

# FINANCE AND PERFORMANCE PORTFOLIO DECISION SCHEDULE



**Tuesday 14<sup>th</sup> July 2009**

**at 10.00 am**

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

Councillor R Payne, Cabinet Member responsible for Finance and Performance will consider the following items.

## **1. KEY DECISIONS**

No items.

## **2. OTHER ITEMS REQUIRING DECISION**

- 2.1 Land At Orwell Walk, Hartlepool - *Head of Procurement, Property and Public Protection*
- 2.2 Annual Diversity Report – *Chief Personnel Officer*
- 2.3 Employee Attendance Annual Report 2008/9 – *Chief Personnel Officer*
- 2.4 Chief Executive's Departmental Plan 2008/09 – End Of Year Monitoring Report – Finance, Legal And Procurement - *Chief Financial Officer, Chief Solicitor and Director of Neighbourhood Services*
- 2.5 Chief Executive's Departmental Plan 2009/10 - *Assistant Chief Executive, Chief Personnel Officer, Chief Financial Officer and Chief Solicitor*
- 2.6 General Purposes (Appeals And Staffing) Sub Committee – Appeals Procedure Amendment – *Chief Personnel Officer*
- 2.7 Chief Executive's Departmental Plan 2008/09 – End Of Year Monitoring Report – Corporate Strategy And Human Resources - *Assistant Chief Executive and Chief Personnel Officer*
- 2.8 Governance Arrangements For The Registration Service - *Assistant Chief Executive and Proper Officer for Registration*
- 2.9 Revenues and Benefits Service Update – *Chief Financial Officer*

### **3. ITEMS FOR INFORMATION / DISCUSSION**

- 3.1 North East Regional Improvement And Efficiency Partnership (NERIEP) – Construction And Asset Management Programme – *Head of Procurement, Property and Public Protection*
- 3.2 Complaints To The Local Government Ombudsman In 2008/09 – *Assistant Chief Executive*
- 3.3 Counter Benefit Fraud Report 2009/10 – *Chief Financial Officer*
- 3.4 Viewpoint – Citizen's Panel Results – *Assistant Chief Executive*
- 3.5 Single Status Agreement Appeals – *Chief Personnel Officer*

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

No items.

### **5. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006**

#### **EXEMPT ITEMS**

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006

### **6. EXEMPT KEY DECISIONS**

No items.

### **7. OTHER EXEMPT ITEMS REQUIRING DECISION**

- 7.1 45 Lancaster Road, Hartlepool, TS24 8LR ( para 3) - *Head of Procurement, Property and Public Protection*
- 7.2 Blakelock Day Centre, Blakelock Gardens Hartlepool (para 3) - *Head of Procurement, Property and Public Protection*
- 7.3 Transfer Of School Land Following Change Of Status To Foundation School (para 3) - *Head of Procurement, Property and Public Protection*
- 7.4 Proposed New Life Centre, King Oswy Drive, Hartlepool (para 3) - *Head of Procurement, Property and Public Protection*
- 7.5 Qualification Based Training Applications – *Chief Personnel Officer*

### **8. EXEMPT ITEMS FOR INFORMATION**

- 8.1 Closure of Brierton School – *Chief Personnel Officer* (Para 4)

## **FINANCE AND PERFORMANCE PORTFOLIO**

Report To Portfolio Holder

14th July 2009



**Report of:** Head of Procurement, Property and Public Protection

**Subject:** LAND AT ORWELL WALK, HARTLEPOOL

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### **SUMMARY**

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

To seek Portfolio Holder's approval in respect of the proposed acquisition of land at Orwell Walk and the change of use of an area of public open space to car parking.

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

Report highlights previous arrangements with Housing Hartlepool for the development of the site and outlines requirements in relation to car parking.

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

Portfolio holder is responsible for the Council's land and property assets.

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

Non-key

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

Portfolio Holder only.

**6. DECISION(S) REQUIRED**

Approval of Portfolio Holder to land acquisition and change of use of an area of Council owned public open space to car park.

**Report of:** Head of Procurement, Property and Public Protection

**Subject:** LAND AT ORWELL WALK, HARTLEPOOL

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**1. PURPOSE OF REPORT**

- 1.1 To seek Portfolio Holder's approval in respect of the proposed acquisition of land at Orwell Walk and the change of use of an area of public open space to car parking.

**2. BACKGROUND**

- 2.1 Housing Hartlepool are currently developing land at Orwell Walk for a new Extra Care (residential) Facility, having acquired the site from the Council last year. Prior to the grant of planning permission, consultation was carried out with local residents, the result of which was that Housing Hartlepool agreed to provide additional public car parking at the head of both Nash Grove and Garrick Grove adjoining Orwell Walk. This provision was subsequently made a condition of the planning permission.
- 2.2 In discussions between Housing Hartlepool and the Council's Highway Services department, it was agreed that the Council will take on the responsibility for repair and maintenance of the car parks following their construction by Housing Hartlepool. It has further been provisionally agreed between Housing Hartlepool and the Council's Estates Department that the land will be transferred to the Council's ownership. The land will not become adopted highway or be dedicated but clearly the Council will be permanently responsible for maintaining the car parks.
- 2.3 Part of the land to be used at the head of Garrick Grove is Council owned public open space. The Housing Hartlepool owned land is shown hatched on the plan at **Appendix 1**. The area of public open space that it is proposed to use is shown crossed hatched on the plan.
- 2.4 The Housing Hartlepool land adjoining Nash Grove extends to 73 square metres and will (in conjunction with part of the existing hammer head) provide 6 spaces. The land adjoining Garrick Grove extends to 370 square metres and will (again in conjunction with part of the existing hammer head) provide 18 spaces. The open space land extends to approximately 114 square metres and will provide a further 4 spaces.

- 2.5 Planning permission has, as noted above, been granted for the change of use and construction of the car parks on both the Housing Hartlepool land and the Public Open Space. The reason for including the area of open space in the proposal is that this gives the best layout for the car park. The land involved is part of a much larger area of public open space situated between Marlowe Rd and Orwell Walk (starred on the attached plan).

### 3. PROPOSAL

Proposals are outlined in confidential **Appendix 2**.

**This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information.**

### 4. RISK AND FINANCIAL IMPLICATIONS

- 4.1 Clearly the Council will take on a liability for repair and maintenance of the car parks. This will be met out of the Highways Services budget.
- 4.2 The car parks will be constructed by Housing Hartlepool to an agreed standard and as noted above the construction will be inspected by the Highways department. Failure to construct the car parks properly will result in the agreement being null and void and the responsibility for the car parks will remain with Housing Hartlepool. There are not therefore any unacceptable risks involved in this proposal.

### 5. ASSET MANAGEMENT CONSIDERATIONS

- 5.1 There are not considered to be any adverse asset management considerations involved in this proposal.

### 6. RECOMMENDATIONS

- 6.1 It is recommended that Portfolio Holder approve the following:
1. Acquisition of the land on the terms outlined.
  2. That the use of the area of public open space cross hatched on the plan is changed to a public car park.

**7. REASONS FOR RECOMMENDATIONS**

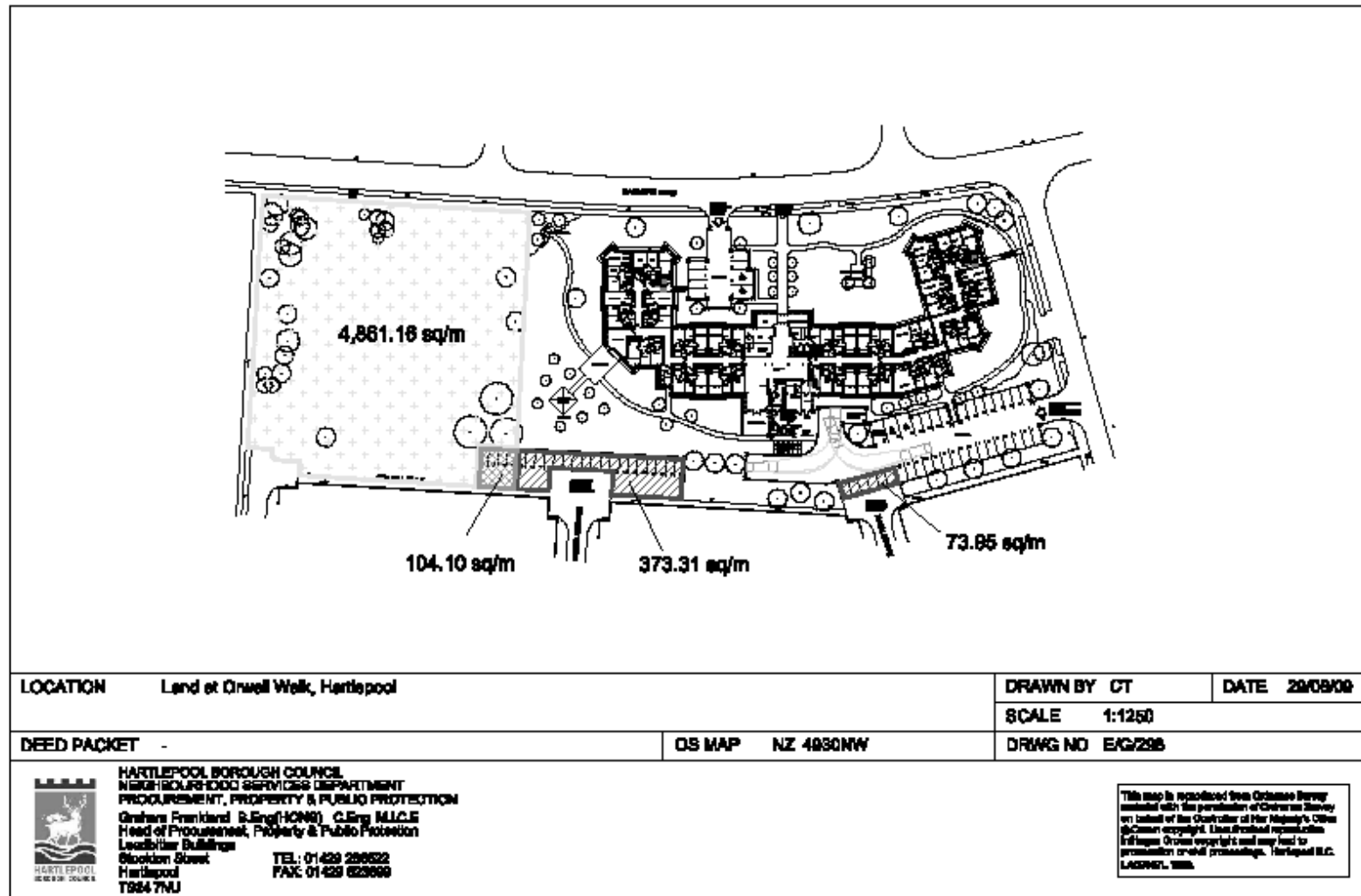
1. The proposed car parks will mitigate the effects of the development on local residents by providing additional parking.
2. Housing Hartlepool have provided reasoned comment on the use of the public open space as a car park in relation to the Council's Public Open Space policy. Their comments are considered reasonable and justified in the circumstances, particularly given that planning permission has been granted, the area of land involved is small and the proposal has followed consultation with local residents.
3. Acceptable terms have been provisionally agreed.
4. The appropriate budget holder has agreed to meet the maintenance costs.
5. Planning permission has been obtained for the development.

