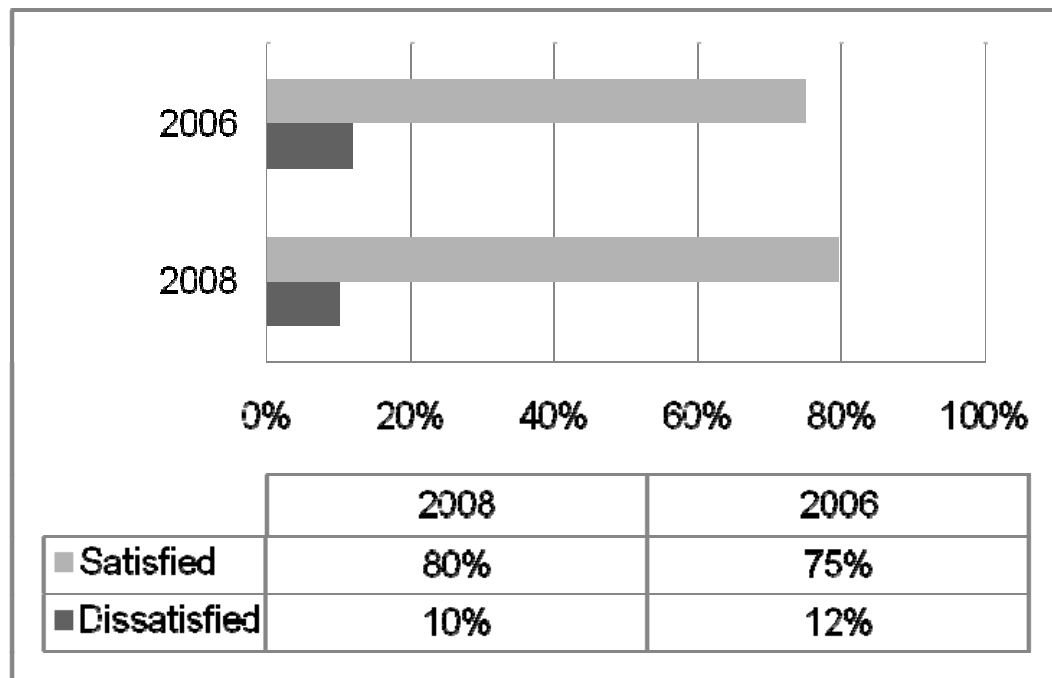
- 5.31 Older Viewpoint members were more likely to be satisfied with this aspect than younger Viewpoint members (90% compared to 61%).

*How helpful the staff were*

- 5.32 Viewpoint members were asked to tell us how satisfied or dissatisfied they were with how helpful the staff were. Eight out of ten (80%) Viewpoint members were either fairly or very satisfied with how helpful the staff were. This is a small increase from the results obtained from the 2006 BVPI survey (75%), although there has been a shift away from people saying they were fairly satisfied with this aspect in 2006 to them telling us they were very satisfied with this aspect in 2008. See table 5.14 and chart 5.6 for more information.

**Table 5.14 How helpful the staff were.**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
Very satisfied	47	38
Fairly satisfied	33	37
Neither satisfied nor dissatisfied	10	12
Fairly dissatisfied	5	4
Very dissatisfied	5	8
	(N=460)	(N=579)

**Chart 5.6 How helpful the staff were.**

- 5.33 Older Viewpoint members were more likely to be satisfied with this aspect than younger Viewpoint members (90% compared to 65%).

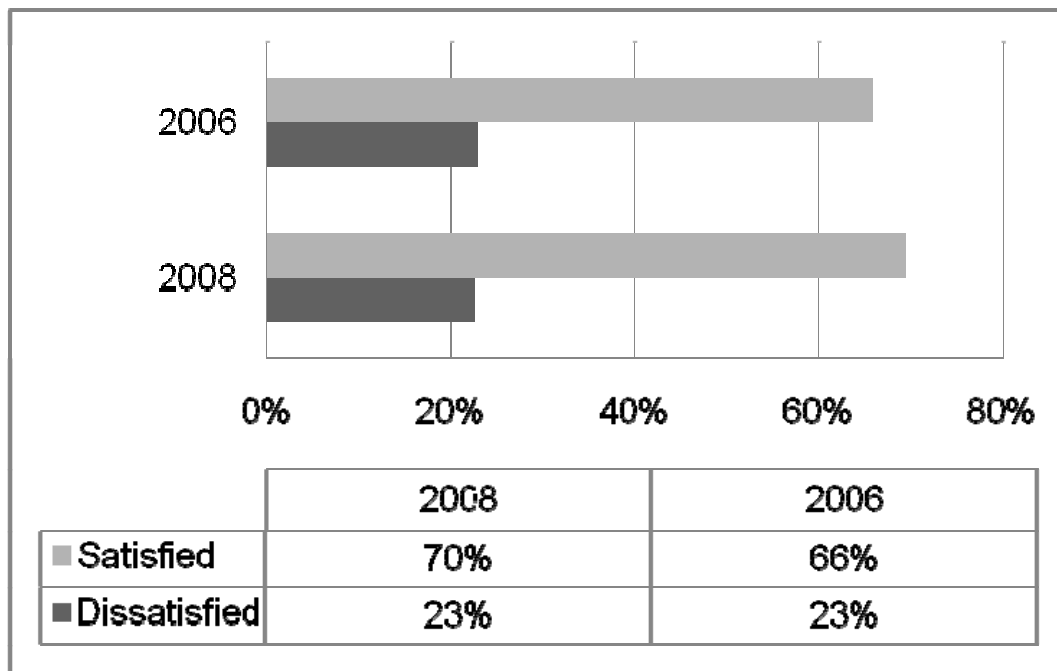


***The final outcome.***

- 5.34 Viewpoint members were asked to tell us how satisfied or dissatisfied they were with the final outcome from their most recent contact with the council. Seven out of ten (70%) Viewpoint members were either fairly or very satisfied with the final outcome. This is similar to the results obtained from the 2006 BVPI survey (66%). Again, there has been a shift away from people saying they were fairly satisfied with this aspect in 2006 to them telling us they were very satisfied with this aspect in 2008. See table 5.14 and chart 5.7 for more information.

**Table 5.15 The final outcome.**

	<b>Viewpoint 2008 %</b>	<b>BVPI 2006 %</b>
Very satisfied	43	33
Fairly satisfied	26	33
Neither satisfied nor dissatisfied	8	11
Fairly dissatisfied	9	7
Very dissatisfied	14	16
	(N=451)	(N=557)

**Chart 5.7 The final outcome.**

- 5.35 Viewpoint members from the North area of Hartlepool were more likely to be fairly or very satisfied with the final outcome of their most recent contact with the council (76%) than members from the South (66%) or the central (67%) areas of Hartlepool.

### Overall satisfaction with most recent contact with the council

- 5.36 Finally, Viewpoint members were asked to tell us how satisfied or dissatisfied they were overall with the service they received the last time they made contact with the council. Overall, seven out of ten (71%) members said they were either fairly satisfied or very satisfied with the service they received the last time they made contact with the council. One in five (17%) members said they were either dissatisfied or very dissatisfied with this service. See table 5.16 for more information.

**Table 5.16 Overall, how satisfied or dissatisfied are you with the service you received the last time you made contact with the council?**

	%	(No.)
Very satisfied	39	(183)
Fairly satisfied	33	(157)
Neither satisfied nor dissatisfied	12	(55)
Fairly dissatisfied	10	(46)
Very dissatisfied	7	(35)
<b>(N=477)</b>		

- 5.37 The detailed results show that Viewpoint members from the North area of Hartlepool were more likely to say they were either fairly satisfied or very satisfied overall with the service they received the last time they made contact with the council (79%) than respondents from the South (70%) or the Central (67%) areas of Hartlepool.

## 6. Taxis and private hire vehicles

- 6.1 We asked Viewpoint members some questions about taxis and private hire vehicles. We wanted to know how often Viewpoint members use them, where they go to in a taxi or private hire vehicle, whether they had contacted the council taxi licensing service, whether they would request a female driver, and what their thoughts were on a five star rating system for taxis and private hire vehicles.

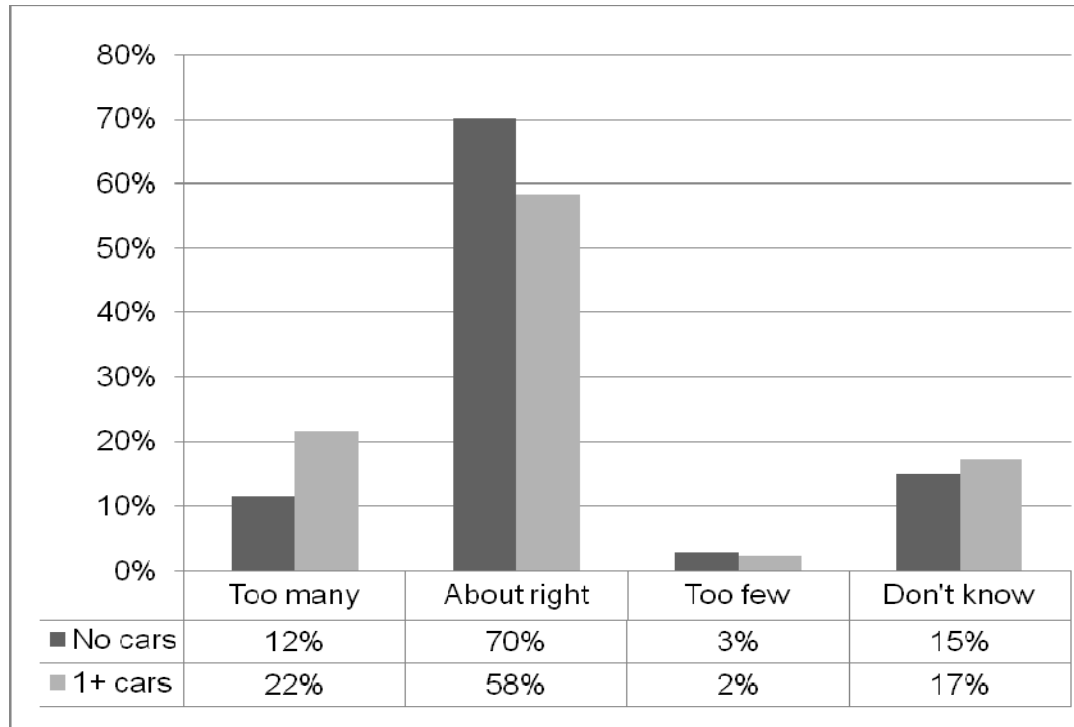
### The number of taxis and private hire vehicles

- 6.2 First of all, we asked Viewpoint members to tell us how they feel about the number of taxis and private hire vehicles in Hartlepool. Overall, the majority (61%) of Viewpoint members felt the number of taxis or private hire vehicles is about right in Hartlepool.

- |               |   |             |                   |
|---------------|---|-------------|-------------------|
| • Too many    | - | 20 per cent | (232 respondents) |
| • About right | - | 61 per cent | (711 respondents) |
| • Too few     | - | 3 per cent  | (30 respondents)  |
| • Don't know  | - | 17 per cent | (197 respondents) |

- 6.3 The detailed results show that Viewpoint members with no cars in the household were more likely to think the number of taxis and private hire vehicles in Hartlepool is about right (70%) compared to Viewpoint members with one or more cars in the household (58%). Viewpoint members with one or more cars in the household were more likely to think there are too many taxis and private hire vehicles in Hartlepool (22%) than members with no cars in the household (12%). See chart 6.1 for more information.

**Chart 6.1     How do you feel about the number of taxis and private hire vehicles in Hartlepool? [By number of cars in household]**



### How often people make journeys by taxi or private hire vehicle

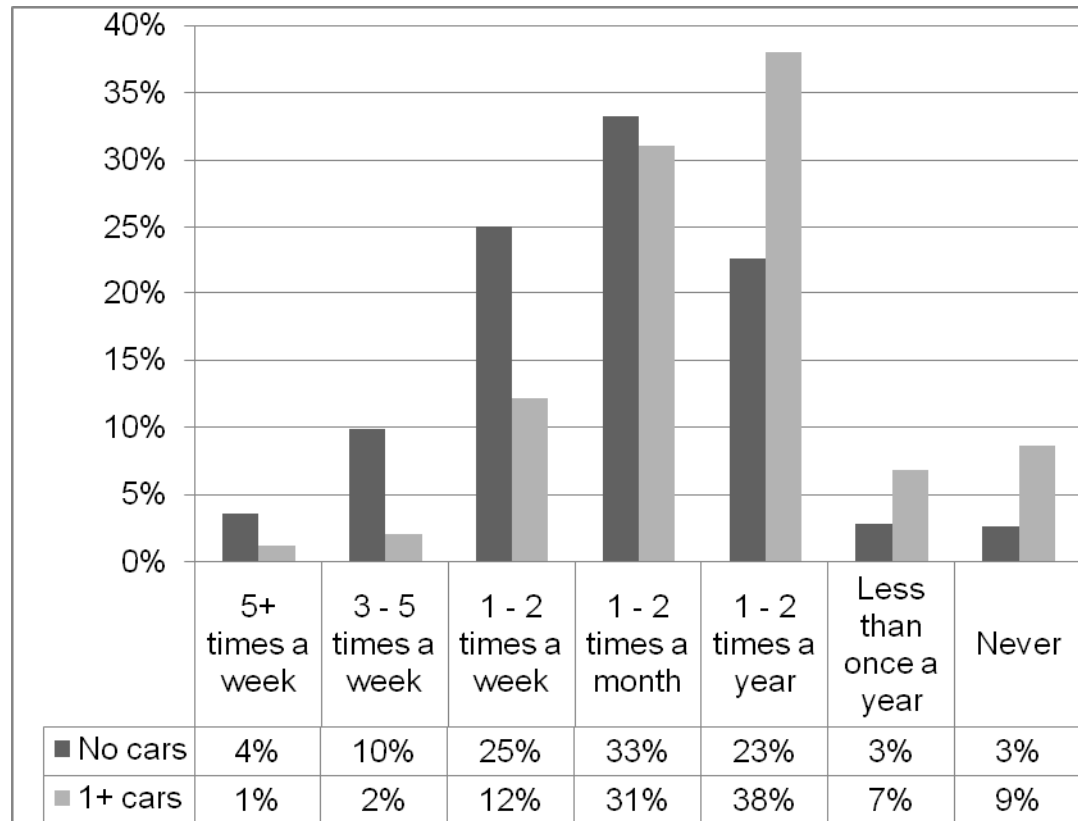
- 6.4 Next, we asked Viewpoint members to tell us how often they make journeys in a taxi or a private hire vehicle. A third (35%) of Viewpoint members told us they use a taxi or private hire vehicle one or two times a year, and a similar number (31%) said they use taxis or private hire vehicles one or two times a month. See table 6.1 for more information.

**Table 6.1     How often do you make journeys in a taxi or private hire vehicle?**

	%	(No.)
More than five times a week	2	(20)
Between three and five times a week	4	(43)
One or two times a week	15	(174)
One or two times a month	31	(370)
One or two times a year	35	(413)
Less often than once a year	6	(71)
Never	8	(90)
<b>(N=1180)</b>		

- 6.5 The detailed results show that Viewpoint members with no cars in the household were more likely to make journeys by taxi or private hire vehicle one or two times a week or more often, than members with one or more cars in the household. See chart 6.2 for more information.

**Chart 6.2 How often do you make journeys in a taxi or private hire vehicle? [By number of cars in household]**



### What people use taxis or private hire vehicle for

- 6.6 We asked Viewpoint members to tell us what they usually use taxis or private hire vehicles for. The majority of Viewpoint members (70%) use taxis or private hire vehicles to go for a night out. A third (35%) of members said they use taxis or private hire vehicles to go to or from a railway station or airport. See table 6.2 for more information.

**Table 6.2 What do you usually use taxis or private hire vehicles for?**

	<b>%</b>	<b>(No.)</b>
For a night out	70	(769)
To go to or from a railway station or airport	35	(379)
For a hospital visit or appointment	13	(144)
Shopping trips	13	(142)
To visit friends	13	(140)
To go to Hartlepool town centre	10	(114)
To go to the doctors	8	(83)
When travelling outside of Hartlepool	8	(83)
When travelling back to Hartlepool	6	(62)
To go to or from work	6	(61)
Other	3	(30)
To get to school, college or university	2	(18)
<b>(N=1094)</b>		

- 6.7 The detailed results show that younger Viewpoint members are more likely to use taxis or private hire vehicles for a night out than older Viewpoint members (86% and 36% respectively) (see appendix 2 for definition of older and younger Viewpoint members). Also, older Viewpoint members are more likely to use taxis or private hire vehicles to go to or from a railway station or airport (47%) than younger Viewpoint members (22%).

### Travelling to another town centre

- 6.8 In the previous question, we asked Viewpoint members to tell us what they usually use taxis or private hire vehicles for, and 85 members said they use taxis and private hire vehicles when travelling outside of Hartlepool and when travelling back to Hartlepool. We asked these Viewpoint members to tell us what town centres they have travelled to in the last twelve months.
- 6.9 Overall, Viewpoint members were most likely to tell us they travelled to Middlesbrough Town Centre by taxi or private hire vehicle in the last 12 months (39%). Viewpoint members were least likely to tell us they travelled to Redcar and Cleveland (3%) in a taxi or private hire vehicle. See table 6.3 for more information.