**8. CONTACT OFFICER**

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## APPENDIX 1





## **FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Chief Personnel Officer

**Subject:** ANNUAL DIVERSITY REPORT

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### **SUMMARY**

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

To report equality and diversity achievements during 2008/9 and actions planned in 2009/10 to progress towards achieving "Excellence" status in the new Equality Framework for Local Government. To obtain Portfolio Holder's endorsement of the Annual Diversity report.

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

The report provides details of the Council's achievements and planned actions for the next year in respect of equality and diversity issues, including the Annual Diversity report.

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

Corporate Performance

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

This is not a key decision.

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

Portfolio Holder only

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

Endorse the Annual Diversity report and note the achievements and progress made.

**Report of:** Chief Personnel Officer

**Subject:** ANNUAL DIVERSITY REPORT

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## **1. PURPOSE OF REPORT**

- 1.1 To report equality and diversity achievements during 2008/9 and actions planned in 2009/10 to progress towards achieving “Excellence” status in the new Equality Framework for Local Government. To obtain Portfolio Holder’s endorsement of the Annual Diversity report.

## **2. BACKGROUND**

- 2.1 At the meeting held on 16<sup>th</sup> May 2008, the 2007/8 Annual Race and Diversity Report was endorsed. It was also reported that the Council had achieved Level 3 of the Equality Standard for Local Government (subsequently externally validated) and had set itself a target of achieving Level 4 of the Standard by 31 March 2011.
- 2.2 The Equality Framework for Local Government has since been replaced by the Equality Standard for Local Government. The Council has “Achieving” status within the new framework as a consequence of having achieved Level 3 of the old Standard and is now working towards “Excellence” status.
- 2.3 The Single Equality and Diversity Scheme 2008-11 (which includes the statutory duties towards Race, Disability and Gender, Age, Sexual Orientation and Religion/Belief) and Corporate Equality and Diversity Action Plan were approved by Cabinet on 7th July 2008 following referral by the Performance Portfolio Holder.
- 2.4 The Single Equality and Diversity Scheme 2008-11 stipulates that an Annual Diversity report will be produced detailing progress made against the scheme and action plan. The progress made during 08/09 is reported in this Annual Diversity report.

## **3. KEY ACHIEVEMENTS IN 2008/9**

- 3.1 The Annual Diversity report detailing progress against the scheme and action plan is attached as **Appendix 1**. Some of the workforce profile information is not yet available and will be slotted into the report before it is made available to stakeholders. The arrangements for requesting information (including a copy of the report) in different languages and formats are included in the report. The main achievements in 2008/9 and planned actions in 2009/10 are detailed in Paragraphs 3.2-3.6 below.
- 3.2 The Corporate Equality and Diversity action plan included a total of 53 actions for 2008/09 and only 4 actions did not achieve target. These outstanding actions are in progress and will be addressed in 209/10 plans.
- 3.3 Key Corporate achievements in 2008/9 include: -
- The Council was successful in the external assessment of Level 3 of the Equality Standard for Local Government by the Centre for Policy Studies and has received the Equality Mark certificate.
  - The Council has achieved Corporate Investors in People status.

- The Council is making good progress working towards achieving Excellence of the Equality Framework for Local government.
- Departments have incorporated the three new Equality strands (Age, Sexual Orientation and Religion & Belief) in their equality and diversity work.
- The Talking with Communities, multi-faith forum, Stakeholder Challenge and consultation with Lesbian, Gay, Bi-sexual and Transgender (LGBT) has its own Diversity section on the Your Town Your Say website. <http://consultation.hartlepool.gov.uk/inovem/consult.ti/system/text/diversity>
- The multi-agency forum for Diversity meets on a quarterly basis with key partners in the town to share good practice.
- The Stakeholders Challenge process for challenging Council services and informing our action plans by diverse stakeholders has been successful for the second year. This has improved effectiveness in scrutinising our services and providing services according to the needs of the diverse service users.
- A regional conference in June 2008 was organised to share best practice on the Critical Challenge project to all local authorities and partners in the region.
- Diversity actions are incorporated into service planning and performance management arrangements with the new Covalent system.
- The Council's logo was publicised to represent access to information in different languages and formats.
- The corporate Access Strategy was implemented.
- A new pay and grading structure and single status arrangements was agreed and implemented.
- A single Equality and Diversity Scheme 2008-2011 encompassing race, gender, disability, age, sexual orientation and religion/belief was consulted upon widely and approved. This was implemented in June 2008 following the approval by Cabinet.
- A Corporate Equality plan to achieve the Level 4 of the Equality standard has been developed and approved by Cabinet. This will be amended to reflect changes needed to achieve Excellence status in the new Equality Framework for Local Government.
- All departments completed diversity assessment to identify diversity objectives for 2008/9 and progress on the actions identified is being monitored through the performance management system (Covalent).
- Corporate guidance was developed and implemented detailing how equality (all diversity strands) is to be integrated into service planning (including setting targets based on equality objectives) and risk processes. The Impact Needs Assessment (INRA) process has been reviewed to incorporate the Corporate Strategy themes and the Critical Challenge Process.
- The 2008/9 Budget process included Diversity considerations for the first time.
- On-going training has been provided to all officers undertaking the responsibility of impact assessing their respective services.
- Employees have undergone Diversity training
- A Competency based appraisal process which includes diversity has been adopted.

#### **4. KEY ACTIONS PLANNED FOR 2009/10**

- Embed the new Equality Framework for Local Government.
- Deliver the 2009/10 actions in our Corporate Equality Plan.
- Review services, policies and procedures in line with the Single Equality Bill (when enacted).
- Further improve access to buildings as opportunities emerge from the Business Transformation Programme.
- Further develop service and employment information and monitoring systems appropriate for Hartlepool.
- Strengthen diversity aspects of procurement and contract monitoring .
- Improve use of Plain English.

- Extend and improve sign language interpreters to be available at service counters.
- Develop consultation and engagement with faith groups.
- Extend the Stakeholder Challenge process to include partners with the current practical arrangements continuing in the forthcoming year).

## **5. RECOMMENDATIONS**

That the Portfolio Member endorses the Annual Diversity Report, and notes the achievements and progress made in 2008/9 and the actions planned for 2009/10.

## **6. CONTACT OFFICER**

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Principal Diversity Officer  
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# ANNUAL DIVERSITY REPORT 2008-2009



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## Foreword from the Mayor



Welcome to Hartlepool Borough Council's seventh annual diversity report.

The purpose of this report is to explain what the Council has achieved and progressed in Equality and Diversity over the last year. We see everyone in Hartlepool as an equal citizen and recognise that they have different and diverse needs. We can only realise our vision, if we remove barriers, eliminate discrimination and address disadvantage.

As a Council we encourage and promote to provide services free from discrimination regardless of their backgrounds by promoting equal opportunities. This report confirms how we promote and mainstream Equalities in all the services we provide. Our performance is monitored rigorously and some of our achievements and successes are detailed in this report.

We welcome your continued views about how well we are doing over the three years covered by our Equality and Diversity scheme.

A handwritten signature in blue ink, appearing to read 'Stuart Drummond', with a stylized, cursive script.

Councillor Stuart Drummond  
**Mayor of Hartlepool**



## **The Annual Diversity Report (2008-2009)**

### **Introduction:**

**Our Vision & Goal: “Our mission is that Hartlepool will be a prosperous, caring, confident & outward looking community in an attractive environment, realising its potential”.**

This document tells you about the work Hartlepool Borough Council is doing to promote equality and diversity in Hartlepool.

We want Hartlepool to be a place where no one experiences discrimination or disadvantage because of his or her age, gender, sexual orientation, disability, race, colour, nationality, ethnic origin or faith. We believe that as a major service provider, employer and community leader we have an important role to play in making this happen.

In 2008 we published our Single Equality Scheme (2008-11). The Scheme included a commitment to produce annual progress reports like this one. The Scheme also explained the action we are taking to make sure we meet our legal duty to promote equality.

This is Hartlepool Borough Council's seventh Annual Diversity Report. We aim to put equality at the centre of policy making, service delivery and employment practices so that it is a key part of our day to day work. To help us to do this we set a number of targets and created an equality action plan as part of our Equality Scheme. Progress on the Council's achievements and successes in 2008/09 and what we intend to achieve in 2009/10 in relation to equality and diversity issues is reported in this document. It also reports on each department's good progress in the field of Equality and Diversity.

If you would like a copy of this report, or would like to comment on anything in it, please contact Vijaya Kotur Diversity Officer, The Windsor Offices, Unit 24, Middleton Grange, Hartlepool, TS24 7RJ. (Tel No: 01429-523060  
E-mail: [Vijaya.kotur@hartlepool.gov.uk](mailto:Vijaya.kotur@hartlepool.gov.uk) )

## **How we measure performance:**

The Council uses a mix of national and local performance indicators to set improvement targets and to measure and compare its performance year on year. Where the indicators show a need to improve performance the Council sets action plans to ensure everything possible is done to address this. The Council consults the users of that service to seek their views on what could be done differently.

- . National Performance Indicators include:
  - National Indicators – set by the Government
  - Additional Indicators, for Children's Services and Adult Social Care – set by the Government.

The Council complements the statutory indicators with 'local' indicators that measure how its services are performing to achieve its local corporate objectives and to see whether services are improving. Under the Race Relations (Amendment) Act 2000, Councils are required to identify all the functions, policies, plans and strategies that have a race equality dimension and then carry out an impact assessment. The Equality Standard for Local Government builds upon this requirement and extends across the areas of race, gender, disability, age, sexual orientation and religion. There are five Levels in the Equality Standard for Local Government.

The Council was successful in the external assessment of the Level 3 of the Equality Standard for Local Government by the Centre for Policy Studies and has received the Equality Mark Certificate.

Hartlepool Council uses an Equality impact assessment process both predictive and retrospective to help departments to assess their services and functions every year and update this assessment on an annual basis. These assessments form the basis of diversity objectives and target setting and identified actions inform service plans. These are directly linked to Performance Management process. Assessments and scrutiny on our services can only be maintained by the active involvement of our stakeholders through various consultations.

## Workforce Profile

The profile of the workforce is as follows:

### a) Gender

Description	At 1.4.08	At 1.4.09	Local Population of working age	2008/9 Target	2009/10 Target	2010/11 Target
Male	25.40%		50.7%	25.40%	25.40%	
Female	74.60%		49.3%	74.60%	74.60%	
BVPI 16a – disabled employees				5.57%	5.73%	
BVPI 16ab – disabled employees compared to local population				25.16%	25.88%	
BVPI 17a – BME employees				0.9%	1.0%	
BVPI 17ab – BME employees compared to local population				81.81%	90.91%	

### b) Age

Description	At 1.4.08	At 1.4.09	Local Population of working age	2008/9 Target	2009/10 Target	2010/11 Target
Aged 16-17			4.64%	0.18%		
Aged 18-24			12.05%	5.87%		
Aged 25-34			20.20%	17.78%		
Aged 35-44			24.50%	29.8%		
Aged 45-54			21.58%	29.98%		
Aged 55-64			17.03%	15.8%		
Age 65+			N/A	0.60%		

Based on the results of the 2009 Employee Survey, employees having caring responsibilities for parents, children, disabled etc outside of work are as follows:

Table 4

Caring responsibilities	Council Employees (%)
Care for children under 18yrs as parent or guardian	31
Care for adult(s) e.g. disabled or elderly relative	14
Care for both children & adults	5
<b>TOTALS</b>	<b>50</b>

**Employee Training 2008/09:**

Employee training is an essential part of ensuring services is delivered appropriately to all members of the community. It also ensures that we meet with our general duties with all associated diversity legislations.

Please refer to corporate diversity related staff training in [Appendix 1](#)

## Consultations

The Council is committed to effective consultation and engagement.

The Communicating with Your Council Strategy provides an overall framework with four elements, one being the Corporate Consultation Strategy. The strategy is aimed at Council staff and offers guidance for preparing and writing departmental consultation plans and activities. It can also be used to identify different mechanisms available to customers who wish to contribute to the development and improvement of services.

Consultation guidelines (The Consultation Toolkit) have been produced to help officers in the Council to plan and carry out community consultation effectively. This can range from:

- providing interpreters to help a face to face interview to take place;
- to producing questionnaires in large print or Braille and
- ensuring that the Council's e-consultation website is accessible through Browsealoud on the web-site for people with learning difficulties, dyslexia, mild visual impairment and also to those whose first language is not English.

Browsealoud can be accessed through this link:

<http://www.browsealoud.com/downloads.asp?dl=b>

A range of systematic corporate consultation routes have been established such as Neighbourhood Forums, Neighbourhood Action Planning (NAP) and Viewpoint panel of over a 1000 residents. A variety of techniques are used including postal surveys, face-to-face interviews, discussion groups, consultative forums, mystery shopping and e-consultation.

In addition the Council has developed arrangements to engage with specific groups and diverse communities. These arrangements include:

- Talking with Communities (an established and an effective forum for the Council to consult with the Black, Asian and Minority Ethnic communities on its services)
- Multi-faith forum
- Regular meetings with Lesbian, Gay and Bi-sexual (LGB) community representatives through the well established Hart Gables organisation.
- The Life Chances Partnership Board, which involves all the disability groups in the town to enable Council's consultation to take place in a meaningful way. The emphasis is on appropriate and accessible consultation.
- The Learning Disabilities Partnership has promoted consultation with people with learning disabilities and increased their involvement in decision-making.
- Young People have a voice through the Youth Forum and UK Youth Parliament
- E-consultation system (for general population, employees and Viewpoint members) – on line questionnaires and discussions
- General satisfaction surveys – self-completion/postal questionnaires
- Employee Panel – range of techniques

- Employee Surveys – postal and on line surveys

The Council also works with partner organisations to use existing groups and consultation mechanisms, for example, the 50 Plus Forum and Hartlepool Young Voices Forum, the Community Empowerment Network, Hartlepool Voluntary Development Agency and the Local Involvement Network (LINK).

In addition, departments carry out ad hoc consultations to meet their current demands / needs. These can be through postal surveys, face to face interviews, on-line surveys, discussion groups, consultative meetings, community conferences, residents groups etc. The Council undertakes regular staff surveys. Equality and Diversity topics are included in each survey.

To build on these arrangements the Council has developed the Critical Challenge process. This draws representatives from a number of these arrangements as well as bringing in other individuals. This enables consultation to be systematically built into diversity assessments, and equality planning of service objectives and targets.

There are also specific service arrangements developed in consultation with service groups e.g. the Local Implementation Teams.

The Local Joint Consultative Committee (LJCC) comprising Executive and non Executive Elected Members and trade union officials, consider employment objectives and progress made against them.

The Council also consults and engages with residents through the political process through such mechanisms as:  
Neighbourhood Consultative Forums (local area meetings), Scrutiny Forums, Ward Surgeries and other individual elected member activity

However we recognize that traditional methods of consultation are not always accessible to all groups in the community. In order to provide effective consultation we will continue to do so in an appropriate way.

We will continue to:

- Go to communities rather than expecting them to come to us
- Use meeting places that are informal, people find comfortable, easy to get to and are accessible.
- Allow a reasonable timescale for the consultation
- Arrange translation/interpretation services as necessary
- Consult a range of communities and avoid selecting single minority ethnic organisations or individuals.
- Feedback at every event on issues raised at the previous consultation event.
- Encourage pro-active discussions and workshops than just presentations on topics.
- Avoid consultation overload

## **Council Wide achievements in 2008-09**

- The Council was successful in the external assessment of the level 3 of the Equality Standard for local government by the Centre for Policy Studies and has received the Equality Mark certificate.
- The Council has achieved a Corporate Investors in People status.
- The Council is working towards achieving Excellence of the Equality Framework for Local government.
- Departments have incorporated the three new Equality strands (Age, Sexual Orientation and Religion & Belief) in their equality and diversity work.
- The Talking with Communities, multi-faith forum, Stakeholder challenge and the consultation with Lesbian Gay, Bi-sexual and Transgender (LGBT) has its own Diversity section on the Your Town Your Say website.  
<http://consultation.hartlepool.gov.uk/inovem/consult.ti/system/text/diversity>
- The multi-agency forum for Diversity meets regularly on a quarterly basis with key partners in the town to share good practices.
- The Stakeholders challenge process for challenging the Council services and informing our action plans by the diverse stakeholders have been successful for the second year. This has improved effectiveness in scrutinising our services and providing the services according to the needs of the diverse service users.
- A regional conference in June 08 was organised to share best practice on the Critical Challenge project to all local authorities and partners in the region.
- Incorporated Diversity actions into service planning and performance management arrangements with the new Covalent system
- The Council's logo was publicised to represent access to information
- Corporate Access Strategy was implemented
- A new Pay and grading structure and single status arrangements was agreed and implemented.
- A single Equality and Diversity Scheme 2008-2011 encompassing race, gender, disability, age, sexual orientation and religion/belief was consulted widely and approved. This was implemented in June 08 following the approval of the Cabinet.
- A Corporate Equality plan to achieve the Level 4 of the Equality standard has been developed and approved by the Cabinet. This is now going to be amended to reflect the changes in the Standard by achieving the level of Excellence in the Equality Framework for Local Government.
- All departments completed diversity assessment to identify diversity objectives for 2008/9 and progress on the actions identified is being monitored through the performance management system (Covalent).
- Corporate guidance was developed and implemented detailing how equality (all diversity strands) is to be integrated into service planning (including setting targets based on equality objectives). The Impact Needs Assessment (INRA) process has been reviewed to incorporate the Corporate Strategy themes and the Critical Challenge Process. Each Service area is to identify risks that are related to Equality and Diversity and incorporate into the risks register.

- The 2008/9 Budget process has included Diversity considerations for the first time.
- On going training is provided to all officers undertaking the responsibility of impact assessing their respective services.
- Employees undergo Diversity training (refer to Appendix 1)
- A Competency based appraisal process which includes diversity has been adopted

### **What we intend to do in the coming year:**

- Embed the new Equality Framework for Local Government
- Delivering the actions in our Corporate Equality Plan
- Review services, policies and procedures in line with the Single Equality Bill from April 2009.
- Further improve access to buildings using opportunities emerging from the Business Transformation programme
- Further development of service and employment information and monitoring systems appropriate for Hartlepool
- Strengthen diversity aspects of procurement and contract monitoring
- Improve use of Plain English
- Extend and improve sign language interpreters to be available at service counters
- Develop consultation and engagement with faith groups
- Continue to strengthen the Stakeholder Challenge process.

In addition to the Council wide achievements and plans, individual departments have made progress against targets and objectives and developed plans for 2008/09 as follows.



## Chief Executive's Department:

### Introduction:

Within the Chief Executives Department there are four divisions, Corporate Strategy, Legal, Human Resources and Finance.

The department provides services to the other departments within the Council and the public. The main services provided to the public are the collection of council tax, administration of housing benefit claims, registration of births, deaths, marriages, civil partnerships and undertaking citizenship ceremonies, recruitment and the Council website.

Each division is organised into a number of sections. These are listed below: -

<b>Corporate Strategy</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Legal</b>
<ul style="list-style-type: none"><li>• Administration</li><li>• Consultation</li><li>• Democratic Services</li><li>• E Government</li><li>• Policy and Performance</li><li>• Public Relations</li><li>• Registration Services</li><li>• Scrutiny</li></ul>	<ul style="list-style-type: none"><li>• Audit and Governance</li><li>• Financial Services</li><li>• Corporate Finance</li><li>• Procurement Strategy</li><li>• Central Purchasing</li><li>• Business Improvement</li><li>• Council Tax and Housing Benefits</li></ul>	<ul style="list-style-type: none"><li>• Organisational Development</li><li>• Central Services</li><li>• HR Operations</li><li>• Hartlepool Connect</li><li>• Electoral Registration</li></ul>	<ul style="list-style-type: none"><li>• Personal Services</li><li>• Litigation</li><li>• Environment and Development</li></ul>

### Key diversity achievements of the department are:

#### Race:

To improve the awareness of employees of the Council's language telephone interpretation services (provided by the company Big Word) training was provided across the authority.

Citizenship ceremonies are now being held with proactive engagement with those undergoing the ceremony to inform them of their entitlement to vote and encourage Electoral Registration.

The benefits service continues to promote the services available to the community and that the information is available in different languages to encourage take up.