**Table 6.3 If you have travelled to another town centre in the last twelve months by taxi or private hire vehicle, can you tell us which town centres you have travelled to?**

	<b>%</b>	<b>(No.)</b>
Middlesbrough	39	(34)
Darlington	22	(19)
Stockton	22	(19)
Other town centre	19	(16)
Newcastle (suggested in the 'other' category)	17	(15)
Durham (suggested in the 'other' category)	11	(10)
Redcar and Cleveland	3	(3)
<b>(N=85)</b>		

### **Council's taxi licensing service**

6.10 Next, we asked all Viewpoint members if they had ever contacted the council's taxi licensing service, perhaps for information or to make a complaint about a taxi or private hire driver or vehicle. Only three per cent of Viewpoint members told us they had contacted the council's taxi licensing service.

- Yes, contacted - 3 per cent (29 respondents)
- No, not contacted - 98 per cent (1130 respondents)

6.11 We asked the Viewpoint members who told us they had contacted the council's taxi licensing service how satisfied they were with the quality of service they received when they contacted the council. Results were split. Over a third (37%) said they were either satisfied or very satisfied, a third (35%) were neither satisfied nor dissatisfied, and under a third (27%) were dissatisfied or very dissatisfied.

- Very satisfied - 18 per cent (5 respondents)
- Satisfied - 20 per cent (5 respondents)
- Neither satisfied nor dissatisfied 35 per cent (9 respondents)
- Dissatisfied - 21 per cent (6 respondents)
- Very dissatisfied - 7 per cent (2 respondents)

### Requesting a female taxi or private hire vehicle driver

6.12 Next, we asked all Viewpoint members if they had ever asked for a taxi or private hire vehicle with a female drive, and four per cent told us they had.

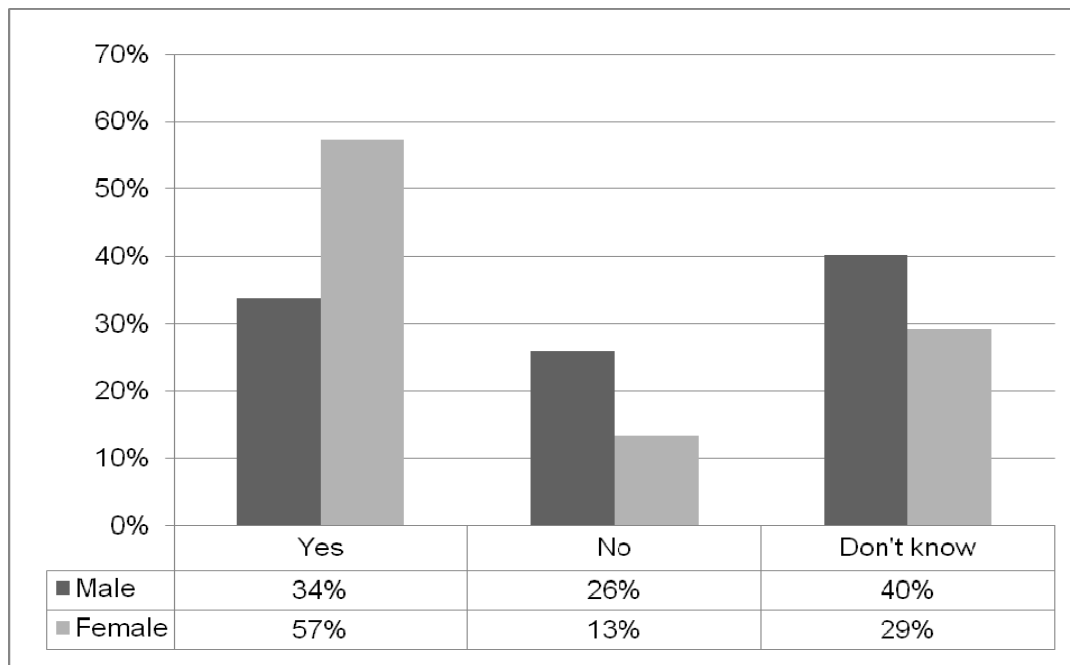
- Yes – asked - 4 per cent (44 respondents)
- No – not asked - 96 per cent (1105 respondents)

6.13 We then asked Viewpoint members, if a female driver service was available on request, would they use it? Just under half (46%) of members said they would use a female driver service on request. A fifth (19%) said they would not use this service and a third (34%) told us they did not know if they would use this service or not.

- Yes – would request - 46 per cent (525 respondents)
- No – would not request - 19 per cent (218 respondents)
- Don't know - 34 per cent (390 respondents)

6.14 The detailed results show that women were more likely to say they would request a female driver service (57%) than men (34%). Men were more likely to say they would not request a female driver service (26%) or they did not know if they would request a female driver service or not (40%). See chart 6.3 for more information.

**Chart 6.3 If a female driver service was available on request, would you use? [By gender]**





- 6.15 The detailed results did not show a difference in responses for age or for Viewpoint members with or without children in the household (see appendix 2 for full definition of children in the household).

### **Why people might request a female taxi or private hire vehicle driver**

- 6.16 We wanted to know why Viewpoint members think some people might request a female driver service, and in total we received 801 comments. The majority (716 comments) of Viewpoint members thought that people might request a female driver service as it is safer and provides greater security for female passengers. See table 6.4 for more information.

**Table 6.4 Why do you think some people might request a female driver service?**

	<b>No. of comments</b>
Safer / greater security for female passengers	716
Better for elderly passengers	25
Women are better drivers	14
Better if children are passengers	7
Other	39
<b>(N=801)</b>	

### **Flagging down a private hire vehicle**

- 6.17 We told Viewpoint members how a private hire vehicle is not supposed to stop if it is flagged down in the street. We wanted to know if Viewpoint members had managed to flag down a private hire vehicle in the last 12 months, and nine per cent told us they had.

- Yes – have flagged down 9 per cent (99 respondents)
- No – have not flagged down 82 per cent (918 respondents)
- Don't know / can't remember 10 per cent (108 respondents)

- 6.18 Viewpoint members were more likely to say they had flagged down a private hire vehicle in the last 12 months if they lived in the Central area of Hartlepool (11%), than members from the South (8%) or North (6%) areas of Hartlepool.

### Five star rating for taxis and private hire vehicles

- 6.19 We told to Viewpoint members how the council is thinking about introducing a star rating system for taxis and private hire vehicles in Hartlepool. We explained how this would mean that drivers and vehicles would each have a rating out of five stars; the more stars a driver or vehicle has been awarded, the better the service people can expect from them. We wanted to know what Viewpoint members thought this rating should be based on and if they thought it was a good idea or not.
- 6.20 First of all, we asked Viewpoint members what they think the rating should be based on. Over three quarters (77%) of Viewpoint members thought the rating should be based on the attitude of the driver, and two thirds thought it should be based on the cleanliness or tidiness of the vehicle (66%). Viewpoint members were less likely to think the rating should be based on the presence of minor speeding convictions (9%). See table 6.5 for more information.

**Table 6.5 If such a scheme were to be introduced, what do you think the rating should be based on?**

	%	(No.)
Attitude of the driver	77	(821)
Cleanliness or tidiness of the vehicle	66	(698)
Drivers qualifications	57	(605)
Appearance of the driver	38	(404)
Knowledge of the area	30	(314)
Complaints from members of the public	21	(222)
Presence of minor speeding convictions	9	(95)
<b>(N=1064)</b>		

- 6.21 The detailed results show that men were more likely than women to think this rating should be based on the cleanliness or tidiness of the vehicle (71% and 61% respectively), and the appearance of the driver (42% and 35% respectively). Women were slightly more likely than men to think this rating should be based on the attitude of the driver (80% and 74% respectively).
- 6.22 We asked Viewpoint members to let us know about anything else they think this five star rating should be based on. In total 269 comments were received. The majority of people (65 comments) suggested that promptness should be taken into consideration for this five star rating. See table 6.6 for full results.

**Table 6.6 Please use the space below to tell us about anything else you think this five star rating should be based on.**

	<b>No. of comments</b>
Promptness	65
No police record / clean licence	40
Level of service	36
Cost / price	26
Quality of vehicle	17
Attitude of driver	14
English speaking	11
Trustworthy	6
Other	54
<b>(N=269)</b>	

**Statements about a five star rating for taxis and private hire vehicles**

- 6.23 Viewpoint members were asked to tell us how much they agreed or disagreed with various statements about a five star taxi rating service. Overall, the majority of Viewpoint members agreed that a five star rating for taxis and private hire vehicles is a good idea (78%). Two thirds (64%) of Viewpoint members said they would request a taxi or private hire vehicle of a higher star rating by phone, and over half (55%) of members said they would choose a taxi based on its star rating instead of choosing the first taxi in a queue. See table 6.7 for more information.

**Table 6.7 Please tell us how much you agree or disagree with the following statements.**

	<b>Agreed %</b>	<b>Disagreed %</b>
I think a five star rating for taxis and private hire vehicles is a good idea	78	6
I would choose a taxi based on its star rating instead of choosing the first taxi in a queue	55	17
I would request a taxi or private hire vehicle of a higher star rating by phone	64	11
It would not matter to me if a taxi had a poor star rating, as long as it took me where I wanted to go	21	57

- 6.24 What will now follow will be a detailed look at these four statements about a five star rating system for taxis and private hire vehicles.

*I think a five star rating for taxis and private hire vehicles is a good idea.*

- 6.25 Eight out of ten (78%) Viewpoint members agreed or strongly agreed with the statement 'I think a five star rating for taxis and private hire vehicles is a good idea'. Only six per cent disagreed or strongly disagreed with this statement. See table 6.8 for full results.

**Table 6.8 I think a five star rating for taxis and private hire vehicles is a good idea.**

	%	(No.)
Strongly agree	33	(386)
Agree	45	(518)
Neither agree nor disagree	16	(189)
Disagree	3	(39)
Strongly disagree	3	(30)
(N=1162)		

- 6.26 Younger Viewpoint members were less likely to agree or strongly agree with this statement (72%) than Viewpoint members from any other age group (between 79% and 80%).

*I would choose a taxi based on its star rating instead of choosing the first taxi in a queue.*

- 6.27 Over half (55%) of Viewpoint members agreed or strongly agreed with the statement 'I would choose a taxi based on its star rating instead of choosing the first taxi in a queue'. Three out of ten (28%) members neither agreed nor disagreed with this statement, and 17 per cent disagreed or strongly disagreed. See table 6.9 for more information.

**Table 6.9 I would choose a taxi based on its star rating instead of choosing the first taxi in a queue.**

	%	(No.)
Strongly agree	23	(252)
Agree	33	(369)
Neither agree nor disagree	28	(310)
Disagree	12	(139)
Strongly disagree	5	(52)
(N=1121)		

- 6.28 Older Viewpoint members were more likely to agree or strongly agree with this statement (69%) than younger Viewpoint members (45%).

*I would request a taxi or private hire vehicle of a higher star rating by phone.*

- 6.29 Two thirds (64%) of Viewpoint members agreed or strongly agreed with the statement 'I would request a taxi or private hire vehicle of a higher star rating by phone'. A quarter (24%) of Viewpoint members neither agreed nor disagreed with this statement. See table 6.10 for more information.

**Table 6.10 I would request a taxi or private hire vehicle of a higher star rating by phone.**

	%	(No.)
Strongly agree	27	(303)
Agree	38	(424)
Neither agree nor disagree	24	(273)
Disagree	9	(97)
Strongly disagree	3	(28)
(N=1125)		

- 6.30 Younger Viewpoint members were less likely to agree or strongly agree with this statement (57%) than members from any other age group (between 67% and 69%).

*It would not matter to me if a taxi had a poor star rating, as long as it took me where I wanted to go.*

- 6.31 Finally, six out of ten (57%) respondents disagreed or strongly disagreed with the statement 'It would not matter to me if a taxi had a poor star rating, as long as it took me where I wanted to go'. A fifth (22%) neither agreed nor disagreed with this statement. See table 6.11 for more information.

**Table 6.11 It would not matter to me if a taxi had a poor star rating, as long as it took me where I wanted to go.**

	%	(No.)
Strongly agree	6	(63)
Agree	15	(168)
Neither agree nor disagree	22	(240)
Disagree	40	(446)
Strongly disagree	18	(197)
(N=1114)		

- 6.32 Older Viewpoint members were more likely to disagree or strongly disagree with this statement (63%) than younger Viewpoint members (51%).

## **7. Consulting with the public**

- 7.1 Hartlepool Borough Council uses many different methods for consulting with residents of Hartlepool including Viewpoint, focus groups, and talking to resident groups and service users. The council wanted to find out if Viewpoint members felt the council listens to them when consulting, and takes on board member's views and opinions when making decisions.
- 7.2 These questions have been included in Viewpoint in May 2004 (Viewpoint 12) and February 2007 (Viewpoint 21). Therefore, comparisons will be made between these datasets.
- 7.3 It is important to note at this stage that between the 2007 and 2008 data sets, there has been a noticeable improvement in all four statements. Therefore, Viewpoint members feel more positive about the way the council consults with local people, taking their views and opinions on board when making decisions.

### **Statements about consulting with the public**

- 7.4 Viewpoint members were asked to tell us if they agreed or disagreed with four statements about Hartlepool Borough Council consulting with the public. The results for all four statements were largely split. However, Viewpoint members were more likely to say they agreed or strongly agreed with the statement 'Hartlepool Borough Council regularly asks local people about their views and opinions on various local issues' (55%). See table 7.1 for more information.

**Table 7.1 Please look at the following statements and tell us how much you agree or disagree with each statement.**

Hartlepool Borough Council...	Agreed %	Disagreed %
... listens to the concerns of local residents	45	23
... is out of touch with what local people want	38	26
... keeps residents informed about what they are doing	45	25
... regularly asks local people about their views and opinions on various local issues	55	19

- 7.5 What will now follow will be a detailed look at the responses received for each of these four statements, including comparisons between previous datasets.

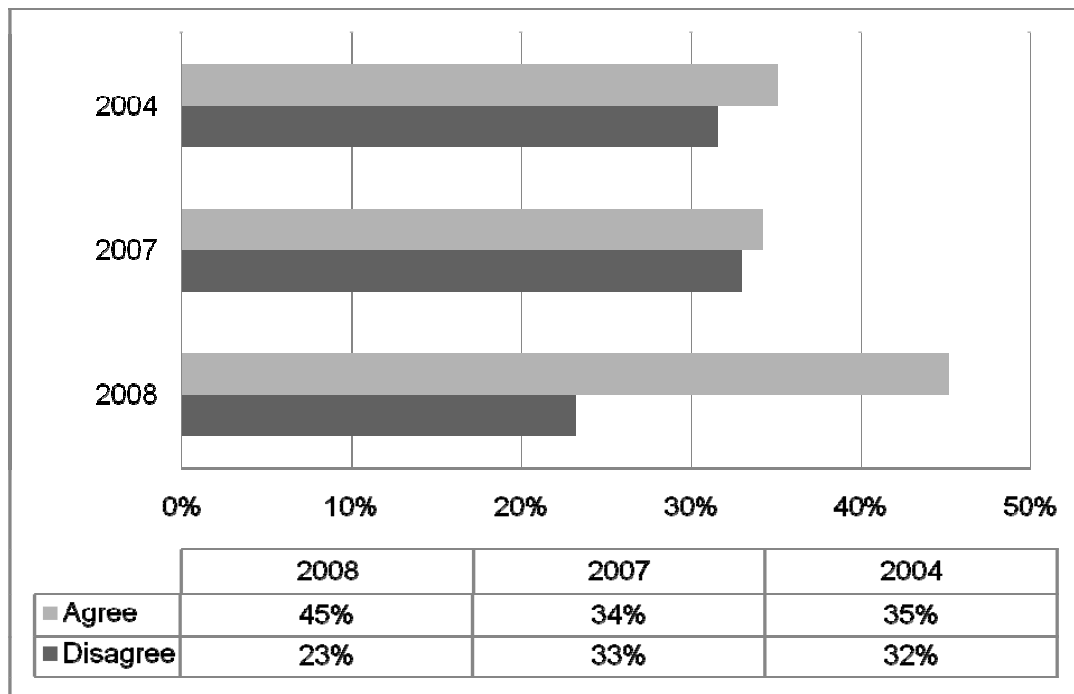
*Hartlepool Borough Council listens to the concerns of local residents*

- 7.6 First of all, Viewpoint members were asked to tell us if they agreed or disagreed with the statement 'Hartlepool Borough Council listens to the concerns of local residents'.
- 7.7 There has been a large increase in the proportion of people who either agree or strongly agree with this statement from 34 per cent in 2007 to 45 per cent in 2008. See table 7.2 and chart 7.1 for more information.

**Table 7.2 Hartlepool Borough Council listens to the concerns of local residents.**

	2008 %	2007 %	2004 %
Strongly agree	5	2	3
Agree	40	33	33
Neither agree nor disagree	32	33	33
Disagree	19	25	26
Strongly disagree	4	8	6
	(N=1093)	(N=1091)	(N=1104)

**Chart 7.1 Hartlepool Borough Council listens to the concerns of local residents.**



- 7.8 The detailed results show that Viewpoint members from the Central area of Hartlepool were less likely to agree or strongly agree with this statement (42%) than members from the South (48%) or North (46%) areas of Hartlepool.

*Hartlepool Borough Council is out of touch with what local people want*

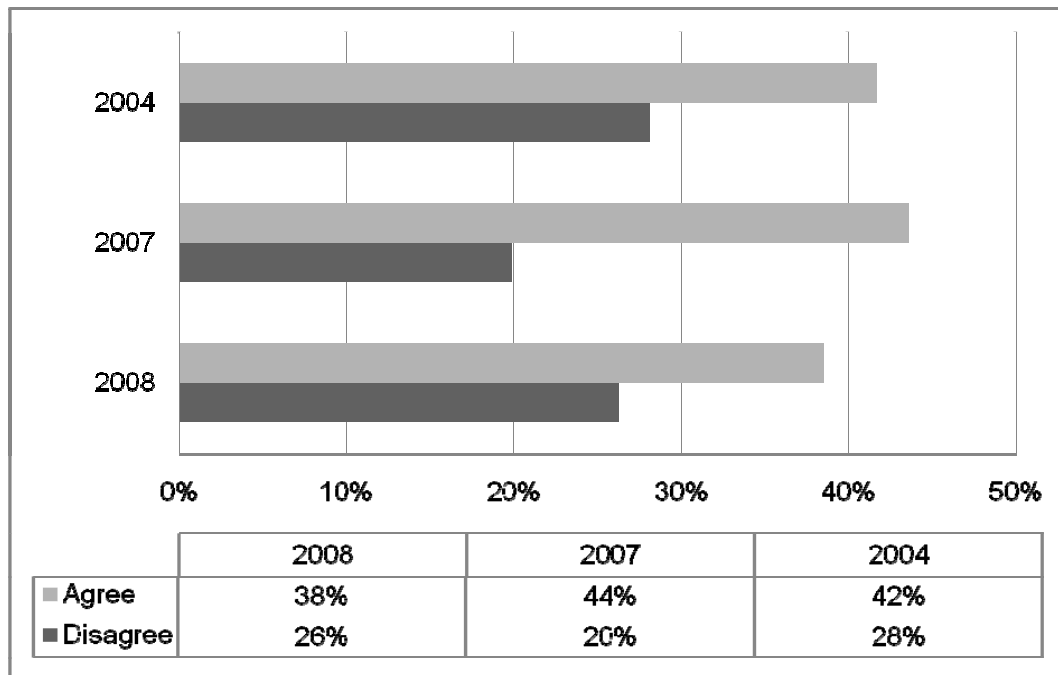
- 7.9 We then asked Viewpoint members if they agreed or disagreed with the statement 'Hartlepool Borough Council is out of touch with what local people want'. Responses were mixed. Four out of ten (38%) members agreed or strongly agreed with this statement, a third (35%) neither agreed nor disagreed, and a quarter (26%) disagreed or strongly disagreed with this statement.
- 7.10 There has been a reduction in the proportion of people agreeing or strongly agreeing with this statement from 44 per cent in 2007 to 38% in 2008. There has also been an increase in the proportion of people who disagree or strongly disagree with this statement from 20 per cent in 2007 to 26 per cent in 2008. See table 7.3 and chart 7.2 for more information.

**Table 7.3 Hartlepool Borough Council is out of touch with what local people want**

	2008 %	2007 %	2004 %
Strongly agree	7	10	11
Agree	32	33	31
Neither agree nor disagree	35	37	30
Disagree	25	19	26
Strongly disagree	2	1	3
	(N=1096)	(N=1087)	(N=1106)



**Chart 7.2 Hartlepool Borough Council is out of touch with what local people want**



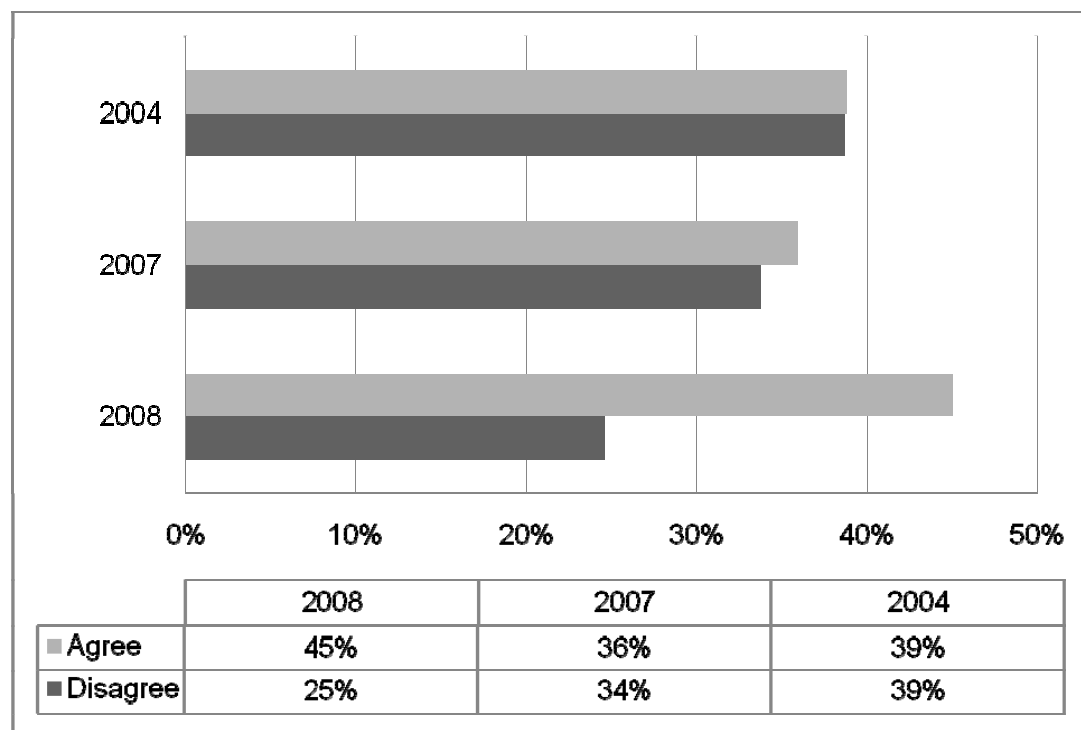
- 7.11 Viewpoint members from the South area of Hartlepool were less likely to agree or strongly agree with this statement (33%) than members from the Central (42%) or North (40%) areas of Hartlepool

*Hartlepool Borough Council keeps residents informed about what they are doing*

- 7.12 When asked how much members agree or disagree with the statement 'Hartlepool Borough Council keeps residents informed about what they are doing', again results were split. Forty-five per cent of Viewpoint members agreed or strongly agreed with the statement, three out of ten (30%) members neither agreed nor disagreed, and a quarter (25%) disagreed or strongly disagreed with this statement.
- 7.13 Again, there has been an improvement on the results received in 2007. In 2007 a third (36%) of Viewpoint members agreed or strongly agreed with this statement. This has increased to 45% in 2008. Also, there has been a reduction in the proportion of Viewpoint members who disagreed or strongly disagreed with this statement from 34 per cent in 2007 to 25 per cent in 2008. See table 7.4 and chart 7.3 for more information.

**Table 7.4 Hartlepool Borough Council keeps residents informed about what they are doing.**

	2008 %	2007 %	2004 %
Strongly agree	4	2	4
Agree	41	34	35
Neither agree nor disagree	30	30	23
Disagree	21	27	32
Strongly disagree	4	7	7
	(N=1139)	(N=1120)	(N=1138)

**Chart 7.3 Hartlepool Borough Council keeps residents informed about what they are doing.**

7.14 Younger Viewpoint members were less likely to agree or strongly agree with this statement (34%) than members from other age groups (between 47% and 53%) (see appendix 2 for definition of younger and older Viewpoint members). Also, Viewpoint members from the North area of Hartlepool were more likely to agree or strongly agree with this statement (49%) than members from the South (45%) or Central (42%) areas of Hartlepool.

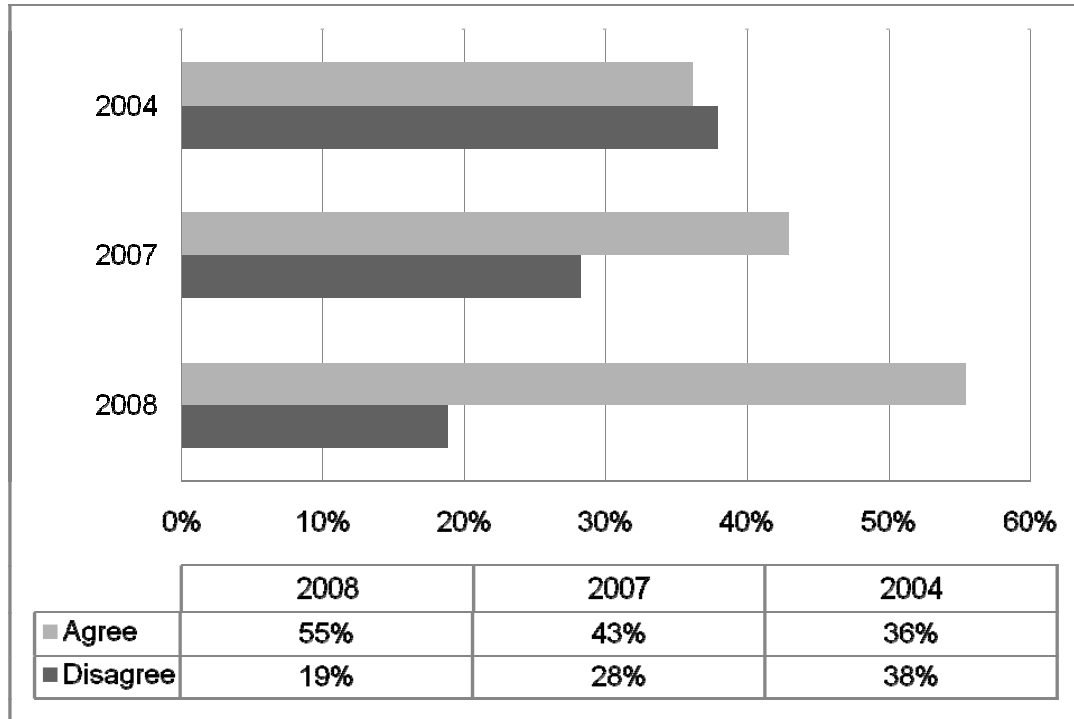
*Hartlepool Borough Council regularly asks local people about their views and opinions on various local issues*

- 7.15 Finally, Viewpoint members were asked to tell us how much they agree or disagree with the statement 'Hartlepool Borough Council regularly asks local people about their views and opinions on various local issues'. Over half (55%) of Viewpoint members agreed or strongly agreed with this statement and one in five (19%) disagreed or strongly disagreed with this statement. A quarter of Viewpoint members (26%) neither agreed nor disagreed with this statement.
- 7.16 There has been a large improvement on the results received in 2007. In 2007 43 per cent of Viewpoint members agreed or strongly agreed with this statement. This has increased to 55 per cent in 2008. There has also been a large reduction in the proportion of people disagreeing or strongly disagreeing with this statement from 28 per cent in 2007 to 19 per cent in 2008. See table 7.5 and chart 7.4 for more information.

**Table 7.5 Hartlepool Borough Council regularly asks local people about their views and opinions on various local issues**

	2008 %	2007 %	2004 %
Strongly agree	7	4	4
Agree	48	39	33
Neither agree nor disagree	26	29	26
Disagree	15	22	30
Strongly disagree	4	6	8
	(N=1117)	(N=1117)	(N=1115)

**Chart 7.4 Hartlepool Borough Council regularly asks local people about their views and opinions on various local issues**



7.17 Viewpoint members from the South area of Hartlepool were more likely to agree or strongly agree with this statement (58%) than members from the Central (56%) or North (52%) areas of Hartlepool.

## Appendix 1: Background information on respondents

**Table A1 Age of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
17 to 34	28	(331)	17	(133)
35 to 44	20	(238)	17	(128)
45 to 54	18	(211)	21	(158)
55 to 64	14	(165)	19	(146)
65 years plus	21	(255)	26	(197)
No answer	-	-	1	(6)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(768)</b>

- = no response

**Table A2 Sex of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
Female	53	(634)	54	(418)
Male	47	(566)	46	(350)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(768)</b>

**Table A3 Location of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
North	32	(382)	28	(214)
Central	38	(457)	40	(307)
South	30	(361)	32	(247)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(768)</b>

**Table A4      Employment status of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
Working	56	(674)	51	(395)
Not working	44	(525)	48	(371)
No answer	#	(1)	#	(2)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(768)</b>

# = less than 0.5%

**Table A5      Car ownership of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
No car	20	(243)	19	(144)
One or more car	79	(952)	81	(619)
No answer	#	5	1	5
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(768)</b>

# = less than 0.5%

**Table A6      Disability of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
Yes – disabled	14	(169)	16	(122)
No – not disabled	85	(1018)	83	(637)
No answer	1	(13)	1	(9)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(768)</b>

**Table A8      Socio Economic Group of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
AB	24	(290)	24	(185)
C1	26	(318)	25	(195)
C2	25	(296)	25	(195)
DE	18	(222)	19	(148)
Don't know / no answer	6	(74)	6	(45)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(768)</b>

## Appendix 2: Category definitions

### Social Economic Group Definitions:

Social group		Occupation of Chief wage earner
A	Upper middle class	Higher managerial, administrative or professional
B	Middle class	Intermediate managerial, administrative or professional
C1	Lower middle class	Intermediate or clerical and junior managerial, administrative or professional
C2	Skilled working class	Skilled manual workers
D	Working class	Semi and unskilled manual workers
E	Those at the lowest levels of subsistence	Long term unemployed (6plus months), State pensioners, etc. with no earnings, Casual workers and those without a regular income

### Children in household:

Children in household	Children under the age of 18 living in the household
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### Working and not working definitions:

Working	Full or part time or self employed
Not working	Full time education, unemployed, sick or disabled, retired or looking after the home

### Older and younger definitions:

Older	17 to 34 year olds
Younger	65 years and over



## Viewpoint 27

### Your views are important

This latest Viewpoint questionnaire seeks your views on a variety of local issues. It aims to find out what you and others from across the community think about these matters so that we can take your views into account when making decisions that affect your daily life. The questionnaire should only take about 10 to 15 minutes to complete. The issues covered in Viewpoint 27 include:

**Operation Cleansweep  
Contacting the council  
Taxis & private hire vehicles  
Consulting with the public**

There are no right or wrong answers to any of the questions; we just want to find out what you think of our services and other important issues that affect your daily lives. If you can't complete a question or feel you don't want to answer a particular question, don't worry, just leave it blank and move on to the next one.

We will look at what the Viewpoint members say and the council's response in the next Viewpoint newsletter, which you receive with your next Viewpoint questionnaire.

All the information you provide is confidential and we will never pass your name or address to any other organisation. What's more, if at any time you wish to leave Viewpoint, for whatever reason, simply let us know.

**If you require any further information, need a large print questionnaire or any help filling it in then please contact:**

**Lisa Anderson  
Hartlepool Borough Council,  
Civic Centre, Hartlepool, TS24 8AY  
Telephone: (direct line) 01429 523584  
Email: [lisa.anderson@hartlepool.gov.uk](mailto:lisa.anderson@hartlepool.gov.uk)**

When you have completed the questionnaire please return it to us in the enclosed reply paid envelope, no stamp required, by **5<sup>th</sup> December 2008**. Thank you.

VP27, 62% response rate, 768 completed questionnaires (results are weighted up to 1200).  
# = Less than 0.5%; - = no responses; \* = excluded from calculations



## Operation Cleansweep

Operation Cleansweep is a campaign that brings together a number of organisations to tackle issues in neighbourhoods. The campaign focuses on a local area for a maximum of one week. It works on things like the environment, horticulture, highways, housing, education, and police and community safety improvements. Over the past three years, Operation Cleansweep has visited and made improvements to every area in Hartlepool. From now on, Operation Cleansweep will concentrate on the areas in most need of action and improvement.

**If you would like any further information on this topic please contact David Mitchell on (01429) 523256 or via email [david.mitchell@hartlepool.gov.uk](mailto:david.mitchell@hartlepool.gov.uk)**

**1. Before receiving this questionnaire, had you heard of Operation Cleansweep? (N=1176)**

Yes 47%

No 54%

**2. Do you think Operation Cleansweep is a good idea? (N=1166)**

Yes 80%

No 3%

Don't know 16%

**3. Over the past three years, Operation Cleansweep has visited every area in Hartlepool. Do you remember Operation Cleansweep coming to your area? (N=1169)**

Yes 10% Go to Q4.

No 90% Go to Q5.