10 E-learning accounts created to access Diversity in Workplace course 6 of which have been completed.

21 Managers trained via the Managing Diversity Course

Employees trained via the Diversity Awareness Course

**Gender:**

Implementation of 'equality-proof' pay and grading structure and contractual terms (backdated to 1 April 2007) for a substantial proportion of the Council's workforce

**Disability:**

Employees at the Hartlepool Connect are learning BSL to communicate with Deaf and Deaf-blind people and are also looking at alternative ways of communicating to improve the service provided.

Improvements to signage within Hartlepool Connect.

Improved access to Polling Stations

**Age:**

Visits to local higher education institutions to encourage electoral participation. The Council is promoting recruitment and apprenticeships with school leavers and those under the age of 24 and is currently reviewing the advert locations to target more effectively.

**Sexual Orientation:**

The equal opportunity forms have been amended to include sexual orientation. The recruitment bulletins are now sent to relevant organisation e.g. Hart Gables.

**Religion and Belief:**

The Superintendent Registrar attended Talking with Communities consultation event to discuss English marriage law

The equal opportunity forms have been amended to include religion and belief.

**Other Diversity strand:**

All scoping reports for current and future investigations by the Council's scrutiny committees include consideration of information on equality and diversity issues  
Completed the Workforce Improvement Challenge (WIC) organised by the Improvement and Development Agency (IDeA) and carried out by its trained peers who validated the council's self assessment against the WIC Benchmark.

Diversity objectives set in 2008/09	Progress made
Hartlepool Connect employees to receive basic skills in communication with deaf and deaf-blind customers	4 employees have successfully received the required standard, with one working toward British Sign Language Level 1.
Encourage electoral participation in minority communities	Attendance at various community group meetings.
Inform faith and religious groups about English marriage law and its implications	The Superintendent Registrar attended Talking with Communities consultation event to discuss English marriage law
Continued partnership work with the Pension Service to Promote benefit take-up	A further member of staff trained to complete Pension Service application forms
To monitor and review the work of the Community Engagement Officer and Benefits Liaison Officer	Both officers have been working with numerous groups in the voluntary sector.
To amend Revenues & Benefits surveys and benefit claim forms to find out which different groups are using the service	Responsible for the launch of the credit union bank accounts
Other ideas to make HBC Revenues & Benefits Section more sensitive to different groups	<p>Promote the disabled band reductions</p> <p>Key to Success programme, Skills for Life programme (financial awareness) have been implemented.</p> <p>Application form has been adapted to collect information on ethnic origins and disabilities</p> <p>Notification letters (annual billing) produced in plain English.</p> <p>Staff have been trained in plain English so all manual letters are issued in plain English</p>

## Key Diversity objectives and targets set for 2009/10

- Continue to roll-out deaf and deaf-blind awareness training to all employees within Hartlepool Connect – increase by 10% from 2008/09.
- Install Video Interpretation Equipment within Hartlepool Connect and monitor usage – March 2010.
- Support implementation of national Equality Framework by providing support to the Diversity Steering Group and departments – March 2010
- Ensure that robust arrangements are in place to allow people with visual impairments can take part in surveys – March 2010
- Upgrade the Councils website– July 2009
- Introduce customer satisfaction monitoring for the Registration Service – July 2009
- Establish effective monitoring arrangements for Workforce Development Activities using Resourcelink e.g. training reviews, annual appraisals, and induction. – June 2010.
- Monitor take up of training against actual requests.- Nov 2010
- In addition to six strands monitor fulltime/part time and paygrade - June 2010
- Implement Appraisal Module - March 2010

The following services within our department have undergone Equality impact assessments –

- |   |                          |
|---|--------------------------|
| • Single status agreement                     | • Democratic Services    |
| • Workforce Development (including Induction) | • E Government           |
| • Recruitment - Internal                      | • Policy and Performance |
| • Recruitment - External                      | • Public Relations       |
| • Wellbeing (including sickness)              | • Registration Services  |
| • Contact Centre                              | • Scrutiny               |
| • Revenue and Benefits                        | • Legal                  |
| • Consultation                                |                          |

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## Children's Services

### Introduction:

Children's Services has four divisions. The responsibility for the five Every Child Matters outcomes is divided between three of our divisions with the fourth being responsible for supporting the work of the Department;

- Performance and Achievement division is responsible for 'Enjoy and Achieve' and 'Economic Wellbeing',
- Safeguarding and Specialist Services division is responsible for 'Be Healthy' and 'Stay Safe'
- Planning and Service Integration is responsible for 'Make a Positive Contribution'
- Resources and Support Services is responsible for budget, school places and admissions, data, administrative functions and commissioning and review.

Key diversity achievements of the department are:

#### **Race:**

- The pre-school English for Speakers of Other Languages course was nominated for a good practice award with Government Office North East. Another course will be running starting April 2009.
- Young people in the King Oswy area worked with the Youth Service Detached Team on project exploring identity and building bridges between different ethnic groups in the community. They produced bags with their own artwork that gave a positive message and the young people distributed these to friend at school. Messages of praise were given to these young people from the Head Teacher of St. Hild's School, and the Director and Assistant Director of Children's Services.
- Children's Services has commissioned Safe in Tees Valley to carry out research with young people in the town on community cohesion and extremism.

#### **Gender:**

- Continuous Professional Development programmes for schools on Gender Stereotyping based on the principles and focus of the Department for Children Schools and Families' Gender Agenda are being developed and delivered.
- BoyWRITE programmes in place for Primary and Secondary schools and are to run as second phase BoyRIGHT programmes next year.
- BoyzMIND Continuous Professional Development is to be delivered next year with Educational Psychologist looking at motivation, brain development and self esteem.

#### **Disability:**

- The Family Service Directory website, which contains information of all services and activities for families in Hartlepool, now has a dedicated

<p>section for children and young people with disabilities.</p> <ul style="list-style-type: none"> <li>• Browsealoud software is also available on the Family Service Directory so that customers can have site content read to them and font sizes can be changed for those with visual impairments.</li> <li>• An action plan has been put in place to address gaps in childcare places for children with disabilities.</li> <li>• There has been a significant increase in Direct Payments which promote choice for parents and enable them to purchase services outside of the local authority.</li> </ul>
<p><b>Age:</b></p> <ul style="list-style-type: none"> <li>• Young people in the King Oswy area worked together and with the Youth Service to break down stereotypes of young people by making Christmas decorations for a local care home for adults with additional needs.</li> </ul>
<p><b>Sexual Orientation:</b></p> <ul style="list-style-type: none"> <li>• Hart Gables and the Youth Service have established Speak Out Sexuality, a drop-in support group for LGBT young people aged 16 to 25 at the Hartlepool College of Further Education.</li> <li>• The Youth Service, in partnership with Hart Gables and Hartlepool College of Further Education, has established a condom distribution service, targeting particularly LGBT young people and others.</li> <li>• Same sex adopters have been assessed and approved and have had children placed with them.</li> </ul>
<p><b>Religion and Belief:</b></p> <ul style="list-style-type: none"> <li>• To date, all children placed for adoption or long-term fostering have been placed with respect for their parents wishes regarding religion.</li> </ul>
<p><b>Other Diversity strands:</b></p> <ul style="list-style-type: none"> <li>• Around 120 young people aged between 5 and 20 years old have been involved in Participation activities. They span five areas: Children in Need, Settled Care, Leaving Care, Disability and Family Placement.</li> <li>• The Family Information Service now have new leaflets targeted to our most vulnerable and hard to reach groups such as teenage parents, children with additional needs, male carers and lone parents. The leaflet is in plain English with a readability age of between 9 and 11 years.</li> <li>• Children's Services, in partnership with Economic Development, have completed a draft strategy and action plan to tackle Child Poverty in Hartlepool.</li> <li>• The National Healthy Schools Programme positively addresses Difference and Diversity and ensures that it is embedded in the whole school community ethos. All Hartlepool schools are part of this programme.</li> <li>• The national Personal, Social and Health Education (PSHE) Continuous Professional Development programme for teachers is now running in Hartlepool for its 8<sup>th</sup> year. From September 2011 PSHE will</li> </ul>

<p>be a statutory curriculum subject and diversity is addressed as part of this.</p> <ul style="list-style-type: none"> <li>• Children's Services' ICT Strategic Team have been working with national agencies such as Becta – the government organisation responsible for ICT education – and local partners to improve access to the internet for economically deprived young people in Hartlepool. This project will enable young people who are looked after children, young carers, young offenders and young people whose first language is not English to access technology that would otherwise have been unavailable to them.</li> <li>• One of our looked after children gained a degree in Pharmacology and is now working in a Pharmacy.</li> <li>• Two more of our looked after children are preparing to enter Higher Education next year.</li> </ul>
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Diversity objectives set in 2008/09	Progress made
Increase the number and range of foster and adoptive placements to meet local needs.	A recruitment process is underway including an advertising campaign in the local media.
Reduce the number of placement moves for looked after children and increase the stability of placements.	Reporting arrangements are in place to identify children with two or more placements. The creation of one family resource team is planned in order to strengthen arrangements to support children in care and increase placement stability.
Promote the implementation of the parenting strategy to raise parental aspirations.	The Parenting Strategy was approved by Cabinet in March 2008 and is now in place. Funding has been received for parenting courses as part of the early prevention programme. Parent Support Advisors will work across each school cluster.
Target support to vulnerable groups	The Early Years Outcomes Delivery plan is in place with a focus on narrowing the gap. A working group for improving short break care for children with disabilities has been established. There has been a reduction in young people with learning difficulties/disabilities not in education, employment or training (NEET). A draft action plan for addressing child poverty has been completed.