**4. If you can remember Operation Cleansweep visiting your area, please tell us if you agree or disagree with the following statements: (please tick one box per row)**

Operation Cleansweep...	Strongly agree %	Agree %	Neither agree nor disagree %	Disagree %	Strongly disagree %	Don't know %
a) ... has made a difference to my local area (N=120)	7	48	25	12	5	3
b) ... has made some lasting changes to my local area (N=115)	5	28	39	17	8	2
c) ... needs to take place every year to have an impact (N=121)	42	48	8	-	1	1
d) ... helped get residents involved in improving their local area (N=119)	12	32	19	17	10	10

**5. Thinking about your local area, if Operation Cleansweep were to visit again, what THREE things would you like them to target first? (Please tick three options only) (N=1139)**

Street lighting	15%	Cleaning up dog dirt	26%
Potholes	59%	Litter bins and dog foul bins (identify locations for any new bins)	21%
Grass cutting and maintenance (including new topsoil and grass seed)	17%	Street furniture (painting, maintenance or removal)	4%
Trees, bushes and flower beds (pruning and maintenance)	19%	Street nameplates (replacement or cleaning)	7%
Paths and footways	39%	Alleygates (Installing, maintaining, and notice boards)	2%
Street and gully cleansing	24%	Road signage (remove unnecessary signs)	4%
Graffiti removal	9%	Road markings (refresh road markings)	7%
Cleaning up litter and flytipping	33%	Empty or problem properties	13%

**6. Would you find any of the following useful if Operation Cleansweep were to visit again? (Please tick all that apply) (N=1106)**

Recycling information / calendars	36%
Officers patrolling areas to deal with abandoned or untaxed vehicles	25%
Home safety checks / crime prevention goody bags / police leaflets	43%
Patrols by police and Police Community Support Officers (PCSOs)	66%
Security marking peoples property with 'Smartwater'	31%
Arson prevention / removal of potential arson materials	18%
Improvements to back streets (hanging baskets, painting of back gates, etc)	16%
Dog chipping	11%
Patrols of dog wardens (to fine people for not cleaning up after their dogs, etc)	50%
Patrols by Car Parking Officers to deal with illegal vehicle crossings / traffic congestion	35%

**7. Please use the space below to tell us about anything else you would like Operation Cleansweep to target if they were to visit your area again. (264 comments)**

Litter (40); Anti-social behaviour (20); Role of PCSO's (9); Other (102)	Verge parking (37); Dog fouling (13); Poor road conditions (6);	Illegal parking (20); More dog bins (11); Improve pavements (6);
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## Contacting the council

We would like to find out if you have contacted the council to make a complaint or for any other reason in the past twelve months. If you have made a complaint to the council we would like to know what you were complaining about and if you were satisfied with how your complaint was dealt with. If you have contacted the council for any other reason, we'd like to know about that as well.

### Making a complaint

#### 8. Have you contacted Hartlepool Borough Council with a complaint(s) in the last 12 months? (N=1175)

Yes 30% Go to Q9.

No 70% Go to Q12.

#### 9. Thinking about the last time you contacted the council with a complaint, were you complaining about... *(please tick one box only)* (N=346)

A problem in your local area (e.g. noisy neighbour, anti-social behaviour, abandoned vehicles, speeding traffic, broken pavements, flytipping)	38%
A member of staff (e.g. attitude or behaviour)	2%
The council had done something wrong / badly (e.g. poor road repairs, clearing litter after bin collection)	22%
The council not doing something they should have done (e.g. not collecting rubbish or recycling bins)	38%
A decision made by Councillors (e.g. a planning decision, council policy)	4%
Don't know / can't remember	3%
Any other reason	11%

#### 10. What did the complaint(s) relate to? (N=331 comments)

*(please write in below - write in 'don't know' if you do not recall)*

Missed / poor refuse collection (54); Poor recycling / missed collection (40); Anti-social behaviour (33); Poor condition of roads (20); Broken street lights (20); Litter (18); Condition of grass verges (14); Noise pollution (11); Illegal parking (11); Fly tipping (9); Dog fouling (8); Poor condition of pavements (8); Flooding (4); Allotments (4); Dog bins (4); Trees (4); Other (69)

#### 11. How satisfied or dissatisfied are you with the way in which your complaint(s) was (were) handled? *(please tick one box only)* (N=224)

Very satisfied 14%  
Satisfied 21%  
Neither satisfied nor dissatisfied 19%  
Dissatisfied 28%  
Very dissatisfied 20%

### **Contacting the council for other reasons**

The following questions are about your most recent contact with the council for other reasons than to make a complaint. If you have contacted the council for any reason other than to make a complaint in the past 12 months, please continue to Q12. Otherwise please go to Q18.

#### **12. Have you contacted the council for any other reason in the past year? (N=1139)**

Yes 43% Go to Q13.

No 58% Go to Q18.

#### **13. Which of these describes the reasons why you made YOUR MOST RECENT contact with the council? (please tick all that apply) (N=476)**

Reported an issue or problem 35%

Asked for advice / information 38%

Applied to use a service 30%

Don't know / can't remember 1%

Any other reason (please specify \_\_\_\_\_) 4%

To apply for a job 6%

#### **14. How did you contact the council? (please tick all that apply) (N=479)**

In person 18%

By telephone 81%

By email 9%

Via a website / internet 4%

By letter 5%

Other method (please specify \_\_\_\_\_) 1%

#### **15. How many times have you contacted the council in the past twelve months for any reason other than to make a complaint? (please tick one box only) (N=455)**

Have not contacted them in past 12 months 10%

Once 41%

Twice 29%

Three times 9%

Four times 6%

Five or more times 6%

Don't know / can't remember \*

**16. Still thinking about your most recent contact with the council, please indicate how satisfied or dissatisfied you were with each aspect of the service you received. If any aspect does not apply to your particular experience, please tick not applicable. (please tick one box per row)**

	Very satisfied %	Fairly satisfied %	Neither satisfied nor dissatisfied	Fairly dissatisfied %	Very dissatisfied %	Don't know %	Not applicable %
a) How easy it was to find the right person to deal with (N=460)	41	39	8	10	3	*	*
b) The length of time it took to deal with the person you contacted (N=459)	42	36	9	8	5	*	*
c) Any information you were given (N=457)	40	34	11	7	8	*	*
d) How competent the staff were (N=454)	43	34	11	6	6	*	*
e) How helpful the staff were (N=460)	47	33	10	5	5	*	*
f) The final outcome (N=451)	43	26	8	9	14	*	*

**17. Overall, how satisfied or dissatisfied are you with the service you received the last time you made contact with the council? (please tick one box only) (N=477)**

Very satisfied	39%
Satisfied	33%
Neither satisfied nor dissatisfied	12%
Dissatisfied	10%
Very dissatisfied	7%

## Taxis & private hire vehicles

We would like to ask you some questions about taxis and private hire vehicles. We would like to know how often you use them, why you use them, and if you think it would be a good idea for the council to introduce a 'star rating' on taxis and their drivers so you can choose what level of service you receive.

**If you would like any further information on this topic please contact Ian Harrison on (01429) 523349 or via email [ian.harrison@hartlepool.gov.uk](mailto:ian.harrison@hartlepool.gov.uk)**

**18. How do you feel about the number of taxis and private hire vehicles in Hartlepool?**  
(please tick one box only) (N=1170)

Too many	About right	Too few	Don't know
20%	61%	3%	17%

**19. How often do you make journeys in a taxi or a private hire vehicle? (N=1180)**  
(please tick one box only)

More than five times a week	2%
Between three and five times a week	4%
One or two times a week	15%
One or two times a month	31%
One or two times a year	35%
Less often than once a year	6%
Never	8%

**20. What do you usually use taxis or private hire vehicles for? (N=1094)**  
(please tick all that apply)

When travelling outside of Hartlepool (e.g. to other town centres)	8%	Go to Q21.
When travelling back to Hartlepool (e.g. back from another town centre)	6%	Go to Q21.
To go to or from work	6%	Go to Q22.
For a night out	70%	
To visit friends	13%	
Shopping trips	13%	
To get to school, college or university	2%	
To go to the doctors	8%	
For a hospital visit or appointment	13%	
To go to or from a railway station or airport	35%	
To go to Hartlepool town centre	10%	Go to Q22.
Other (please specify) _____	3%	

**21. If you have travelled to another town centre in the last twelve months by taxi or private hire vehicle, can you tell us which town centres you have travelled to?**  
*(please tick all that apply) (N=85)*

Darlington	22%
Middlesbrough	39%
Redcar & Cleveland	3%
Stockton	22%
Have not travelled to another town centre by taxi or private hire vehicle in the last 12 months	*
Other town centre (please specify _____)	19%
Newcastle	17%
Durham	11%

**22. Have you ever contacted the council's taxi licensing service (perhaps for information or to make a complaint about a taxi or private hire driver or vehicle)?**  
**(N=1159)**

Yes	3%	Go to Q23.
No	98%	Go to Q24.

**23. If you have contacted the council's taxi licensing service in the past, how satisfied were you with the quality of service you received? *(please tick one box only)* (N=27)**

Very satisfied	18%
Satisfied	20%
Neither satisfied nor dissatisfied	35%
Dissatisfied	21%
Very dissatisfied	7%

**24. Have you ever asked for a taxi or a private hire vehicle with a female driver?**  
**(N=1149)**

Yes	4%
No	96%

**25. If a female driver service was available on request, would you use it? (N=1132)**

Yes	46%
No	19%
Don't know	34%

**26. Why do you think some people might request a female driver service?  
(801 comments)**

Safer / greater security for female passengers (716); Better for elderly passengers (25); Women are better drivers (14); Better if children are passengers (7); Other (39)

**27. A private hire vehicle is not supposed to stop if it is flagged down in the street. In the last twelve months, have you managed to flag down a private hire vehicle?  
(N=1125)**

Yes 9%  
No 82%  
Don't know / can't remember 10%

**A five star rating for taxis and private hire vehicles**

The council is thinking about introducing a star rating system for taxis and private hire vehicles in Hartlepool. This would mean that drivers and vehicles would each have a rating out of five stars. The more stars a driver or vehicle has been awarded, the better the service you can expect from them. All taxi and private hire vehicles must always meet road safety standards. This five star rating for taxis and private hire vehicles would be over and above this.

**28. If such a scheme were to be introduced, what do you think the rating should be based on? (please tick three options only) (N=1064)**

Driver's qualifications (i.e. the Driving Standards Agency operate a taxi drivers test) 57%  
Cleanliness or tidiness of the vehicle 66%  
Appearance of the driver (i.e. appearing smart, clean) 38%  
Attitude of the driver (i.e. friendly, professional) 77%  
Presence of minor speeding convictions 9%  
Complaints from members of the public 21%  
Knowledge of the area 30%

**29. Please use the space below to tell us about anything else you think this five star rating should be based on. (269 comments)**

Promptness (65);	No police record / clean licence (40);	Level of service (36);
Cost / price (26);	Quality of vehicle (17);	Attitude of driver (14);
English speaking (11);	Trustworthy (6);	Other (54)



**30. Please tell us how much you agree or disagree with the following statements?**  
(please tick one box per row)

	Strongly agree %	Agree %	Neither agree nor disagree	Disagree %	Strongly disagree %	Don't know %
a) I think a five star rating for taxis and private hire vehicles is a good idea. (N=1162)	33	45	16	3	3	*
b) I would choose a taxi based on its star rating instead of choosing the first taxi in a queue. (N=1122)	23	33	28	12	5	*
c) I would request a taxi or private hire vehicle of a higher star rating by phone. (N=1125)	27	38	24	9	3	*
d) It would not matter to me if a taxi had a poor star rating, as long as it took me where I wanted to go. (N=1114)	6	15	22	40	18	*

## Consulting with the public

The council uses many different methods of consulting with residents of Hartlepool some of which involve using Viewpoint members for surveys and focus groups. We also talk to resident groups and service users as well as running events and exhibitions on local issue in the shopping centre, community centres and in other public places.

**31. We would like to know if people feel that the council consults with local people, taking their views and opinions on board when making decisions. Please look at the following statements and tell us how much you agree or disagree with each statement.**

Hartlepool Borough Council...	Strongly agree %	Agree %	Neither agree nor disagree %	Disagree %	Strongly disagree %	Don't know %
a) ....listens to the concerns of local residents (N=1093)	5	40	32	19	4	*
b) ....is out of touch with what local people want (N=1096)	7	32	35	25	2	*
c) .... keeps residents informed about what they are doing (N=1139)	4	41	30	21	4	*
d) ....regularly asks local people about their views and opinions on various local issues (N=1117)	7	48	26	15	4	*

## Fill out your Viewpoint surveys online

**Remember, you can now fill out this survey online!**

If you think you would like to try this please contact me and let me know your email address in the space provided below. You can also use this space to let me know if you have given us your email address, but have changed it. You will still receive your paper questionnaires, but will have the option of filling them out on paper or online!

To have a look around our online consultation site, 'Your Town, Your Say' go to:

<http://consultation.hartlepool.gov.uk>

**My email address is:** - \_\_\_\_\_

## And finally.....

**Please use the space below to suggest any subjects that you would like to see covered in future Viewpoint surveys or any further comments you would like to make about Viewpoint in general. (320 comments)**

Public transport	(21)
Car parking	(20)
Condition of roads	(19)
Development / regeneration	(16)
Anti-social behaviour	(12)
Litter / street cleaning	(12)
Education / schools	(11)
Level of council tax	(10)
Youth facilities	(9)
Speeding traffic	(8)
Leisure facilities	(8)
Recycling	(7)
Traffic congestion	(7)
Parks	(6)
Dog fouling	(6)
Healthcare facilities	(6)
Condition of pavements	(6)
Other	(136)

**Thank you for completing this round of Viewpoint please return the questionnaire in the post-paid envelope by 5<sup>th</sup> December 2008**

By completing this questionnaire you give Hartlepool Borough Council the authority to collect and retain information about you. The information collected about you will be held securely and will be processed to produce statistical reports. No personal data will be disclosed. In order to run Viewpoint Citizens Panel, the council has entered into a contract with ADTS, and will share the information with that organisation.

For the purposes of provision of this service, ADTS acts as a department of the council and is bound by the contract to treat your information confidentially. Hartlepool Borough Council is the Data Controller for the purposes of the Data Protection Act.



**This document is also available in other languages, large print and audio format upon request – contact us on: 01429 523584**

এই ডকুমেন্ট অন্য ভাষায়, বড় প্রিন্ট আকারে এবং অডিও টেপ আকারেও অনুরোধে পাওয়া যায়। (Bengali)

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。 (Cantonese)

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है (Hindi)

ئەم بەلگەییە ھەروەھا بە زمانەکانی کە، بە چاپی درشت و بە شریتی تەسجیل دەس دەکەوێت (Kurdish)

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب. (Arabic)

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w (Polish)  
dużym druku lub w formacie audio.

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔ (Urdu)

## Welcome to the Summer 2009 Viewpoint newsletter



**This newsletter  
includes:**

- **Results from Viewpoint 27, which asked you about:**

- ☒ Consulting with the public
- ☒ Taxis & private hire vehicles
- ☒ Contacting the council
- ☒ Operation Cleansweep

- **Feedback from the following past Viewpoint topics:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Hartbeat       | <input checked="" type="checkbox"/> Operation<br>Cleansweep |
| <input checked="" type="checkbox"/> Climate change |   |

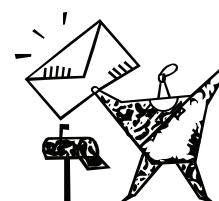
**Viewpoint 27, November 2008**

**Response rate: 62%**

**Questionnaires returned: 768**

- I would like to take this opportunity to say a big thank you for making the time and effort to complete and return this survey.

- As you can see, we had a response rate of 62% with 768 Viewpoint members returning their surveys.



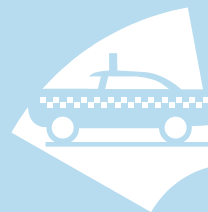
### Consulting with the public



- Latest Viewpoint findings show that Hartlepool Borough Council has improved when it comes to listening to the views of local people. The results showed a marked improvement on identical questions included in Viewpoint 18 months earlier.
- The proportion of people who agreed or strongly agreed with the statement 'Hartlepool Borough Council listens to the concerns of local residents' increased from 34% in 2007 to 45% in 2008.
- Next, we asked Viewpoint members to tell us if they feel Hartlepool Borough Council is out of touch with what local people want. 38% of members agreed or strongly agreed with this statement, a reduction from 44% in 2007.
- Meanwhile, 45% of residents agreed or strongly agreed with the statement 'Hartlepool Borough Council keeps residents informed about what they are doing' compared to 36% in 2007.
- The biggest increase came when residents were asked whether they think the council regularly asks local people about their views and opinions on various local issues, with 55% agreeing or strongly agreeing compared with 43% in the previous Viewpoint survey.

## Taxis & private hire vehicles

- You told us you usually use taxis and private hire vehicles for a night out (70%).
- Only 4% of you had ever asked for a taxi or private hire vehicle with a female driver, however half of you said if this service was available on request you would use it.
- We told you how the council is thinking of introducing a five star rating for the drivers and vehicles of taxis and private hire vehicles. You thought this rating should be based on the:
  - ☒ Attitude of the driver (77%)
  - ☒ Cleanliness or tidiness of the vehicle (66%)
- You thought this five star rating was a good idea (78%). Two thirds said you would request a taxi or private hire vehicle of a higher star rating by phone, and over half of you said you would choose a taxi based on its star rating rather than choosing the first taxi in a queue.



## Contacting the council

- Viewpoint members were more likely to contact the council with a complaint about a problem in their local area or the council not doing something they should have done.
- Viewpoint members were more likely to contact the council for other reasons than to make a complaint to ask for advice or information or to report an issue or problem.
- We asked you how satisfied you were with various aspects of the service you received when you last contacted the council. The majority of you said you were satisfied with the following things:
  - ☒ How easy it was to find the right person to deal with (80%)
  - ☒ The length of time it took to deal with the person they contacted (78%)
  - ☒ Any information they were given (74%)
  - ☒ How competent the staff were (77%)
  - ☒ How helpful the staff were (80%)
  - ☒ The final outcome (70%)



## Operation Cleansweep

- The majority (80%) of you thought Operation Cleansweep is a good idea, but only 10% remember Operation Cleansweep visiting their area in the past 3 years.
- For those members who remember Operation Cleansweep visiting their local area, over half felt it had made a difference to their local area, 4 out of 10 felt it helped get residents involved in improving their local area, and a third thought it had made some lasting changes to their local area.
- Nine out of 10 members thought Operation Cleansweep should take place every year to have an impact.
- If Operation Cleansweep was to visit your local area again, you said you would want them to target:
  - ☒ Potholes (59%)
  - ☒ Paths and footways (39%)
  - ☒ Cleaning up litter and flytipping (33%)
- You also said you would find the following useful:
  - ☒ Patrols by police and Police Community Support Officers (PCSOs) (66%)
  - ☒ Patrols of dog wardens (50%)
- Go to the last page of this newsletter to see a message from the Mayor of Hartlepool about Operation Cleansweep



# What has happened because of Viewpoint?

- We've asked you questions about a lot of topics over the past couple of years and you may sometimes wonder what happens to the information you give us.
- The following section is to give you some feedback about how the council has used some of the Viewpoint findings.

## Hartbeat (Viewpoint 23, October 2007)



- Viewpoint members did not think the section in Hartbeat on Employment and Training was very well covered. As a result, the magazine have included several stories in recent editions, including:
  - ☑ Publicising the Disability Forum which is designed to help people with disabilities into employment/training
  - ☑ Covering the official opening of the new Rivergreen business units at Queens Meadow
  - ☑ Publicising the Artrium Centre in Park Road which is a facility to train people in a range of craft skills
  - ☑ Covering Hartlepool Colleges training quality mark for excellence in engineering
- You also said you would like to see more information about council services. As a result, more has been done to highlight councils services, including:
  - ☑ Explanation of the role of the Contact Centre and extended opening hours
  - ☑ Publicising our work to improve coastal defences
  - ☑ Being part of an ongoing campaign to clamp down on vandalism across the town, and urging people to report vandalism.
  - ☑ Providing information on a trail for free parking after 4pm to encourage people to use our car parks more.



## Climate change (Viewpoint 23, October 2007)

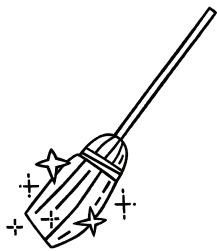
- Over half of Viewpoint members said they would be encouraged to do more to help lessen the impacts of climate change if Hartlepool Borough Council and Hartlepool businesses lead by example.
- As a result the Mayor, on behalf of the council, has signed up to the European Covenant of Mayors.
- The Covenant is an optional scheme, which local authorities can sign up to, to show commitment to reducing carbon emissions by 20% by the year 2020, demonstrating Hartlepool's high level of commitment to tackling climate change.
- The council is also supporting the work of the Tees Valley Green Business Club, which works with various businesses across the Tees Valley area.
- Members of the club are able to share experiences and best practice, and gain support from various organisations, with a focus on climate change.
- Encouraging more local businesses from Hartlepool to join this club is a priority for Hartlepool Borough Council.
- Businesses will be made aware of the environmental implications of their actions, how they can reduce these effects, and the benefits that will result.



## Operation Cleansweep (Viewpoint 27, November 2008)



- Operation Cleansweep was set up by Hartlepool Mayor Stuart Drummond in December 2003. In response to recent consultation with residents, including through Viewpoint, the Mayor had the following to say:
- "In the past, residents may have noticed increased activity in their area but it may not have been immediately apparent to them that work was being carried out as part of Operation Cleansweep."
- "Following consultation with residents I have decided that Cleansweep needs a refresh and whilst in the past it has been extremely successful we are now focusing all our own and partners resources on issues which residents feel are particularly important in their area"
- Partner organisations include Hartlepool Council, Housing Hartlepool, Accent Properties, Cleveland Fire Brigade and Cleveland Police.



### e-consultation Your Town, Your Say

<http://consultation.hartlepool.gov.uk>

- You can fill out your Viewpoint surveys online. All you have to do is let us know your email address.
- You will still receive paper questionnaires, but will have the option of filling them out on paper or online.
- Even if you don't want to fill out your surveys online, why not have a look around the website to see the results, reports and newsletters from past Viewpoints.
- You can also take part in—and see the results from—other consultations. We even have an anonymous **Comments and Queries** consultation where we do our best to upload a response from the council.



### Please contact us if...

- You require any more information about this newsletter.
- You would like more detailed results from any of the previous phases of Viewpoint, (full copies are also available online and at all local libraries).
- You think you would like to try filling in your surveys online.
- You have already given us your email address but have changed it.
- You have any questions about Viewpoint or the council's e-consultation system.

### My contact information is...

**Name:** Lisa Anderson

**Phone:** 01429 523584

**Email:** [lisa.anderson@hartlepool.gov.uk](mailto:lisa.anderson@hartlepool.gov.uk)

**Website:** <http://consultation.hartlepool.gov.uk>



**Please complete the latest questionnaire and return it by 26th June 2009. Your views are important!**



## **PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

16<sup>th</sup> April 2009



**Report of:** Chief Personnel Officer

**Subject:** SINGLE STATUS AGREEMENT APPEALS

---

### **SUMMARY**

**1. PURPOSE OF REPORT**

To provide an update on progress on appeals received.

**2. SUMMARY OF CONTENTS**

The report provides a background to the Appeals Procedure together with an update on the progress of appeals received.

**3. RELEVANCE TO PORTFOLIO MEMBER**

Corporate Issues.

**4. TYPE OF DECISION**

Non Key.

**5. DECISION MAKING ROUTE**

Portfolio meeting only.

**6. DECISION(S) REQUIRED**

To note progress on appeals received.



**Report of:** Chief Personnel Officer

**Subject:** SINGLE STATUS AGREEMENT APPEALS

---

**1. PURPOSE OF REPORT**

- 1.1 To provide an update on progress on appeals received.

**2. BACKGROUND**

- 2.1 The Single Status Appeals Procedure was agreed at the Performance Portfolio Holder meeting on 27 June 2008.
- 2.2 The agreed procedure provides “The Performance Portfolio Holder will be regularly advised of appeals received and progress made in dealing with them”.
- 2.3 Phased arrangements have been applied to:

Council employees –

Required to register intention to appeal by 30 September 2008, submit appeals paperwork by 31 December 2008, which was extended to 31 January 2009 for those who could not access TU support in time.

School employees –

Required to register intention to appeal by 31 March 2009, submit appeals paperwork by 30 June 2009.

Flexible arrangements are in place for those employees who are notified of their job evaluation outcome after the main groups.

**3. PROGRESS ON APPEALS**

- 3.1 Progress on Appeals is shown in the following table. The number of appeals received will continue to change over the next few months as a result of the flexibility arrangements outlined in the paragraph above.

Department	Intention to Appeal submitted but appeal not submitted yet	Appeals Received/Priority					Grade Changed as a result of alternative arrangements	Appeals Granted	Appeals Refused
		High	Medium	Low	Very Low	Total			
Chief Executive's	1	13	71	1	1	87	0	0	0
Adult & Community Services	2	16	39	28	5	90	0	0	0
Children's Services	3	28	26	6	4	67	0	0	0
Neighbourhood Services	0	20	26	50	1	97	0	0	0
Regeneration & Planning Services	6	15	35	5	2	63	0	0	0
Schools	65	1	1	0	1	68	0	0	0
<b>Total</b>	<b>77</b>	<b>93</b>	<b>198</b>	<b>90</b>	<b>14</b>	<b>472</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### 4. APPEAL PROCESS

- 4.1 Administrative arrangements are in place to process the appeals and ensure employing departments are engaged in the process and Job Evaluation analysts are able to comment on claims.

As previously advised, given the numbers of appeals received it is anticipated that it will take some substantial time to process all appeals. Funding has been identified to employ additional resources to assist in processing appeals.

- 4.2 Appeals will be prioritised in accordance with the Single Status Agreement as follows:

Priority	Type of Appeal
<b>High</b>	Appeals received from current employees who are continuing to receive protection at 1 July 2008/Appeals which do not need an Appeals Panel to meet
<b>Medium</b>	Appeals received from current employees who were receiving protection prior to 1 July 2008/Appeals received from current employees who do not gain initially
<b>Low</b>	Appeals received from current employees who gained initially
<b>Very Low</b>	Former employees/employees not yet matched

- 4.3 As appeals are received from schools employees and other employees notified after 1<sup>st</sup> July 2008, they will be added to the appeals already received for each priority group. This may result in appeals from medium, low and very low priority groups taking longer to process.
- 4.4 Discussions are on-going with trade union representatives regarding the appointment of an Independent Chair for the Appeals Panel.
- 4.5 The Performance Portfolio Holder will continue to receive monthly reports regarding the appeals programme and decisions that require ratification. Reports will also be copied to the monthly Single Table Meeting with Hartlepool Joint Trades Unions Committee representatives.

## **5. RECOMMENDATION**

- 5.1 The Portfolio Holder notes the number of appeals received and progress made in dealing with them.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 The Appeals Procedure is an integral part of the Single Status agreement and requires that the Performance Portfolio Holder be regularly advised of appeals received and progress made in dealing with them.

## **7. BACKGROUND PAPERS**

Cabinet report 23 December 2007.  
Cabinet report 27 May 2008.  
Performance Portfolio report 27 June 2008  
Performance Portfolio report 26 September 2008  
Performance Portfolio report 2 February 2009  
Performance Portfolio report 26 February 2009

## **8. CONTACT OFFICER**

Wally Stagg  
Organisational Development Manager  
01429 523476  
[wally.stagg@hartlepool.gov.uk](mailto:wally.stagg@hartlepool.gov.uk)

## **PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

16<sup>th</sup> April 2009



**Report of:** Chief Personnel Officer

**Subject:** FEEDBACK FROM WORKFORCE  
IMPROVEMENT CHALLENGE PEER REVIEW

---

### **SUMMARY**

#### **1. PURPOSE OF REPORT**

- 1.1 To inform the Portfolio Holder of the report received from the Improvement and Development Agency following the Workforce Improvement Challenge Peer Review which took place on 16/17/18 March 2009.

#### **2. SUMMARY OF CONTENTS**

- 2.1 This report provides details of the feedback from the Peer Review Team.

#### **3. RELEVANCE TO PORTFOLIO MEMBER**

- 3.1 The Portfolio Holder is responsible for Workforce Development activity.

#### **4. TYPE OF DECISION**

- 4.1 Non-key

#### **5. DECISION MAKING ROUTE**

- 5.1 Portfolio meeting only.

#### **6. DECISION(S) REQUIRED**

- 6.1 Portfolio Holder notes the feedback report and the planned actions in response to the feedback.

**Report of:** Chief Personnel Officer

**Subject:** FEEDBACK FROM WORKFORCE  
IMPROVEMENT CHALLENGE PEER REVIEW

---

## **1. PURPOSE OF REPORT**

- 1.1 To inform the Portfolio Holder of the report received from the Improvement and Development Agency (IDeA) following the Workforce Improvement Challenge (WIC) Peer Review which took place on 16/17/18 March 2009.

## **2. BACKGROUND**

- 2.2 The Workforce Improvement Challenge is a newly developed peer review that supports an authority to review, evaluate, and assess how it recruits, develops, and deploys its workforce to meet its business and service priorities. The process consists of initial meetings with the IDeA, the establishment of a review team, submission of various documents and a 3 day on-site assessment, which took place on 16/17/18 March 2009.
- 2.3 Prior to assessment on-site, we were required to produce a self assessment document (**Appendix 1**) and complete a matrix against a set of standards (a benchmark grid). The self assessment was produced in an inclusive manner, involving as many stakeholders as possible and linking to hard facts and evidence. The IDeA looked for evidence that we knew our own strengths and areas for improvement. The key to the document was being able to tell the Hartlepool story of what we are trying to achieve in our strategic vision and the role the workforce plays within it.
- 2.4 During the on-site assessment, the peer team interviewed a number of staff either on an individual basis or as part of a focus group. They also interviewed several Elected Members and an Elected Member from another Council was part of the Peer team.

## **3. PEER CHALLENGE FEEDBACK**

- 3.1 The feedback was delivered by the Peer Team on the final day (18th March) and was accompanied by a report which is attached as **Appendix 2**. All the areas for improvement identified were areas that we had already identified internally, however the team found more strengths than we had identified.
- 3.2 The summary comment accompanying the report, sums up the overall findings of the peer review,

“Employees are committed and passionate about their work. The council invests in the development of employees and has received national recognition for the commitment and delivery of Skills for Life. The council is facing some major challenges in implementing the Business Transformation Programme and it will need to ensure that communications, support and the engagement of employees is given a high priority. The council has a framework for workforce planning and the council needs to ensure that there is consistency of application across the council. “

- 3.3 The Peer team commented on the strength of the self assessment document and the IDeA is considering using it as an example of best practice. The Peer team agreed with our assessment of the benchmark within the self assessment.

#### **4. PLANNED ACTIONS IN RESPONSE TO THE FEEDBACK**

- 4.1 This peer review forms part of a wider plan to review our People and Workforce strategies which are now out of date. The plan is to produce one document “The People Plan” which will combine the People Strategy, Workforce Development Strategy, and Workforce Development plan into one user friendly document.
- 4.2 To ensure that the priorities in the new people plan are valid and justifiable, it was essential that this Peer review provided us with an external confirmation that the areas we had identified were indeed the areas we needed to focus on.
- 4.3 To ensure triangulation of the priorities, the report from the corporate Investors in people assessment from 2008 and the results from the 2009 employee survey will also be used to create the new people plan.
- 4.4 However, some elements of the feedback that need to be addressed in the short-term, and are perhaps some of the most important as the authority moves forward and faces some of the challenges ahead such as the pressure for increased partnership working, budgetary constraints and the Business Transformation programme for example. These are:
- Communication – as an authority we communicate well and have good mechanisms in place to keep the workforce well informed. However, there are still areas of the workforce that don't receive the corporate messages on all occasions, despite efforts in departments to try and reach the entire workforce. The challenge for us is to try and put in place mechanisms to tailor the message according to the staff groups and to employ a communication method appropriate to the various groups of employees and their specific needs.

- Leadership & management – we have strong management development programmes and there are already plans in place to review them as business transformation progresses, but we need to take a more strategic approach to leadership development with the more senior officers.
  - Member Development – whilst the training programme is well developed and comprehensive, we need to be innovative in how we improve the engagement and participation of members and promote the benefits of ongoing development.
- 4.5 Actions identified in response to the review will be fed into service plans at the appropriate time to ensure that they are consistent with the strategic direction as detailed in the new people plan.

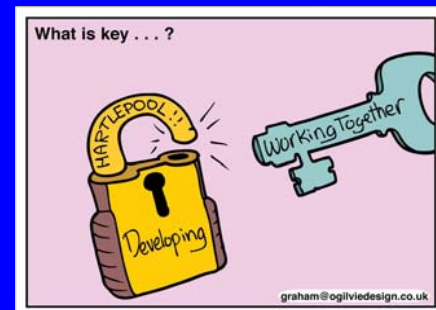
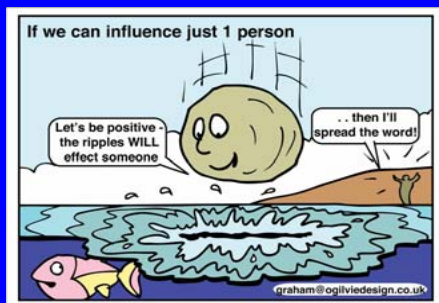
## **5 RECOMMENDATION**

- 5.1 That the Portfolio Holder notes the feedback report and the planned actions in response to the feedback.

## **6. CONTACT OFFICER**

Lucy Armstrong  
Corporate Workforce Development Manager  
01429 523476 or [lucy.armstrong@hartlepool.gov.uk](mailto:lucy.armstrong@hartlepool.gov.uk)

# Workforce Improvement Challenge Self Assessment



creating tomorrow's workforce today





Hartlepool is located on the North East coast within the Tees Valley sub region. It is a compact town, which is linked to the rest of the region and country by road, rail and sea. The A19 passes through the western rural part of the Borough and the A1 (M) is close by. Trains travel along the east coast connecting Hartlepool to Newcastle, the rest of the Tees Valley, York and London. Hartlepool also has a significant port facility and a world-class marina. Durham Tees Valley Airport is in easy reach and is one of the country's fastest growing regional airports. Passenger numbers are up 20% year on year and the airport has a 400,000 tonnes-per-annum cargo capacity.

Approximately 90,000 people live in the town, of which 1.2% are from black and minority ethnic communities, almost a fifth are at or above retirement age and over one in five have a disability.