Promote education inclusion in schools.	Plans are in place to roll out the Inclusion Development Programme to schools.
As an employer – ensure equal opportunities issues are rigorously addressed in recruitment and workforce development.	Safer recruitment training has been delivered to all managers. All recruitment processes are undertaken in line with corporate requirements.
As a service provider ensure policies are compliant with diversity and equality legislation. Impact Needs Requirement Assessments (INRAs) and Diversity Impact Assessments (DIAs) are completed as appropriate.	Our senior management group have taken part in a workshop on Diversity Impact Assessment and Impact Needs Requirement Assessments. The department has taken part in the Stakeholder Challenge process.
Support schools in the implementation of relevant policies for community cohesion.	School Governors were given a presentation on the duty to promote community cohesion in January 2009. There is ongoing work to develop Single Equality Scheme and Impact Assessment templates for schools.
Promote children's emotional health	Specific work has been commissioned to promote social skills for young people with autism. Early Years service specifications are being developed to re-commission services to ensure they promote wellbeing and target vulnerable groups. Work is ongoing in schools to combat bullying. The annual Tellus survey includes information relating to well being.
Improve services for disabled children	Aiming High funding is now available and plans are in place to introduce new short break services in the community in the coming year. Work is in progress to complete a protocol in respect of transitions and initial work in respect of aiming high is also progressing.
Raise aspirations of young people from vulnerable backgrounds.	A summer school was successfully implemented using funding from multiple sources to promote social activity. These 40 days of activities



	<p>promoted access to further education and training.</p> <p>In September 2008 the Hartlepool Re-engagement Programme commenced, which is designed to raise aspirations for vulnerable young people. As of October 2008, 230 young people received some form of support, 81 of these were NDC residents and 77 are young people on the Going Forward Project. A total of 166 young people are currently receiving support as part of the re-engagement programme. New programmes have been developed which have supported students at Catcote school and funding has been accessed for new projects in horticulture from the Learning and Skills Council.</p>
Narrow the gap between the Hartlepool average and the most disadvantaged areas in the Foundation Stage.	<p>An Early Years Outcomes Duties plan is in place which focuses on the implementation of the Early Years Foundation Stage, early identification of special needs and communication. The plan has been updated to include ECAT (Every Child a Talker) and SEAD (Social, Emotional Developments) to support improvements in Communication, Language and Literacy and Personal Social and Emotional Development.</p>
Challenge and support schools in targeting vulnerable C&YP for additional intervention & support so that they achieve in line with or better than expected levels and the gap between Hartlepool average and the most deprived areas is reduced.	<p>All schools have been challenged and supported to target the most vulnerable pupils to achieve in line with or above national expectations. This will continue until the end of the academic year when individual pupil outcomes will evidence the success of the intervention.</p>
Implement the schools transformation programme, including Strategy for Change 2 (secondary schools) and a further round of consultation for the primary capital programme.	<p>Strategy for Change 2 was submitted and approved. Stage 2 consultation is complete and recommendations approved by cabinet. A second round of consultation for primary capital programme was completed.</p>

Ensure that children and young people from vulnerable groups (Learning Difficulties (LDD), Minority Ethnic (BME), traveller, asylum seeker and refugee communities) have the opportunity to gain full access to services and have a role in service development	We are moving toward a Team Around the Schools approach that will ensure vulnerable groups will be identified and provided an appropriate service.
Assist in the transition of young people with learning difficulties and disabilities (LDD) to post 16 education and training	The process started in September 2008 to ensure all statemented young people in Year 11 have a Section 140 Assessment which is an assessment of their future educational and training needs.

#### Key Diversity objectives and targets set for 2009/10

- Implement all duties expected under section 52 of the Children Act 2004 (Duty of local authorities to promote educational achievement of looked after children)
- Support schools and settings to promote anti-bullying strategies
- Continue to work to narrow the gender gap across the primary and secondary age ranges by promoting teaching and learning which address the different learning styles of all learners (visual, kinaesthetic and audio) and personalises the learning.
- Continue to work to narrow the gender gap by training schools on the selection of boy friendly teaching resources.
- Continue to challenge and support all schools to effectively implement the Inclusion Development Programme.
- Establish a network of forums that link young people's voices and provide a democratic process for children and young people.
- Establish the Participation Strategy through the development of standards that support organisations in Hartlepool in its implementation.
- The Psychology Team will work in partnership with youth services to develop greater understanding of challenging behaviour in girls and appropriate interventions.
- Acorn Team to develop the skills of foster carers in meeting the emotional needs of children in their care.
- Ensure that all young people aged 13-25 with SEN are supported in accordance with the SEN code of practice and Section 140 of the Learning and Skills Act.
- Complete the Hartlepool strategy for child poverty.
- Engage in regional activity relating to child poverty issues.
- Target and provide for underrepresented groups within integrated young services.
- Develop and implement an Autistic Spectrum Disorder Action Plan in

relation to the Inclusion Development Programme in partnership with relevant agencies.

- Develop and implement a pathway for the identification and intervention of children and young people experiencing Attention Deficit Hyperactivity Disorder in partnership with colleagues in schools and Child and Adolescent Mental Health Service.
- To implement Aiming High short break respite care action plan.
- Incorporate Impact Needs Assessments and Diversity Impact Assessments into Outcomes Based Accountability System.
- Promote positive views of young people which challenge negative stereotyping.
- Provide ongoing advice, support and information to schools on the duty to promote community cohesion and diversity and equality duties.
- Promote the importance of the prevent agenda, as it affects children and young people in Hartlepool, across the department and to partner organisations.
- Commission research into violent extremism in Hartlepool and young people's perceptions.
- Implement and monitor arrangements for transition planning in respect of mental health services.
- Implement and monitor arrangements for transition planning for children with long-term health conditions.
- Shape services to strengthen the response to children with acute and complex needs and ensure they receive timely and high quality services.
- Ensure there is sufficient range and choice of fostering and adoption placements to meet local needs.
- Strengthen arrangements to support children on the edge of care.
- Support children and young people in transition and strengthen joint working with adult and community services.
- Reshape services for children with disabilities in line with Aiming High for Disabled Children objectives.

The following services within our department have undergone Equality Impact Assessments –

- |                                    |  |
|------------------------------------|--|
| • Contact Point                    | • Acorn                                      |
| • Youth Service                    | • Early Years and Primary School Improvement |
| • Children and Young People's Plan | • Schools Transformation                     |
| • ICT Strategic Service            | • Connexions                                 |
| • SureStart Children's Centres     |  |

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## Adult and Community Services

Introduction: Adult and Community Services is comprised of three divisions:  
Adult Social Care, Community Services and Support Services

Each division is split into sections as follows:

Adult Social Care	Community Services	Support Services
<ul style="list-style-type: none"><li>• Commissioning</li><li>• Vulnerable Adults</li><li>• Mental Health</li><li>• Older People</li><li>• Disability</li></ul>	<ul style="list-style-type: none"><li>• Libraries</li><li>• Sport and Recreation</li><li>• Museums and Heritage</li><li>• Parks and Countryside</li><li>• Strategic Arts</li><li>• Adult Education</li></ul>	<ul style="list-style-type: none"><li>• Workforce Development</li><li>• Administration</li><li>• Finance</li><li>• Management Information</li><li>• Supporting People</li><li>• Development</li></ul>

Adult Social Care covers Assessment and Care Management Services, and the provision of day services and homecare. We also commission services from the independent and voluntary sector.

The services for people with mental health problems are integrated with Tees Esk and Wear Valley NHS Trust. Increasingly services are being provided by integrated teams for older people services.

### Community Services includes:

- Libraries (Central Library and branch libraries) together with a mobile service
- Sports and Recreation is made up of four key components:
  - Facilities such as leisure centres
  - Community Centres
  - Community Pool (providing financial support to the voluntary sector)
  - Sports Development.
- The department also includes Museums and Strategic Arts (facilities such as the Town Hall Theatre).
- Parks and Countryside covers facilities such as Summerhill, recreation facilities and allotments.
- Adult Education provides a range of adult education courses often in community venues.

Key diversity achievements of the department are:

**Race:**

BME women were targeted as part of the Hartlepool Exercise for Life Scheme resulting in a 10 week course being held at the Methodist Church Centre. The centre has secured funding to continue with the session.

**Gender:**

The 'Women Begin to...' programme is being offered by our Sports and Recreation section offering women the opportunity to participate in activities in a women only environment.

Men only health and fitness sessions continue to be provided at Belle Vue community centre funded through the Health and Wellbeing Partnership Neighbourhood Renewal Fund.

**Disability:**

The number of people with disabilities in receipt of Individual Budgets has increased

The Community Activities Network has established a disability sports sub-group which has brought together groups from across the town. The aim of the group is to raise awareness of the activities for the disabled that are available in the town and to provide closer working to ensure a coherent approach to physical activity provision for the disabled.

**Age:**

With government funding we are able to provide free swimming for the over 60's and under 16's from April 1<sup>st</sup> for a period of two years.

The Department continues to support the 50+ Forum and has actively promoted its inclusion in the Local Involvement Network (LINK)

**Sexual Orientation:**

Following consultation with the lesbian, gay, bisexual and transgender (LGBT) community, the library service has set up a dedicated LGBT library collection.

Sports Development is part of the planning group established by Harts Gables, the local LGBT service, to develop and promote the Gaymes. Gaymes were held in September 2009

**Religion and Belief:**

A Spirituality Forum has been established. Arising from an identified need at a Mental Health visioning day, the forum held an event to explore and develop understandings and experiences from the rich variety of traditions, faith journeys, and more modern expressions of spirituality which are to be found in our area. The forum, supported by Hartlepool Mind, continues to meet and has organised a series of workshops which will be delivered during 2009.

Diversity objectives set in 2008/09	Progress made
<b>Adult Social Care:</b>	
Revise telecare strategy to increase capacity to 200 units and include Extra Care.	Telecare service increased to 200 units in 2008/09 with inclusion in Hartfields extra care facility. Full revision of the Assistive Technology Strategy by November 2009 to include Telehealth pilot for those diagnosed with COPD. A wider rollout to extra care and support living in St Columbas will take place during this year.
Revise carers strategy to ensure carer involvement and increased participation.	Carers Strategy updated and aligned to the National Carers Strategy with priorities and action plan set for the next two years. The consultation process for the strategy included presentations to Black, Asian and Minority Ethnic and Lesbian Gay Bisexual communities as well as 'hard to reach' carers contacted through a third sector agency. Three specific contracts to be commissioned this year as part of the strategy revamp with further consultation taking place on specific action points.
<b>Disabilities and Mental Health</b>	
Promote social inclusion by ensuring that service response is in line with person-centred plans.	Person centred plans are in place via Individual Budgets and care programme approach in mental health services.
Explore staff understanding of the links between spirituality and mental health.	A Spirituality event took place early 2009 and was a great success. Hartlepool MIND are running a series of spirituality workshops.
Tackle social exclusion by ensuring robust information systems/data collection systems are in place to track the numbers of people helped to gain/retain work and access vocational opportunities and mainstream services.	Robust data information systems in place via Performance Management system to track people accessing work, vocational opportunities and mainstream services.