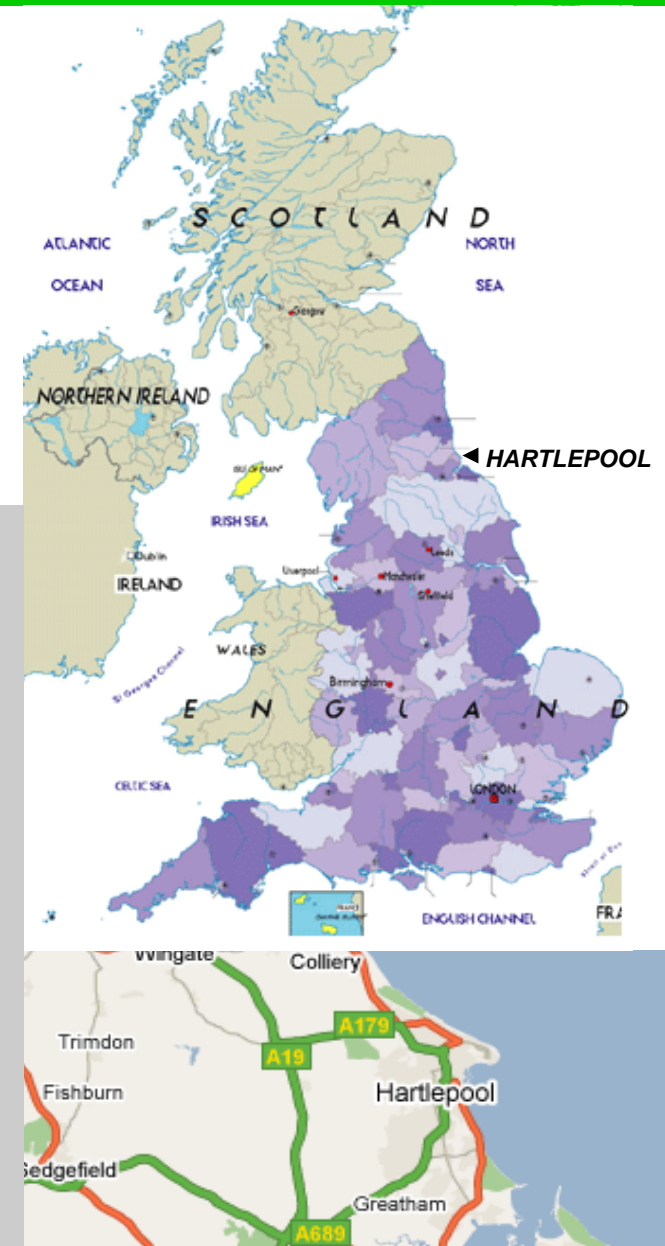
The Borough has seen a major transformation over the past 20 years through regeneration programmes and public and private sector investment. The town now has major visitor facilities, a revitalised town centre with a wide range of retail facilities, sites of international nature conservation importance and significant business and investment opportunities. Hartlepool has become a successful, modern town equipped to meet the challenges of the 21st Century.

## Hartlepool Borough Council, a Council with Vision for the Community it Serves.

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

“Hartlepool is a small town with big ambitions. Ambitions and action to achieve are founded on a strong drive to improve life in Hartlepool. We are proud of our achievements and have been ranked 4\* for six consecutive years. We are not perfect but we punch well above our weight and as the second smallest unitary council we see our size as an asset in delivering first class services to the people of Hartlepool.”

**Stuart Drummond, Mayor of Hartlepool**





**“We have a very knowledgeable workforce and people offer inspirational ideas. Why wouldn't we listen?”**

Quote from [Corporate IIP Report, July 2008](#)

The most recently completed Corporate Performance Assessment report described the Council as having:

- Very effective community leadership from the Mayor and Cabinet
- Good officer leadership and management
- Outstanding partnership working
- A very good understanding of community needs
- Excellent consultation and engagement
- Good financial capacity
- Good performance management

## Council History

Hartlepool Council became a unitary authority in 1996. Its population makes it the smallest of five unitary authorities in the Tees Valley sub-region, and is the second smallest unitary council in England.

Hartlepool Council is one of the country's best performing local authorities – assessed as a 'four star' authority – the highest possible rating – by the Audit Commission for the sixth consecutive year. The Audit Commission said:-

*“Hartlepool Council is performing well. Ambitions and action to achieve are founded on a strong drive to improve life in Hartlepool. Performance often ranks among the best in England. Outstanding partnership working is achieving improved outcomes ... across national and local priorities.”*

The Council also achieved the top rating Improving Strongly for the delivery of services making Hartlepool one of only twelve of 116 similar authorities to achieve both the **Four Star** and **Improving Strongly** ratings.

## Direction of Travel 2007

Hartlepool Council is improving strongly. Performance is improving in all priority areas, with an above average number of performance indicators within the top quartile.

Employment is increasing and more hard-to-reach groups are engaged in work and decision making. Housing has improved significantly, with land made available for Housing Market Renewal and the provision of private and social housing to meet identified needs. There have been improvements in all education key stages which have caught up to or exceeded the national average. Strong partnership working is helping to improve the health and social care of local people along with environmental quality. Crime and the fear of crime are reducing. The Council is improving value for money and high cost services reflect

investment to improve priorities. Efficiency targets are being met. There are clear links between corporate, service and financial planning arrangements.

## Political Leadership

The Council has an Independent Elected Mayor and 47 Elected Members representing 17 wards. The Council comprises 23 Labour, 6 Liberal Democrat, 5 Conservative, 2 UKIP and 12 Independent representatives (including the Mayor), and 1 vacancy.

The Council adopted a Mayor and Cabinet executive decision making system in May 2002, with Stuart Drummond elected as Mayor. The Mayor was re-elected in May 2005 for a 4-year term, with an increased majority. For the past 7 years he has led an inclusive coalition Cabinet and his Cabinet brings together Labour and Independent councillors with decision making delegated to individual portfolio holders and officers where and when appropriate. The portfolios are: Regeneration; Liveability and Housing; Culture, Leisure and Tourism; Performance; Neighbourhoods and Communities, Children's Services; Adult and Public Health Services; and Finance and Efficiency. There will be a Mayoral election in June 2009.

## Council Structure

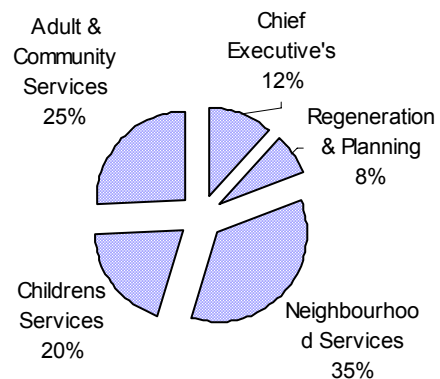
Political and managerial leadership has created an organisation capable of achieving its ambitions for the future. The Council underwent a restructure in 2005 and now has 5 departments: [Adult and Community Services](#), [Children's Services](#), [Chief Executive's](#), [Neighbourhood Services](#) and [Regeneration and Planning Services](#).

A further restructure is planned for 2009/10 as part of the Business Transformation Programme, bringing the departments from 5 to 3, creating a "People" Department, a "Place" Department and revised Chief Executives Department.

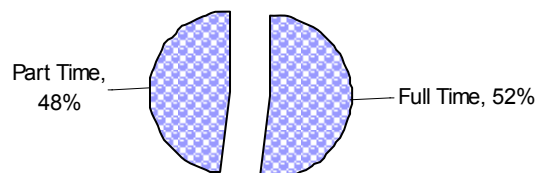


## Workforce Data, 2960 employees (excluding school based staff)

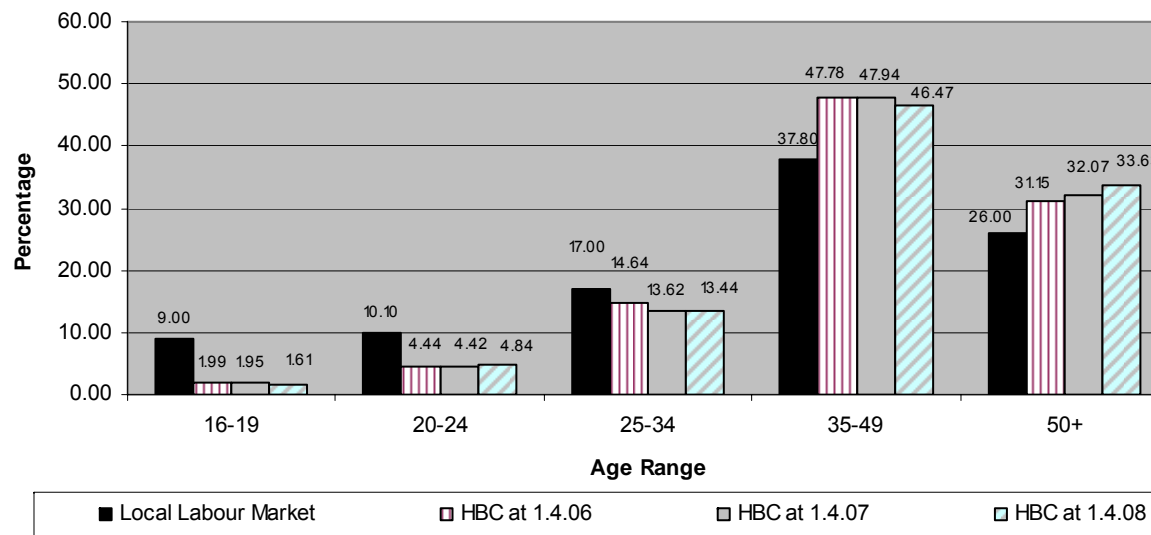
### Departmental Breakdown



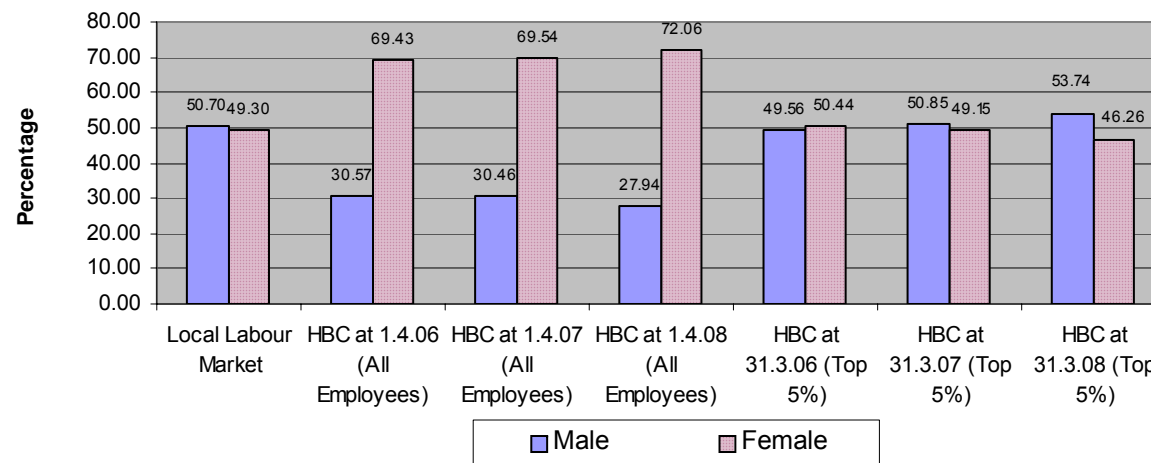
### Workforce Employment Status



## Workforce Age Profile compared to Local Labour Market Profile

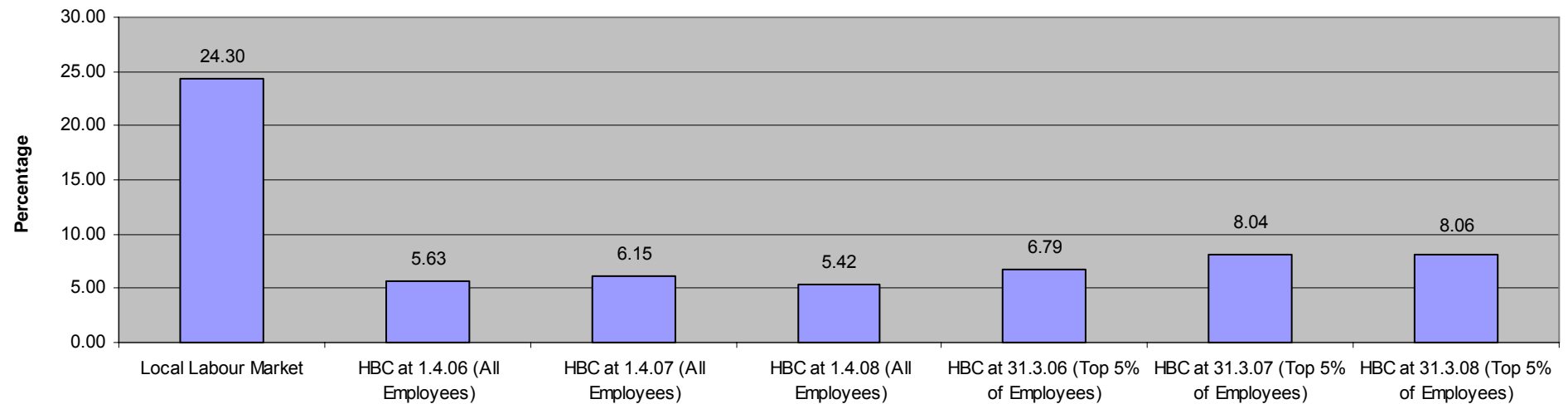


## Workforce Gender compared to Local Labour Market Profile

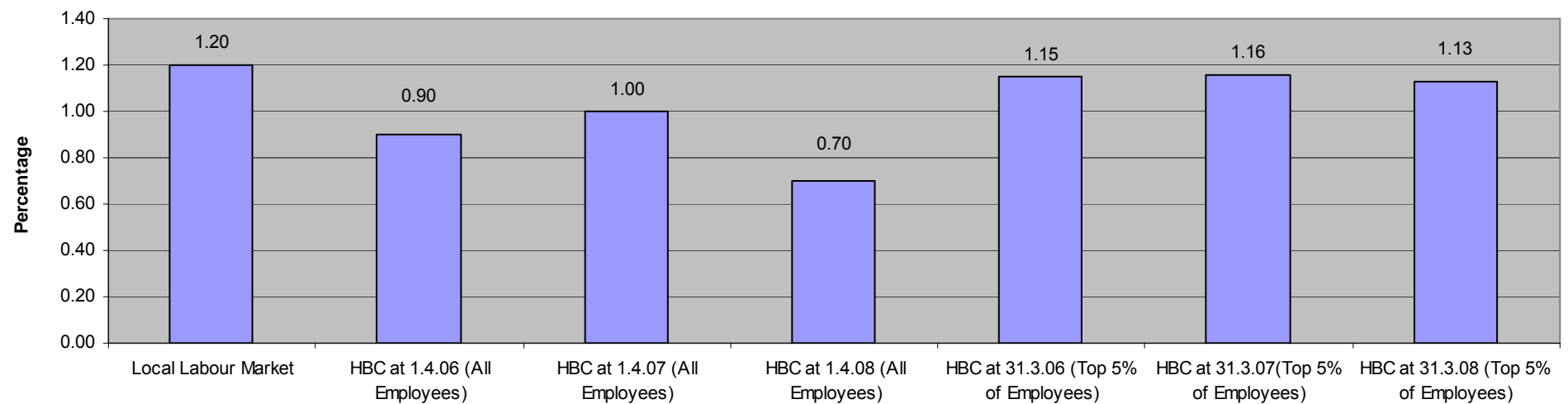




### Workforce Disability compared to local labour market profile



### Workforce Ethnicity compared to local labour market profile







## Infrastructure

Development in the Council takes various formats—trying to meet the individual needs of the employee as best we can. Through central training programmes there are a mix of professional accredited qualifications, skill development sessions specific to the “Hartlepool Way”, awareness raising briefings and innovative [e-learning opportunities](#). The Council was one of the first employers to sign the Skills Pledge in June 2007 at the launch event in London and has won national awards for its approach to skills for life in the workforce. The Council is held as a beacon in the North East for skills for life and has been working with other councils in the region to help them progress in this area. The initial phases of [Business Transformation](#), on which the council embarked in late 2008, will bring about big changes to all areas of the Council and plans are being put in place to measure and monitor the outcomes against the agreed objectives. The Council is proud of its “can-do” culture, and the fact that a lot of learning and development takes place informally through coaching, mentoring and supported action learning. Although we do experience some staff turnover, higher in some areas than others, our approach is to grow our own and informal development means that any service disruption is kept to a minimum.



## Organisational Leadership

The Council supports the work experience programme in Hartlepool taking over 200 pupils per year. The Council has operated [an apprenticeship scheme](#) since it became a unitary authority in 1996. The Council recruits on average 12 young people per annum across a range of occupational areas and has supported the National Graduate Development Programme for the last 6 years. [Development schemes](#) for career progression have also been in place for a number of years; these have been department specific and plans are in place to further build on the work already completed by introducing a Development and Progression Board in 2009, following the implementation of the [Single Status agreement](#). The appraisal scheme and subsequent discussion focuses on employees personal contribution to the organisation, their career aspirations and personal development needs, enabling employees to move up or across in the organisation, supported by a wide range of activities to provide skills, knowledge and competence. 70% of our workforce are Hartlepool residents. So as we develop our people, we contribute to raising attainment levels in the Borough. We recognise there is still work to do on communicating our shared values and Business Transformation offers the opportunity to embed work around themes such as this as part of the large scale change process.

## Operational

Skill development in Hartlepool is usually identified as part of the appraisal process, although there are effective mechanisms in place to respond in changes outside of the appraisal cycle. [Leadership and Management development](#) is coordinated centrally along with a [corporate training programme](#) offered to all employees and a specific programme for [Member Development](#). Departments also provide their own professional and [service specific development](#). In 2007/08, the spend on qualifications and training was just above £750,000. The Council was the first authority in the UK to undergo re-assessment for the [Get on Local Government Award](#) and was rated as “Excellent”. The “[Skills4U](#)” initiative is the Council’s programme for skills for life aimed at ensuring the whole workforce is given the opportunity to gain a first NVQ level 2 or equivalent qualification. Recruitment is targeted at hard to reach groups and [the INRA](#) completed on recruitment is due to be critically challenged by stakeholder groups including community representatives from the 6 equality strands, Elected Members and Trade Unions.



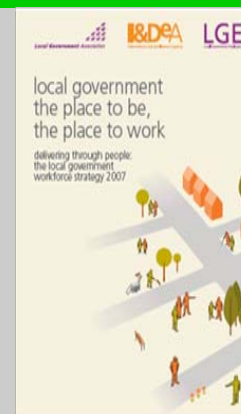


## Infrastructure

Workforce Planning in Hartlepool has made great leaps over the last few years. Following the appointment of the new Chief Executive and his management team in 2003/4 and the corporate restructure in 2005, a [Strategic Workforce Group](#) was established in 2006, with a remit to drive workforce planning and workforce development across the authority. The current [Workforce Strategy](#) was published in April 2007, and launched with a conference for officers from across the organisation. Its purpose is to give clear direction to the authority in terms of workforce development and planning and is published on the [IDeA website](#) within the section on good practice. One of the first tasks identified by the group was the need to introduce a new [Competency Based Appraisal Scheme](#) to highlight talent, identify potential skills shortages earlier and allow the identification of poor performance. Coupled with work to produce a [“Guide to Workforce Planning”](#), which is a toolkit to help managers integrate workforce planning into service planning, this has moved the authority towards the key aim of really understanding our workforce and how we can utilise this resource effectively.

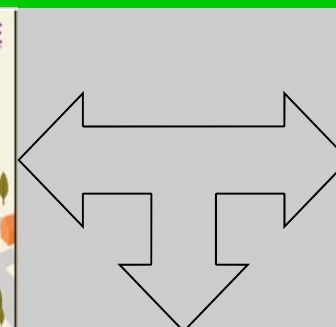
## Organisational Leadership

The Council's Workforce Strategy is driven by both national and local priorities, using the [National strategy](#) published in November 2007 and the [annual corporate plan](#) as key drivers. The Council's Workforce Strategy encompasses both employees and elected members within the definition of “workforce”. It covers a 5 year period from 2007-2012. Progress has been swift and ahead of schedule meaning that it will be reviewed and updated in 2009/10 to reflect the changing face of the authority and its possible shift in workforce needs. The action plan which accompanied the strategy is managed through the Council's performance management system, Covalent, and [progress is reported quarterly to the Portfolio Holder for Performance](#), with wider workforce reports being presented twice a year showing a full picture of all workforce planning and development activity. The Council's strategic objectives are cascaded from top to bottom through the workforce via the Competency Based Appraisal scheme, thereby demonstrating the golden thread from organisational to personal objectives—further work is planned this year to embed this new process. As a small authority, we rely on our workforce to be multi-skilled and innovative when it comes to new ways of working and change. It is through our workforce that we are proud to be a 4 star “improving strongly” authority. Joint workforce planning with partners is embedded within some departments, but we recognise that this is an area requires further development.



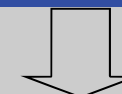
### Related Links:

- [Adults Workforce Strategy](#)
- [Children's Workforce Strategy](#)
- [Neighbourhood Services Workforce Plan](#)
- [Regeneration & Planning Services Workforce Plan](#)



### Related Links:

- [Results of Employee Survey 2005](#)
- [Employee Survey 2009](#)
- [CMT Key Messages](#)



## Infrastructure

One of the Council's strengths is the way it can manage change effectively. Using a model similar to that defined by [Beers](#), change programmes are usually managed by a core team, with the appropriate skills, knowledge and experience to add value to the change process. All change projects have a communication work stream and various communication mediums are utilised throughout any change programme. Change team members are recruited for the added value they bring to the team meaning that a mix of levels and grades of employees are brought together and change is managed using an action learning approach. As part of the Business Transformation change programme, in 2009, the Council will also implement and roll-out a new [HR / Payroll system](#), which will require a significant amount of workforce up-skilling to achieve the business benefits required.

## Organisational Leadership

Prior to the corporate restructure in 2005, £100,000 was invested in management development and around 150 of our managers attended a [2-day "change management"](#) programme sponsored and championed by the Corporate Management Team. This programme has been critical to the success of several change programmes and is still often referred to across the authority despite it being now almost 3 years since this programme ended. The Corporate Management Team deliver [quarterly briefings](#) to all managers, communicating the position of the business and any emerging issues / threats / opportunities, encouraging those present to cascade information through team meetings and supervisions. This works well, and initial evaluation has led to an approach that better matches the needs of attendees.

## Operational

The Council achieved full corporate [Investors in People](#) status in August 2008 (each department held its own accreditation prior to this date). In addition to the standards usually set out during a review, the Council asked the external assessment team to assess its competence and effectiveness when communicating with staff. The external assessment cites communication as being a strength in the organisation, although we do accept that there are areas where improvements are needed. There are a number of internal groups operating across the authority who share good practice and successful initiatives with other departments so lessons and learning can be shared and adopted on a corporate basis if necessary.



## Lets Focus on.....

### How change was managed during Single Status Implementation

The implementation of Single Status was a huge change project, which had been undertaken over a number of years. Single Status was implemented in July 2008, but backdated to April 2007. The project was governed by a Steering Group and a number of working and operational groups, with both management and Trade Union representation. The communication of the harmonised employee terms and conditions was always going to pose a significant challenge to the project. It needed to meet the needs of all employees, at different levels, with differing levels of knowledge of the process and its principles, and it needed to be communicated in ways that were accessible by all—not an easy task!

A dedicated intranet site was established, a telephone and email helpline, briefings for managers who had to manage the day to day impact, briefings for employees who were directly affected, updates in "Newline" (the Council's employee newsletter), and an [easy to read guide](#) to the changes was developed. The Council also offered and paid for counselling and debt advice, for any employee who felt they needed it. In addition to this, the Trade Unions held open days and meetings with their members, and employees were given time during working hours to attend. When the Single Status Agreement went to TU ballot, almost 75% of members voted in favour of the change, a testament to the perceived fairness of the agreement as well as the communication strategy and perhaps, confirmation that effective communication channels had been employed.





## Infrastructure

[Existing Council structures](#) ensure that clear lines of managerial responsibility are in place. With respect to diversity, the corporate agenda is championed both politically and operationally. [The Diversity Steering Group](#) is made up of members of all departments, who then chair their own respective departmental working groups. Absence management is led strategically through the [Sickness Champions](#) group. People management and diversity issues are steered and reported through a number of bodies such as [Single Table](#) (joint TU consultative forum), Local Joint Consultative Committee (Elected Members, TU's and officers) plus the [Bridging the Gap](#) group who managed the Single Status process and implementation. [HR policies](#) are sound and encompass people management best practice.

## Organisational Leadership

The Council achieved level 3 of the Equality Standard in December 2008, and also achieved the Equality Mark Certificate at the same time. An action plan is being prepared to respond to the areas for development identified during the assessment and a plan is being developed to achieve "excellence" within the new Equality Framework (from April 2009). This will be performance managed through the Council's equality action plan within the corporate performance management system. Consideration is currently being given to the formulation of a joint public sector equality network in Hartlepool. The culture of our workforce is one that respects diversity and this is evidenced by the results of our last [employee survey](#).

## Operational

Employee satisfaction levels within the last employee survey were high. The fact that the recruitment, retention and skills shortages do not pose significant difficulties to the council indicates that HR policies and practices and managerial practices are effective. The council has had a small number of staff grievances reaching stage 3, which require formal intervention. The council's workforce profile shows areas where improvements are being made and we recognise that further work is needed to ensure the workforce reflects the diversity of the local population.



## Lets Focus on.....

**The validation of Equality Standard level 3 and achievement of the Equality Mark Certificate.**

As with most external assessment processes, [a self assessment report](#) needed to be completed and submitted to the external assessors six weeks ahead of the on-site assessment. The self assessment was completed by the Diversity Steering Group, with a central coordination point within the Chief Executive's department to ensure consistency in approach and validation of data. This demonstrates how the Council supports people to the best of their ability, identifying those able to make things happen, and those who can lead and manage specific projects. This approach has enabled the further development of employee skills, capability, experience and developed organisational capacity in terms of self assessment and objectively assessing performance.

Quote from the [External Validation report](#)

***"The Council produced self-assessment documentation detailing the Level 3 items to be assessed. The documentation is in itself an indication of a comprehensive and systematic approach to the self - assessment process and to the achievement of Level 3 of the Equality Standard. One of the principal functions of the detailed interviews was to confirm whether the self-assessment reflected what is happening at all levels. Broadly, this was found to be the case."***



## Infrastructure

The full benefits package offered by the authority has been identified and work is now needed to assess its value and communicate it to both existing and potential employees. An [equality impact assessment](#) has been undertaken on the single status agreement and equal pay audits are planned once the [appeals process](#) from job evaluation is complete. Inequalities in the payment of bonus to green book employees has been identified and removed and plans are in place to take the same approach with red book employees. [Chief Officer salaries](#) are reviewed regularly using the Hay system, and externally verified. Future pay pressures such as pay award pressures, restructures and pension revaluation are built into the [medium term financial strategy](#).

## Organisational Leadership

A local pay review has been conducted (Using the Green Book Job Evaluation scheme) and implemented in July 2008, backdated to April 2007. This review included a rationalisation of terms and conditions and a more [simpler pay scheme](#) consisting of 15 bands. [Term-time only arrangements](#) have been rationalised and all staff are now treated equally; this has included the removal of “retainer” pay as this was applied to some employees but not all. The TU ballot which was undertaken before implementation showed that almost 75% of the workforce were in favour of the new arrangements. As a result of the implementation of single status and job evaluation 10% of the workforce needed pay protection. This figure could reduce further once appeals have been heard.

## Operational

The fact that the Council does not experience extensive recruitment difficulties or significantly high turnover, coupled with a limited amount of skills shortage areas reported and with 4 star—improving strongly status, would suggest that the pay and rewards system in operation is effective. The Council does not operate a system of performance related pay. Market forces supplements / retention payments are used to attract and retain high calibre staff in areas where potentially we could experience recruitment and retention difficulties .



## Lets Focus on.....

### Our plans for a comprehensive employee rewards package

The Council know that to become an employer of choice, the “offer” to employees, both actual and potential, has to be one that appeals to those talented individuals, regardless of their working motives. The Council know that not all people are driven by the salary that is commensurate with a post. Whilst we have always had an informal employee rewards package, the use of this information has been ineffective in terms of linking it to recruitment, retention and assessing the full value of the employee reward package.

Initial work has been undertaken to identify the full rewards package offered to employees. This now needs to be developed and communicated effectively within our recruitment methodology, and to the wider workforce. We are in discussions to introduce new salary sacrifice projects. We already have the childcare voucher scheme in place (Busy Bee’s), and we are looking to further develop the employer offer by introducing a home computer initiative ( linked to the current Workforce Development Strategy) and a cycle scheme (linked to the Health and Well-being Strategy).

Employee Rewards will be planned and managed within the action plan as part of the “Big People Plan”, and we aim to have the salary sacrifice schemes in operation by May 2009 following a marketing exercise to reach all parts of the workforce.



Hartlepool Borough Council cites its workforce as its greatest, and most expensive, resource.

Being a 4 star, improving strongly authority, is not just a challenge in itself to reach this grading, but to maintain the position through continuous improvement. The council doesn't stand still, improvements are identified and acted upon very quickly, our size allows us that flexibility—to make big changes, leading to great improvement with minimal disruption.

We know we still have a long way to go in some areas that impact on our workforce, but the implementation of the Single Status agreement across the whole workforce, is in itself, a great achievement, as some authorities are still struggling to finalise their arrangements.

The current economic climate is forcing organisations to review and restructure their operations. No organisation, be it small or large, private or public, will be exempt from the effects of the down-turn in the economy. This in itself, puts further pressure on local authorities with respect to a greater number of citizens being out of work, a higher demand for benefits services, less money changing hands between local business and increased pressure to bring Regeneration projects to the town to create local jobs for local people—our workforce and workforce arrangements provide a positive, creative and supportive culture during these difficult times.

*“Hartlepool Borough Council was very clear about what they do, where they were going and how they intended to get there.”*

**Corporate IIP report—July 2008**

## Key Strengths:

1. **Strong leadership & management**
2. **Strong employer brand locally**
3. **Good performance management arrangements**
4. **Workforce committed to providing excellent services to the residents of Hartlepool**
5. **Strong culture of continuous improvement**
6. **Well targeted and well-run skill development opportunities**
7. **Sound, effective arrangements for Skills for Life**
8. **Strong “can-do” culture**
9. **Strong relationships with Trade Unions and key stakeholders**
10. **Good people management arrangements in place, which are reducing sickness absence**

## Key areas for Development 2009 –2012:

1. **Develop and introduce the “Big People Plan”**
2. **Introduction of HR / Payroll system**
3. **Develop effective integrated workforce planning arrangements with partners**
4. **Modernise recruitment activity to attract applicants representative of the local labour market profile and use appropriate technology / mechanisms**
5. **Implement a Pay & Rewards Strategy to further promote “employer of choice”**
6. **Improve internal communication mechanisms**
7. **Embed all aspects of the Single Status agreement**
8. **Achieve “excellence” status within the Equality Framework for Local Government**



## The introduction of the HR / Payroll system

Recently the Council has entered into an innovative agreement with North Yorkshire Council to host a HR / Payroll management information system. A project team has been established led by the Chief Personnel Officer with a view to have the system in place and the first payroll run complete in

July 2009. The system allows us to identify, allocate and evaluate human resource in the authority and will allow us to capture information that up to now, we have only been able to dream of.

Our vision is simple—accurate, timely and business ready information able to be provided to all areas of the organisation at the touch of a button.

This transformational change will require not just detailed day to day management but will demand a shift in culture, a wider spread of skills and the ability to utilise this critical tool to its full capability which includes employee self-service, workflow and the use of process mapping to identify efficiencies.

## The development of the “Big People Plan”

As the council transforms, numerous strategies, plans and policies will become obsolete or require updating to reflect the changing shape of the authority.

Our people are our greatest resource, we know we need to ensure that we have robust arrangements in place to attract, recruit, induct, develop, promote, retain, and in some cases manage the transition out of the authority. A radical review of our People Strategy and Workforce Strategy will be undertaken using the results from this challenge, the report from our first Corporate Investors in People assessment in 2008 and the results from the 2009 employee survey, the Equality Mark report, amongst others.

By combining all the people challenges into one document and subsequent action plan, we know that we can make great progress relatively quickly. The production of the “Big People Plan” will be a mammoth task, but one that will set out a clear vision for the Council’s workforce of the future.

## Achieving Excellence within the new Equality Framework

Following the successful external validation assessment for the Equality Standard Level 3 and the award of the Equality Mark Certificate, the Council knows that it can’t afford to stand still. We know there are areas that still need to be developed and we are in a position, with the other changes about to take place, to re-evaluate progress and prioritise the next steps that need to be taken on the Council’s journey to achieve Excellence status within the new Equality Framework for Local Government and respond to the new Equality Bill.

Hartlepool may be small, but our achievements are in no way proportionate to our size.

We have learnt so much from experience, what works well, what would work better if we had an opportunity to do it again, where our strengths are. We know that the path to excellence status won’t be plain sailing, but we are dedicated, committed and community focused, key attributes needed to take forward this important piece of work.

***Workforce Improvement  
Challenge***



***Self Assessment Matrix  
March 2009***

√ *Indicates corporate assessment*

# Key Theme: The organisation knows in the medium to longer term what staff it will need with what skills and has plans to achieve this.