<b>Older People</b>	
Review of Older People's Strategy Action Plan	This is an ongoing process which is reported to the Older People's Local Implementation Team and 50+ Forum.
Continue to increase awareness of the Older People's strategy.	This is ongoing with a major event planned for October/November 2009.
<b>Parks and Countryside</b>	
To achieve the Green Flag Award for Summerhill	Achieved
To achieve the Green Flag award for Ward Jackson Park	Achieved
Work with the organisations dealing with vulnerable groups to provide activities at Summerhill, including Archery, Walking, Orienteering, Climbing and High Ropes	Summerhill has developed a package of activities targeted at vulnerable groups which assist groups in developing their own objectives. The development of these packages is continuing.
<b>Sport and Recreation</b>	
Develop opportunities for BME women to access the Hartlepool Exercise for Life Scheme (HELP)	Pilot course accessed by 12 Asian women. Sessions were success and a bid was made to Hartlepool CAN to increase these. Contact has been made with the Salaam Centre to promote a new healthy living course
Source further funding to continue the Drug Intervention Programme and Disability Community Sports Coach posts for a further year.	We have sourced funding to run until March 2010 for the DIP post. The disability post runs until June this year, we sourced some funding to extend it for one month. The disability post will not be extended as there is no more funding
Deliver the 'Women's Begin to ...' Programme working in specific areas of the town	The Begin to Run programme is located at Summerhill. There are also women only swimming at Brinkburn Pool, and women and child sessions there too. These activities are in blocks so they don't continue all year round, exit routes are advertised with the ladies so they can continue with their exercise. The other health services are also promoted to the

	clients.
Work with Hart Gables to deliver the Gay Olympics	<p>Work and regular consultation occurs with Hart Gables. The Gaymes were held in September 2008.</p> <p>Sports Development ran a 5-a-side competition in which 9 teams entered (4 adult including a team from Hart Gables and 5 junior teams including a girls team from Newcastle)</p> <p>In addition to the football, there were various stalls offering a wide range of information for young people, a local drum band and West View projects climbing tower.</p>
<b>Adult Education</b>	
Ensure access to a range of accredited learning to allow adults to achieve a national qualification	The range of NVQs on offer has been widened with the section offering a full programme of classes including accredited provision, options to sit National Tests in English and maths and a full range of accredited provision for BME learners – from beginners to Level 2.
Ensure access to a range of learning activities to encourage participation	There have been a wide range of activities available including workshops and taster sessions in Adult Learners Week and in family learning activities. The Moving Forwards project has been established to deliver learning to a cohort of learners with mental health issues. The Pathways programme has been delivered to students with learning difficulties and/or disabilities. The section has also worked closely with residents across the town who are involved with the Neighbourhood Action Plans to deliver specific courses.
Ensure access to a range of support activities to remove barriers to learning	There is a wide range of support available to ensure access including travel, childcare, fee remission (for those who qualify), additional tutor support in classes, equipment and software for technical support, extra support/special arrangements during



	exams and assessments. All Adult Education staff have received Access for All training during the year.
Provide access to outreach information, advice and guidance	The section has received Matrix accreditation, a national quality standard, for the provision of information and advice. The section is also a Nextstep provider offering job clubs and careers advice.
<b>Libraries</b>	
Attend LGBT meeting to discuss library services	Attended meeting in September 2008. As a result, set up dedicated LGBT library collection, promoted the IDAHO and other Campaigns.
Increase participation of boys in Summer Reading Challenge	The encouragement of boys reading was part of the 2007 Summer reading scheme, which is a national programme. We would expect there to be some national research over time to measure the impact of this.
Review access and support to the profoundly deaf	Improving services and better understanding the needs of people with a hearing impairment continues to be a priority.
<b>Museums and Heritage</b>	
Continue to develop the Museums and Heritage presence on the HBC Community Portal	The Council's website is currently being reviewed and it is anticipated that work will continue to improve the site.
Continue to work with stakeholders and other organisations to maximise visitors/audiences through new initiatives/promotions.	In terms of Learning, a relationship has been developed with Hartlepool's Pupil Referral Unit allowing us to engage with children at risk of exclusion from formal education. Similarly, the team has worked with the Hub Education Team and Sure Start in Hartlepool to develop a very popular programme of drop-ins and activities for children under the age of 5 and their carers. From a Collections perspective, the work with the Public Catalogue Foundation has

	<p>meant that all of the oils and acrylics from our fine art collections have been photographed and will be brought together, along with those from other museums in the Tees Valley, in a single catalogue to be sold alongside similar catalogues for the other areas of the region</p>
Continue to promote Renaissance in the region.	<p>In order to promote Renaissance we are ensuring that the 'Renaissance Branding' appears on all promotional material and that staff will ensure Renaissance is promoted when conducting activities in the public domain.</p>
Install the Audio/Visual kiosks and explore using the kiosks to showcase art collections	<p>Audio/Visual kiosks were finally delivered in 2008. However, due to the amount of time that they had been held with the suppliers, the content was out of date. One has been taken to the museum but has not yet been installed.</p>
Deliver an anti-bullying project.	<p>A workshop was developed using the Samurai collections in the art gallery. It has been piloted and added to our suite of workshops which are offered to schools.</p>
<b>Strategic Arts and Events</b>	
Deliver the Hartlepool Maritime Festival 2008	<p>The Maritime Festival was delivered including a major Hornpipe event.</p>
Support and deliver live theatre performances in Ward Jackson Park	<p>Live theatre performances in Ward Jackson Park have been supported – productions delivered are: Much Ado About Nothing, Aesop's Fables and the Community Pantomime.</p>
Create Community Arts Forum and devise and run two pilot projects	<p>The forum has been instigated and details of projects are to be finalised.</p>
Devise, support and encourage Youth Drama Inclusion initiative	<p>First stage feasibility has been completed with the first practical projects being delivered in 2009/10.</p>

## **Key Diversity objectives and targets set for 2009/10**

### **Adult Social Care:**

- Promote user involvement in reviews and evaluation of services
- Commission user led organisations to contribute to the older people agenda focusing on evaluations and cultural sensitivities.
- Tender for new advocacy provision.
- Increase number of people with Individual Budgets and work with the Primary Care Trust to develop a personal health budget pilot.
- Further develop floating support services for people with dementia.
- Increase number of people with mental health needs into employment.
- Increase the uptake of Individual Budgets for people with Mental Health needs
- Increase the number of carers receiving assessment and support
- Evaluate the role of the community development worker (services that are culturally sensitive)
- Develop a Centre for Independent Living (CIL) by March 2010
- Modernise Disability Day Opportunities in relation to employment, education and specialist autistic support
- Improve access to health care for people with learning disabilities
- Increase use of assistive technologies for people with disabilities to support them in their own homes
- Progress agreed Supporting People priorities in relation to people who abuse alcohol and are homeless

### **Parks and Countryside**

- Review the web pages for the parks and countryside section to ensure information presented is attractive, user friendly and consistent.
- Work with volunteers to improve local nature reserves. Target to achieve the equivalent of 300 volunteer days.
- Creation and development of Young Wardens Scheme.
- Support the development of the Allotment Project at Waverley.
- Work with the Havelock Centre, Adult Social Services, to provide catering for meetings and events at Summerhill
- Work with organisations dealing with vulnerable groups to provide activities at Summerhill including archery, walking, orienteering, climbing and high ropes.
- Deliver year 1 of Play Building Project and progress the second year site identification.

### **Sports and Recreation**

- Increase the inclusive range of activities to participate in sports and physical activity.
- Deliver actions of the Hartlepool Community Activity Network
- Continue to create new initiatives to ensure the participation of older people

- Develop sustainable opportunities for inclusive participation by vulnerable people (Active People segmentation)
- Continue to consult with the groups who do not tend to use the sports and leisure facilities to find out what stops them using the facilities and how we can help them access them  
Improve access to Mill House Leisure Centre – wet side changing village and reception area
- Deaf awareness training for key workers at Mill House Leisure Centre/Headland Sports Hall
- Make sure that our public information is clear and easy to understand

### **Adult Education**

- Enhance support to improve achievement of low achieving groups
- Develop a range of projects which encourage participation from under represented groups
- Analyse impact of support and information, advice and guidance (IAG) on attendance, retention and achievement
- Continue to increase the range of IAG provision

### **Libraries**

- Maintain the contacts established with identified groups, i.e. deaf, LGBT, older people and people suffering from Alzheimer's
- Audit DDA compliance at Central Library and improve as necessary
- Provide services to people who speak languages other than English by monitoring provision of library materials in languages other than English and adapt to meet changing needs.

### **Museums and Heritage**

- Develop contemporary collecting policy and implement through an outreach project
- Completion of access improvements to Hartlepool's Maritime Experience by seeing through production of alternative format text and transcriptions of audio interpretation
- Manage and successfully deliver Renaissance programme as agreed with MLA and stated in the NERMH Operational Plan for 2009-2011
- Deliver community engagement project in Owton area of Hartlepool to improve levels of cultural participation across the community (priority area as identified by Ipsos/Mori Hartlepool Household Survey 2008)  
Deliver community engagement project in Hartlepool with Young People to support Museums Service's Iron and Steel collections initiative (NE Curatorial Needs programme)  
Improve public accessibility to the Tees Valley SPA (on-line collections project), in collaboration with Middlesbrough Museums Service.  
Consult with LGBT people on community engagement programmes, representation in collections, and access to museum venues
- Consult with Disabled people on community engagement programmes

### **Strategic Arts and Events**

- Programme and market a wider range of performances and workshops with special emphasis on diversity, access and inclusion
- Commission a review of the arts developmental needs of Hartlepool's communities with the intention of using this to inform the Youth Arts and Accessible arts initiatives
- Enhance awareness of and access to developmental opportunities for different communities
- Devise plan for provision for hard to reach and excluded people
- Devise plan for 'Pink Theatre' initiatives for LGBT people, along with diversity festival and chances for excluded residents to see positive role models.
- Create and implement a social marketing campaign to raise awareness of engagement with Arts opportunities to generate an enhanced 'glow' effect to be identified through the Active People survey (NI11)

The Department has undertaken following Equality Impact Assessments on the following services-

- Adult Social Care
- Adult Education
- Sport and Recreation
- Libraries
- Museums and Heritage
- Strategic Arts and Events
- Parks and Countryside

For further information please contact Margaret Hunt Tel no 01429-523928 or e-mail her: [Margaret.hunt@hartlepool.gov.uk](mailto:Margaret.hunt@hartlepool.gov.uk)

## Neighbourhood Services Department

Neighbourhood Services consists of five divisions which are as follows:

<b>Division</b>	<b>Description</b>
<b>Neighbourhood Management</b>	Includes Horticulture & Street Cleansing, Waste Management, Building Cleaning, Catering, Highways Services and Neighbourhood Action. It also includes a Neighbourhood Management service which covers community engagement, consultation and local provision of services.
<b>Technical Services</b>	Includes Transport Services, Engineering Consultancy and Transportation & Traffic. Their aim is to ensure that highways, transportation and civil engineering services are delivered within the Borough of Hartlepool.
<b>Procurement, Property &amp; Public Protection</b>	Includes Estates and Asset Management, Building Consultancy, Building Management and Maintenance, Procurement, Consumer Services and Environmental Standards. Their aim is to ensure the Council makes best use of its land and property assets in terms of service delivery, accessibility and financial return, to support all parts of the Council to achieve its objectives by providing an integrated and responsive procurement service and to protect and enhance the well-being of Hartlepool people by effective application of Public Protection legislation and education.
<b>Finance &amp; Business Development</b>	Includes front line services, admin, ICT support and logistics.
<b>Emergency Planning</b>	Ensures that appropriate levels and standards of resilience and civil protection are in place for a wide range of emergencies across the Tees Valley

These Divisions are supported by **Service Development** whose role includes co-ordination and implementation of the Departmental Equality Plan.