INDICATORS		Intending	Developing	Achieving
Infrastructure	<b>Structure</b> - The council has a <b>straight forward and workable approach</b> to workforce planning that highlights the critical future workforce issues it needs to address to achieve its strategic objectives. It systematically gathers and analyses workforce data to highlight the key areas where action is needed. It has identified any vital future skills shortages and gaps, and where less staff will be needed. It understands its local labour market. Workforce planning informs the development of the council's corporate and service workforce strategies and ensures that the council's workforce development investment addresses the right issues. Workforce planning is driven by service managers and is integrated into service planning.		√	
	<b>Systems</b> – Staff attitudes <b>surveys highlight key workforce issues</b> . Senior managers analyse these, pinpoint key issues, and take speedy and effective action to address these. The analysis of responses includes examining the attitudes of different groups of staff (such as younger staff, staff from minority ethnic groups, women, staff with disabilities, front line staff, staff with caring responsibilities at home etc). Focus groups and other methods are used to deepen the understanding of workforce issue, where necessary. The follow up actions taken, and their impact, are communicated back to staff.			√
Organisational Leadership	<b>Strategy</b> -. The council's corporate <b>workforce strategy</b> supports and is fully aligned to the council's strategic ambitions and objectives. It is supported by senior politicians and driven by senior managers. It sets out the council's critical current and future workforce challenges, sets objectives and puts in place and monitors effective programmes of action to achieve these objectives.			√
	<b>Shared values</b> . The council has the <b>leadership</b> required to create a 'fit for purpose' sustainable organisation. Senior politicians and managers effectively promote the council's vision and strategic objectives to the workforce. Staff understand and support these and are committed to playing their part in achieving them. Leaders foster a customer-focused culture, creating a <b>responsive and motivated workforce</b> . Leaders effectively encourage and support staff to embrace <b>new ways of working</b> that help to improve services and reduce costs. <b>Innovation is encouraged by leaders and managers</b> , including appropriate and well managed risk taking. Leaders and managers encourage organisational learning from things that are not successful, as well as those that are.			√
	<b>Style</b> -The council works effectively with its partners, service providers and other authorities to <b>address shared workforce challenges together</b> , as appropriate, (including undertaking joint workforce planning, and joint action on recruitment and career and job promotion, where this brings benefits). In upper tier authorities the council has developed and is successfully implementing a joint children's workforce strategy and a joint adult social care workforce strategy with its local partners. Districts are benefiting from economies of scale, through their joint action to address shared workforce challenges with neighbouring authorities. The council encourages and supports the LSP in taking joint action on shared local workforce issues. The council encourages and supports its service providers in contributing to developing the workforce of the future.		√	
<b>Comments/further information to support Your score making sure all relevant documents are cross-referenced with your full self-assessment either by electronic links or with document name and page number.</b>				

# Key Theme: Has a Productive and Skilled Workforce

INDICATORS		Intending	Developing	Achieving
Infrastructure	<b>Structure</b> – The council has effective structures to support both the delivery and management of skill development (in partnership, where appropriate).			✓
	<p><b>Systems</b> Effective systems are in place to maximise workforce <b>productivity</b>. These including benchmarking against other authorities (or other organisations where relevant) to identify areas of high comparative spend. Productivity is maximized, for example, through business improvement processes; and through redesigning jobs and structures.</p> <p>The benefits of these actions are measured and monitored to ensure that they achieve their productivity objectives (e.g. effectively improve customer service, or reduce costs or deal with potential skill shortages/ deficit).</p> <p>The appraisal system adds value to the organisation.</p>		✓	
Organisational Leadership	<p><b>Strategy</b> - There is a well planned and structured approach to individual employee, team, management and leadership development and learning. Sufficient <b>apprenticeship and trainee schemes and career pathways</b> are in place to address potential future skill shortages.</p> <p><b>Well targeted and well run skill development activities</b> are systematically addressing key skills gaps. People working in jobs that will not be needed in the future are being supported in developing new skills. The council is <b>contributing to achieving the LAA's objectives</b> in relation to workforce issues (for example by redesigning jobs to make them suitable for people with learning difficulties; by offering well supported opportunities to NEETS, or the long term unemployed or to those leaving prison).</p>			✓
	<b>Shared values</b> – Effective approaches to leadership and management development are developing political and managerial leaders with the skills needed for today and for tomorrow. This includes developing politicians, leaders and managers who reflect the diversity of the workforce and the community. It also includes initiatives, such as graduate schemes, to attract and develop people with the potential to be future senior managers as well as joint activities with partners to give potential future leaders experience of working in other public sector agencies. The council encourages and supports the LSP in running joint leadership and skills development activities that help to underpin partnership working.			✓
	<b>Style</b> – managers' actions foster a learning culture. They coach and support staff in developing their skills. Staff report that they are encouraged and supported by managers to fulfill their potential, within the context of the organisation's ambitions.		✓	

## Key Theme: Has a Productive and Skilled Workforce (cont.)

Operational	<p><b>Staff-</b> Staff are encouraged to develop through a range of activities. There are career pathways in many occupational areas. Professional, vocational and occupational development programmes are in place and well managed. The council has signed the Employers' Skills Pledge and is sensitively supporting staff with <b>skills for life issues</b> in developing their skills. The council has a <b>positive image with potential recruits</b> because it effectively promotes its jobs and careers in local schools, colleges and universities as well through other communication channels such as its website. Staff are <b>proud to work for the council</b> and those that are local residents act as ambassadors for the council and its services.</p>			✓
	<p><b>Skills -</b> The council has a <b>well-targeted approach to recruitment</b> that is attracting people with the right attitudes and skills from all groups in the community.</p>		✓	
<p><b>Comments/further information to support Your score making sure all relevant documents are cross-referenced with your full self-assessment either by electronic links or with document name and page number.</b></p>				





	INDICATORS	Intending	Developing	Achieving
Infrastructure  Organisational Leadership  Operational	<p><b>Structure and Systems</b> – The council has structures, systems and processes for managing change effectively (including for involving staff in change and for managing the workforce issues in change).</p> <p>The workforce is actively involved in the whole process of organisational change (planning, implementation, monitoring and review) to increase ownership, commitment and success.</p> <p>Feedback systems evaluate whether the workforce aspects of changes have been successful.</p> <p>There is wide spread participation in decision making.</p> <p>The council has effective ways of involving and informing the workforce, to motivate them to achieve the council's objectives. Effective <b>internal communication</b> processes facilitate two-way dialogue up and down and across the organisation. Staff and managers are well informed about their own and other council services.</p>		√	
	<p><b>Style</b> - Managers encourage dialogue with staff, testing out proposals through active communication. Managers adopt a commitment model of managing which seeks to include ideas, expertise and contribution.</p>		√	
	<p><b>Staff-</b> Staff contribute positively to service improvement. Staff and managers share, develop and promote good practice ideas from internal and external sources. Staff report that senior managers listen to and respond to both their ideas and their concerns.</p> <p>The council takes a <b>partnership approach with staff and union representatives.</b></p>			√
Comments/further information to support Your score making sure all relevant documents are cross-referenced with your full self-assessment either by electronic links or with document name and page number.				



# Key Theme: Achieves People Management and Diversity Best Practice

INDICATORS		Intending	Developing	Achieving
Infrastructure	<b>Structure</b> – Appropriate responsibilities and resources are allocated to address the council's critical people management issues as well as all aspects of equality and diversity. There are regular reviews to ascertain whether people management and equality and diversity objectives are being achieved. Critical people management and equality data is gathered and analysed (where appropriate with partners) to identify key issues to be addressed.			✓
	<b>Systems</b> - HR policies and systems support good people management, including diversity practices, compliance with equalities and human rights legislation and guidance. Managers feel policies are workable and that they are given relevant support and advice to help them implement them. The council has effective ways of managing the people aspects of performance management. Sickness absence and accidents are minimal because effective policies and systems are in place, and these are monitored and managed.			✓
Organisational Leadership	<b>Strategy</b> – The Council has achieved at least level 3 of the Equality Standard for Local Government and has a strategic plan to ensure that it progresses up the levels of the Equality standard or the <b>Equality framework</b> (from April 2009 ).			✓
	<b>Shared values</b> – Leaders and managers understand and operate best practice people management practices. There is a strong improvement culture with equalities and diversity best practice integrated within this. There is a workforce culture based on <b>respect for difference</b> . The council encourages and supports its service providers to operate diversity best practice in relation to workforce issues. It works with its partners and other authorities to tackle shared diversity and workforce issues jointly.			✓
	<b>Style</b> – Leaders champion the use of performance management. Performance management is seen as part of the day job. Managers and staff have the skills to manage performance, fostering a high performance culture. Good performance is recognised and celebrated. The council effectively and systematically deals with poor performance at individual, team and service level, leading to action being taken to improve. Equality promotion is integral to good performance management. Managers are concerned about and take action to improve their staff's well being. Flexible working practices are supported, wherever possible.			✓

## Key Theme: Achieves People Management and Diversity Best Practice (cont.)

	INDICATORS	Intending	Developing	Achieving
Operational	<p><b>Staff</b> – Levels of staff satisfaction are high – including across different groups (e.g. across all equality strands) in the workforce. There are few staff grievances and no successful court cases against the council in relation to employee relations or discrimination.</p> <p>The council's workforce diversity profile is moving towards reflecting the workforce and the local community's.</p>			✓
	<p><b>Comments/further information to support Your score making sure all relevant documents are cross-referenced with your full self-assessment either by electronic links or with document name and page number.</b></p>			

# Key Theme: A Relevant and Effective Pay and Reward Approach

INDICATORS		Intending	Developing	Achieving
<b>Infrastructure</b>  <b>Organisational Leadership</b>  <b>Operational</b>	<b>Systems</b> - The <b>full benefits package</b> offered by the council has been identified and the true worth of each element assessed so that it can be used as both a recruitment tool and a way of demonstrating the value that they have for current staff.  Senior managers can demonstrate that they have equality proofed their pay structure, and have mechanisms in place for keeping this under review.  Senior managers can demonstrate that they have modernised their pay structure so that it reflects the council's strategic aims and ambitions.  Senior managers have analysed the future pay pressures and are taking action to manage these.		✓	
	<b>Strategy</b> - A <b>local pay review</b> has been conducted and implemented, and regular pay equality impact assessments are taking place.  <b>Future pay pressures</b> have been assessed and any potential issues are being effectively managed.			✓
	<b>Staff</b> The council has an <b>effective pay and rewards system</b> that helps to attract and retain the right staff and to foster high performance. (For example it has very few occupational shortages; staff and managers report that they feel well rewarded; staff and managers report that pay progression systems reward good performance).		✓	
<b>Comments/further information to support Your score making sure all relevant documents are cross-referenced with your full self-assessment either by electronic links or with document name and page number.</b>				

<b>A</b>			<b>P</b>
1 <a href="#">Adults Workforce Strategy</a>	23 <a href="#">Equality Standard Level 3 Self Assessment Report</a>	37 <a href="#">Pay &amp; Rewards Equality Impact Assessment</a>	
2 <a href="#">Annual Corporate Plan</a>	24 <a href="#">Existing Council Structures</a>	38 <a href="#">Pay Scheme</a>	
3 <a href="#">Apprenticeship Scheme</a>		39 <a href="#">People Strategy</a>	
<b>B</b>	<b>F</b>		<b>Q</b>
4 <a href="#">Beers Change Management Model</a>	25 <a href="#">Financial Strategy - Medium Term</a>		40 <a href="#">Quarterly &amp; Half Yearly Reports to Performance Portfolio Holder</a>
5 <a href="#">Bridging the Gap</a>			
6 <a href="#">Business Transformation Programme</a>	<b>G</b>		
	26 <a href="#">Get On Award Reassessment Report, October 2008</a>		
<b>C</b>	27 <a href="#">Guide to Workforce Planning</a>		<b>R</b>
7 <a href="#">Chief Officer Salary Review</a>		41 <a href="#">Regeneration &amp; Planning Services Workforce Plan</a>	
8 <a href="#">Children's Workforce Strategy</a>	<b>H</b>	42 <a href="#">Retention Payments - See Single Status</a>	
9 <a href="#">CMT Key Messages</a>	28 <a href="#">HR/Payroll System</a>		<b>S</b>
10 <a href="#">CMT Quarterly Briefings</a>	29 <a href="#">HR Policies</a>	43 <a href="#">Service Specific Development</a>	
11 <a href="#">Competency Based Appraisal Scheme</a>	30 <a href="#">Impact Needs Requirement Assessment (INRA) for Recruitment</a>	44 <a href="#">Sickness Champions</a>	
12 <a href="#">Corporate Induction Handbook</a>		45 <a href="#">Single Status Agreement (Draft)</a>	
13 <a href="#">Corporate Investors in People Report, July 2008</a>	<b>I</b>	46 <a href="#">Single Status Booklet</a>	
14 <a href="#">Corporate Training Programme</a>	31 <a href="#">Investors in People</a>	47 <a href="#">Single Table</a>	
		48 <a href="#">Skills 4 U Project</a>	
<b>D</b>	<b>J</b>	49 <a href="#">Strategic Workforce Group</a>	
15 <a href="#">Departmental Briefs</a>	32 <a href="#">Job Evaluation Appeals Process</a>		<b>T</b>
16 <a href="#">Development Scheme</a>			50 <a href="#">Term Time Only Arrangements, See Single Status</a>
17 <a href="#">Diversity Steering Group</a>	<b>L</b>		
	33 <a href="#">2 Day Change Manager - Leadership &amp; Management Development Programme (LMDP)</a>		<b>W</b>
<b>E</b>			51 <a href="#">Workforce Development Strategy 2007 - 2012</a>
18 <a href="#">E-learning Opportunities - See E-learning Course Catalogue</a>	<b>M</b>		
19 <a href="#">Employee Survey 2005</a>	34 <a href="#">Member Development Programme</a>		
20 <a href="#">Employee Survey 2009</a>			
21 <a href="#">Equality Impact Assessment for Single Status Agreement</a>	<b>N</b>		
22 <a href="#">Equality Standard Level 3 External Validation Report</a>	35 <a href="#">National Workforce Strategy</a>		
	36 <a href="#">Neighbourhood Services Workforce Plan</a>		

***Workforce Improvement  
Challenge***



***Self Assessment  
March 2009***

### Workforce Improvement Challenge Report

This report is a summary of the findings of a Workforce Improvement Challenge organized by the Improvement and Development Agency (IDeA) and carried out by its trained peers. The report outlines their assessment of the council against the Workforce Improvement Challenge Benchmark. The assessment is designed to validate the council's self assessment against the Benchmark by considering documentary evidence and carrying out a series of interviews and focus groups with employees and other stakeholders.

<b>NAME OF COUNCIL:</b> Hartlepool Borough Council	<b>DATES OF ON-SITE VISIT:</b> 17-19 March 2009
<b>PEER TEAM:</b> Councillor Richard Chattaway Sally Norris Liz Goddard Marcia Hazzard	<b>IDeA REVIEW MANAGER:</b>  Jill Emery

#### SUMMARY COMMENT:

Employees are committed and passionate about their work. The council invests in the development of employees and has received national recognition for the commitment and delivery of Skills for Life. The council is facing some major challenges in implementing the Business Transformation Programme and it will need to ensure that communications, support and the engagement of employees is given a high priority. The council has a framework for workforce planning and the council needs to ensure that there is consistency of application across the council.

## 3.3 Appendix 2

Identified Strengths Against the Benchmark	Key Recommendations
<b>The organisation knows in the medium to longer term what staff it will need with what skills and has plans to achieve this</b>	
<ul style="list-style-type: none"> <li>• People are committed, passionate about their work and proud to work for the council</li> <li>• Real sense of place – “the Hartlepool Way”</li> <li>• Customer focussed organisation</li> <li>• Workforce planning toolkit available</li> <li>• Some evidence of joint workforce planning with partners</li> <li>• Good engagement on regional workforce activities</li> <li>• Strong managerial and political leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure clear understanding of workforce planning across the council</li> <li>• Consistent application of workforce planning across departments</li> <li>• Strategic approach needed to succession planning and talent management</li> <li>• New patterns working need to be explored to align with partner activities</li> <li>• Ensure the new HR/Payroll system will deliver the data required to inform workforce planning</li> <li>• Investigate benchmarking with other local authorities</li> <li>• Ensure results of current employee survey are acted upon in a timely manner and feedback is given to employees.</li> </ul>
<b>Has a productive and skilled workforce</b>	
<ul style="list-style-type: none"> <li>• National recognition for commitment and delivery of Skills for Life</li> <li>• Apprenticeship and trainee schemes including commitment to NGDP</li> <li>• Extensive range of learning opportunities</li> <li>• Investment in external training</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage take up of member development opportunities</li> <li>• Consideration of future apprenticeship numbers and take a strategic approach to apprenticeships</li> <li>• Capacity can be a barrier in some areas</li> <li>• Higher level of evaluation of learning, including ROI</li> <li>• Management development needs to be reviewed in light of</li> </ul>

## 3.3 Appendix 2

<ul style="list-style-type: none"> <li>• “Grow your own”, including career pathways</li> <li>• Broad range of member development opportunities</li> <li>• Managers are very accessible and supportive in terms of coaching employees</li> <li>• Comprehensive management competency framework</li> </ul>	<p>business transformation</p> <ul style="list-style-type: none"> <li>• Senior management development needs to be reviewed with a particular focus on leadership</li> <li>• Continued investment in development opportunities</li> <li>• Strategic approach to learning and development aligned with need.</li> <li>• Explore service specific competencies</li> </ul>
<b>Engages and supports staff in organisational change</b>	
<ul style="list-style-type: none"> <li>• Managers listen to staff</li> <li>• Good communication channels</li> <li>• Cross departmental project work</li> <li>• Employees encouraged to try new ways of working</li> <li>• Learning from experience and other organisations</li> <li>• Good employee relations</li> <li>• Employees encouraged to participate in service planning</li> <li>• Clear objectives for business transformation and commitment to involve employees and trade unions</li> <li>• Initial job evaluation briefings and documentation were well received</li> </ul>	<ul style="list-style-type: none"> <li>• Need to target communication according to audience and ensure communication is understood by all employees</li> <li>• Evaluate impact of business transformation on the workforce and carry out equality impact assessment before implementation</li> <li>• Ensure people are engaged throughout the process and consider employee morale</li> <li>• Consider providing additional support for employees who find the pace and volume of change difficult</li> <li>• Learn the lessons from job evaluation prior to implementing business transformation.</li> <li>• Expedite job evaluation appeals</li> </ul>
<b>Achieves people management and diversity best practice</b>	
<ul style="list-style-type: none"> <li>• Achieved Level 3 Equality Standard</li> <li>• Good flexible working practices</li> <li>• Sickness absence levels improving</li> <li>• Staff recognition for revised appraisal process</li> <li>• Poor performance actively managed</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure consistency and understanding of DIA's and INRA's</li> <li>• Ensure capacity of HR can meet future requirements for strategic workforce planning and projects</li> <li>• Full implementation of the appraisal process – revisit the cascade approach</li> </ul>



### 3.3 Appendix 2

<ul style="list-style-type: none"> <li>• Scrutiny review performance and contribute to workforce policies</li> </ul>	<ul style="list-style-type: none"> <li>• Further development of targeting of minority groups in terms of recruitment to ensure that the council workforce reflects the local labour market</li> </ul>
<b>A Relevant and Effective Pay and Reward Approach</b>	
<ul style="list-style-type: none"> <li>• Celebrating Success positively received by employees</li> <li>• Pay review complete</li> <li>• Contingency plans in place for future pay pressures</li> </ul>	<ul style="list-style-type: none"> <li>• Consideration of different ways of celebrating/rewarding good performance</li> <li>• Marketing of reward package</li> <li>• Consider other staff benefits to enhance package</li> </ul>