Key diversity achievements of the department are:

<p><b>Race:</b></p> <ul style="list-style-type: none"> <li>▪ A scheme of road safety training, information sharing and events was undertaken for all-ethnic groups</li> <li>▪ A new Fruit &amp; Veg bag scheme was established at the Salaam Centre incorporating fruit and veg that is more appropriate to BME communities.</li> </ul>
<p><b>Gender:</b></p>
<p><b>Disability:</b></p> <ul style="list-style-type: none"> <li>▪ A new taxi licensing policy was implemented to increase opportunities for the licensing of wheelchair-accessible taxis.</li> <li>▪ A programme of road safety education and training for children wheelchair users was undertaken at Catcote and Springwell Schools and at the Warren Road Centre.</li> <li>▪ A programme of road safety activities aimed at children and young adults with special education needs was undertaken at Catcote and Springwell Schools.</li> </ul>
<p><b>Age:</b></p> <ul style="list-style-type: none"> <li>▪ Two young people were elected onto the Fairtrade Town Steering Group, one of whom has since been elected as Treasurer.</li> <li>▪ A Central Youth Forum was developed to encourage young peoples involvement in the consultative process of the Neighbourhood Forums. A framework has been established in the North of the town to develop the engagement of young people in the Neighbourhood Action Plan Forums.</li> <li>▪ A south area Forum was established in 2007 and has developed with the election of a young person as Chair of the group.</li> </ul>
<p><b>Sexual Orientation:</b></p>
<p><b>Religion and Belief:</b></p> <ul style="list-style-type: none"> <li>▪ An area of land has been set aside at Stranton Cemetery for Muslim burials.</li> <li>▪ Over 70 people from the voluntary sector and faith groups attended a multi-agency humanitarian assistance training day organised by Emergency Planning.</li> </ul>
<p><b>Other Diversity strand:</b></p>

Diversity objectives set in 2008/09	Progress made
<ul style="list-style-type: none"> <li>Commission and implement 08/09 programme of schemes to improve access to buildings.</li> </ul>	Major works at the Civic Centre and commissioned projects have now been completed. Further works to Civic Centre are ongoing in design.
<ul style="list-style-type: none"> <li>Implement an all-ethnic groups road safety strategy</li> </ul>	A scheme of training, information sharing and events commenced in November 2008, and this will be completed in June 2009 with training to further key groups.
<ul style="list-style-type: none"> <li>Provide a programme of road safety education and training to children wheelchair users.</li> </ul>	Road safety schemes have been undertaken in Catcote and Springwell Schools and at the Warren Road Centre.
<ul style="list-style-type: none"> <li>Provide a programme of road safety activities aimed at children and young adults with special education needs.</li> </ul>	Road safety schemes have been undertaken in Catcote and Springwell Schools.
<ul style="list-style-type: none"> <li>Further develop young peoples involvement in the consultative process of Neighbourhood Forums</li> </ul>	<p>In the Central area each of the Neighbourhood Action Plan (NAP) Forums has contributed £300 towards the development of a Central Youth Forum and to date four meetings have been held involving young people. In the North area a framework to develop the engagement of young people has been established and ratified by the NAP Forums.</p> <p>The South Area Forum received funding of £5,500 from the Owton and Rossmere Forums, with schemes identified and approved solely by the young people. It has also benefited from £500 funding to carry out the Big Tidy campaign from Pride in Hartlepool, covering the whole of the south area.</p> <p>North, Centre and South have also received £10k per area to carry out a pilot Participatory Budgeting scheme in conjunction with Cleveland Police to deliver diversionary activities identified by young people to reduce anti social behaviour in the areas.</p>



<ul style="list-style-type: none"> <li>• Work with key groups and responders e.g. multi faith and support groups, to identify vulnerable people/groups. This will then lead to more effective ways of communicating and caring for vulnerable people in the event of an emergency</li> </ul>	<p>A 'list of lists' has been prepared. Over 70 persons from the voluntary sector and faith groups attended a multi-agency humanitarian assistance training day in March 2009. Involvement with faith groups will continue to find better ways to communicate, and the EPU will link into national work that is ongoing on this subject.</p>
<ul style="list-style-type: none"> <li>• Develop Food Co-op registration of interest form to include monitoring of diversity.</li> </ul>	<p>A new registration of interest procedure for fruit and veg bag schemes is in place which includes diversity monitoring.</p>
<ul style="list-style-type: none"> <li>• Review enquiries re Food Co-ops from Black and Minority Ethnic group and reasons for no take up. Look at how the scheme could be reasonably adapted and delivered if this group is interested in delivering a Fruit and Vegetable Bag scheme</li> </ul>	<p>A new scheme has now been established at the Salaam Centre incorporating fruit and veg that is more appropriate for BME communities.</p>
<ul style="list-style-type: none"> <li>• Update the current Market Regulations, in particular the sections that deal with diversity issues.</li> </ul>	<p>The Market Regulations will be updated following the implementation of efficiency changes to the way the market is operated.</p>
<ul style="list-style-type: none"> <li>• Investigate demand and feasibility of promotion of 'women only' taxis</li> </ul>	<p>Consultation with major taxi providers has highlighted that there is a demand. These results will be augmented by the results of the Viewpoint Survey carried out in November 2008.</p>
<ul style="list-style-type: none"> <li>• Introduce equality monitoring at Household Waste Recycling Centre (HWRC)</li> </ul>	<p>An attempt to carry out equalities monitoring at the HWRC was unsuccessful as people were unwilling to answer the questionnaire and this caused a tailback onto the highway. Investigation will be carried out into the use of Viewpoint 1000 for this survey.</p>
<ul style="list-style-type: none"> <li>• Introduce equality monitoring during compost giveaway</li> </ul>	<p>Equality monitoring was introduced at the first giveaway of the year. Results show that the service is utilised by a mix of people, including those from disabled and BME groups.</p>
<ul style="list-style-type: none"> <li>• Ensure that specific areas of land in cemeteries and crematoriums are identified for use by residents of varying religious beliefs.</li> </ul>	<p>An area of land has now been set apart for Muslim burials</p>

<ul style="list-style-type: none"> <li>• Ensure that membership of the Fairtrade Town Steering Group includes representation from Young People – make contact with Young Co-operatives</li> </ul>	Two young persons representatives were elected onto the Steering Group and they take an active part in meetings. One of these young people has been elected as group treasurer.
<ul style="list-style-type: none"> <li>• Seek funding to enable identified works (disability access) in Spion Kop to be implemented</li> </ul>	A partnership has been established with 'Groundwork' to establish potential funding streams and delivery partners. Groundwork are currently working with 'The Friends of Spion Kop' to consider applying for 'Community Spaces' funding for this project.
<ul style="list-style-type: none"> <li>• Implement new taxi licensing policy to increase opportunities for the licensing of wheelchair accessible taxis</li> </ul>	A new policy was implemented with effect from 1 <sup>st</sup> April 2008.
<ul style="list-style-type: none"> <li>• Formally liaise with the Hartlepool Access Group and (within budgetary limits) act upon their concerns regarding potentially hazardous aspects of the highway.</li> </ul>	There has been no recent contact with Hartlepool Access Group, however any issues raised through the Improving Life Chances Partnership are investigated and acted upon.

<b>Key Diversity objectives and targets set for 2009/10</b>
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A scheme of works to be undertaken at the Central Library, improving the disabled toilets, signage, handrails, entrance, etc.
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Investigate the feasibility and legal possibility of requiring private hire operators to operate disabled access vehicle.
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Engage with black minority ethnic groups to increase participation in consultation meetings and events.
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To further develop young peoples involvement in the consultative process of Neighbourhood Forums.
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Implement the training element of the all ethnic groups road safety strategy.
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Provide a programme of road safety education and training to children wheelchair users.
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Undertake a programme of road safety activities for children and young adults with special needs.
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Undertake consultation with BME communities regarding weight management programmes.
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The following services within our department have undergone Equality Impact Assessments:

- Neighbourhood Enforcement  
– in relation to payment of fixed penalty notices.
- Integrated Transport Unit
- Asset & Property Management
- Building Consultancy
- Casualty Reduction & Road Safety
- Catering Services
- Client Services
- Community Engagement & Consultation Mechanisms
- Concessionary Fares
- Consumer Services
- Emergency Planning
- Engineering Consultancy
- Environment Services
- Environmental Standards
- Highway Services
- Maintenance & Building Management
- Neighbourhood Action
- Parking Services
- Passenger Transport
- Supported Bus Service
- Technical Services Consultation & Information
- Waste Collection
- Transport Services Vehicle Workshop

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## Regeneration and Planning

**Introduction:** Regeneration and Planning Services consists of six divisions – Community Safety and Prevention, Community Strategy, Housing, Planning and Economic Development, Regeneration and Support Services.

Each division is further split into a number of sections, as follows:

<b>Community Safety and Prevention</b>	<b>Community Strategy</b>	<b>Housing</b>
Anti Social Behaviour Community Safety Youth Offending Drug Intervention	Community Strategy	Housing Advice Private Sector Housing Strategic Housing
<b>Planning and Economic Development</b>	<b>Regeneration</b>	<b>Support Services</b>
Building Control Development Control Economic Development Landscape Planning and Conservation	Urban Policy	Administration Finance and Performance Service Development

**Key diversity achievements of the department are:**

**Race:**

**Regeneration** – As part of the Regeneration team's work in support of the Hartlepool New Deal for Communities (NDC) Initiative, considerable progress has been achieved towards the establishment of a Salaam Community Centre through the conversion of the former St Paul's Church Hall on Murray Street within the NDC area. The Salaam Community Centre project is intended to create larger premises for the well-established NDC Salaam Centre project to help promote community cohesion, and secondly, deal with problems of worklessness evidenced by the

disproportionately high levels of unemployment within central Hartlepool compared with other neighbourhoods in the Town.

**Hartlepool Working Solutions** - Through its Family Caseload Worker, Economic Development's Hartlepool Working Solutions team provided information, advice and guidance on local training and employment opportunities at regular weekly drop-in sessions at the Salaam Centre and helped some members of the community get onto training courses.

**Gender:**

**Women's Development Fund** – Economic Development's Women's Opportunities programme offered training courses to unemployed women of all ages, ethnicity, and disabilities (including lone parents) within the catchment areas of Hartlepool. All courses had crèche provisions for under-fives (depending upon circumstances). Courses were accredited and nationally recognised and started from entry level 1 to NCFE level 2. These courses helped individuals build skill and confidence as well as engaging with others in their situation whilst attaining a qualification. Ages of participants ranged from 18 to 63 years old and more than 20 women have gained employment through this programme, which helped women back to into education and employment after a lengthy time off from bringing up family or long term unemployment. It also assisted people with refugee status, the majority whom have gone into the food/catering environment from gaining a Food Hygiene certificate and some have also gone into Childcare or even Beauty. In addition, the WDF helped fund self employed and others into further education.

**On Target** – Economic Development's Progression to Work Project Officer has been working with MIND (the national association for mental health) to design a pre-employability programme called On Target for 15 young men with stress, anxiety or depression. Progression to Work has guaranteed interviews to all who attend the On Target project which provides motivation.

**Disability:**

**Access Audits** – The Building Control Section is responsible for carrying out Access Audits on Council owned buildings that are used by the public and has implemented a three year programme to carry them out. This year the Access Officer has undertaken audits on Brierton Community School, Brougham Enterprise Centre, Burbank Community House, Blocks A, B and G of Carlton Outdoor Educational Centre, Connections Building, Elwick Hall Women’s Institute, Foggy Furze Library, Greatham Community Youth Centre, Greatham Hospital Trustees Room, Headland Library, Jutland Road Community Centre, Leadbitter Buildings, Lynn Street Transport Depot, Owton Manor Community Centre, Owton Manor Library, Registrars. In addition, the Access Officer is part of the 2010 Tall Ships Access Working Group, responsible for considering access requirements such as disabled car parking as well as accessible toilet facilities, changing place facility and park and ride for the event.

**Progression to Work Scheme** - The Progression to Work scheme secured Working Neighbourhood Funding in April 2008 to support local residents with disabilities and health problems enter into work placements via the Intermediate Labour Market (ILM). Through the scheme, the Economic Development section works closely with key agencies within Hartlepool to promote opportunities and offers fixed term contracts of employment ranging from 12 to 52 weeks. Internal or external work placements are then sourced and assessed to identify reasonable adjustments, where applicable.

More recently the programme has involved working with partners from MIND in an attempt to support people with mental health issues back to work and take the fear out of returning to the workplace after a long period of inactivity or no work history at all. Clients have had conditions such as Bi-polar, Aspergers and panic attacks, (causing self-harming behaviour,) and although conditions occasionally impact on their work or attendance, the project can support these episodes and allow a “settling in” period which sees participants becoming conditioned to their return to the workplace and confidence levels increase. For example, a Bi-polar employee was supported through his teaching qualification and was sourced a placement teaching adults with learning difficulties. Upon completion of his qualification, he secured a place with an agency that recruits relief teachers and was rewarded with £100 pound a day remuneration. Two Aspergers clients have also secured work in manufacturing and the central library.

**Age:**

**Youth Offending** – The Youth Offending team have been encouraging young people to become more involved in decision making whenever possible, e.g.

- As part of the Archive Building reception area refurbishment, young people chose the colour scheme and furniture and young people on reparation completed the work.
- The “Viewpoint” feedback system has been updated, making it more relevant and young person focused. A student social worker helps the young people to complete the forms and the Youth Offending team gains their thoughts and comments.

- Seven young people were directly involved in the consultation process last year of selecting a new Youth Offending building and will be involved in the overall look of the building, colour scheme and possible projects. The building has both male and female disabled toilets as well as a disabled shower facility. There is a ramp at the main entrance and the whole building will be accessible to those with a physical disability
- Over the past two years, two young people have been invited to take part in interviews for Youth Offending staff (on at least 5 occasions). Their participation has proved to be very useful in providing an alternative view point, and they in turn have benefitted from the experience.

**Housing** – Through the Vulnerable Person’s Panel, the Housing Advice Team (HAT) works closely with several organisations to provide and monitor accommodation for vulnerable young people:

- Gainford House, run by Stonham Housing, caters for 16-25 years mixed gender group, usually Care leavers and those from the Youth Offending service. Gainford has been open since September 2006 and has made a real difference to the under 19 age group of those with complex needs and has made a specific difference to those coming from a domestic violence background. They have 10 beds and an emergency bed for weekends and young people can stay for up to two years after which they will receive floating support when they move into their own accommodation in the community.
- Anna Court is run by Tees Valley for female parents (teenage pregnancy) up to age 25, with priority given to 16 to 19 yr old applicants and those facing child protection issues.

**Regeneration** - With support from the Council’s Technical Services Team who are providing design services for the Salaam Community Centre project, renovation works to the building are being carried out by the “Opening Doors Project”, the aim of which is to provide first hand construction training and learning opportunities for NDC residents, mainly young people under 25 years of age, some of whom are amongst the most distant from the labour market. Planning permission was granted for the conversion works on 28<sup>th</sup> January 2009 and building work is now well underway and making good progress towards completion by February 2010.

Immediate benefits arising from the project include:-

- the physical refurbishment of a community building for use towards the promotion of social inclusion
- 60 people in receipt of construction training and introduction to the building industry

**Sexual Orientation:**

**Community Safety** – The Community Safety Team has been working closely with Hart Gables to share information and identify ways in which community safety can become an integral part of their business, e.g. support for campaigns and work with client groups in breaking down barriers and funding support, where appropriate. A focus group has also been established to consider the benefits (or otherwise!) of the CCTV scheme.

**Religion and Belief:**

**Regeneration** - As part of the Regeneration Team's work in support of the Hartlepool New Deal for Communities (NDC) Initiative, considerable progress has been achieved towards the establishment of a Salaam Community Centre through the conversion of the former St Paul's Church Hall on Murray Street within the NDC area. The aim of the centre is to carry out activities that promote understanding, co-operation and mutual respect amongst people from different cultural and ethnic backgrounds, so that they may better understand each other's cultures and work together in peace and harmony.

**Voluntary Sectors:**

The Hartlepool Compact, which is an agreement between Hartlepool Borough Council, local service providers and commissioners of services and the voluntary and community sector, was nominated by the Hartlepool Voluntary Development Agency (HVDA) for the Compact of the Year award as part of the North East VCS Awards (supported by VONNE). Over 130 nominations were received, ranging from small community groups to large regional organisations and volunteers to paid staff. The Hartlepool Compact was shortlisted and the region's voluntary and community sector stars were honoured at the 2008 North East VCS Awards held at the Quayside Exchange in Sunderland on Thursday 30th October.

Winners were presented with an award by Paralympics champion Dame Tanni Grey-Thompson and other noted leaders of the voluntary and community sector. The awards recognise the work of individuals and voluntary and community sector organisations from across the region, in helping to develop communities.

The Hartlepool Compact won because, over the last year, it has been updated and this process involved a lot of consultation with the community and voluntary sector in Hartlepool and the statutory groups outlined in the Compact. This makes it much more inclusive, underpinned by a far broader consultation process. The Judges felt that "Their work could be a blueprint for the correct process of how to develop a Compact ... They clearly listened to what people want... Clearly underpins the start of a successful working relationship...".

**Community Cohesion and Inclusion:**

The Salaam Community Centre project will have goals towards promoting community cohesion and inclusiveness, with specific initiatives to support capacity building with ethnic minority communities across the town.



Diversity objectives set in 2008/09	Progress made
<p><b>Community Safety and Prevention</b></p> <p>Carry out a Diversity Impact Assessment to evaluate diversity impact on introduction of new CCTV strategy</p> <p>The Strategy Group and Domestic Violence Forum will continue to monitor and assess how the actions and policies contained within the strategy and how they affect service users regarding equality of opportunity</p> <p>Provide new building for work with young people. Carry out Diversity Impact Assessment</p> <p>Promote tolerance and reassurance through setting up group to co-ordinate intergenerational activities. Residents Associations to be involved in this and positive images of Young people to be promoted</p> <p>Dictaphones to be provided for ASBU service users who are unable to complete diary sheets</p> <p>Carry out Diversity Impact Assessment on Good Tenant Scheme</p> <p>Amend ASBU customer satisfaction</p>	<p>Diversity Impact Assessment commenced.</p> <p>Monitoring continues to be undertaken. Referrals for service take up are monitored against diversity strands. Where statistics indicate a problem area and take up of service is not commensurate with the problem, action is taken to address. Action has been taken with regard to BME, Gay, Bisexual and Transgender groups and work connected with victims and witnesses has been commissioned.</p> <p>Building identified and approved by Portfolio holder and planning permission being sought. Diversity Impact Assessment to be completed by June 2009 and building to be operational by end Sept 2009.</p> <p>The Intergenerational Tolerance Group, made up of professionals from the statutory and voluntary agencies, has been set up to co-ordinate intergenerational activities to promote tolerance and reassurance by encouraging residents' groups to include intergenerational activities at their community events. The group met for first time in June 2008 and will be developing a Communications Strategy for 2009/10.</p> <p>Two dictaphones were purchased for Anti Social Behaviour Unit (ASBU) service users who were unable to complete diary sheets.</p> <p>Diversity Impact Assessment commenced.</p> <p>Amendment of customer satisfaction records</p>

Diversity objectives set in 2008/09	Progress made
<p>survey so it records the six diversity strands and amend the database so that reports may be pulled off by strand</p> <p>Evaluate Diversity training delivered to staff in Division, and review provision, ensuring all new staff receive appropriate training</p>	<p>to monitor all 6 diversity strands had to be put back because of a delay in upgrading the live version of the Authority (formerly FLARE) database system by other users. The upgrade has, however been installed in the system's test environment and testing is currently underway.</p> <p>The Multi Agency Team had previously received theory surrounding diversity issues. It was agreed to provide training, in terms of the practicalities surrounding diversity. This was delivered with a practitioner against group discussions. An evaluation of that approach confirmed that a 'joined up' method of linking theory to practice had been beneficial. Team members were able to apply 'live' situations, against diversity matters. No further training identified to date.</p>
<p><b>Economic Development</b></p> <p>Support Enterprise Week which will offer the opportunity to encourage under represented groups to include young people and women</p> <p>Evaluate impact of Enterprise Week</p> <p>Complete 30 audits of council buildings and land</p>	<p>Undertook activity in respect of "Enterprise Challenge" with English Martyrs School and "Enterprising Women's Group". Joint activity in respect of Enterprise Awareness and Marketing with A4E, Middlesbrough Football Academy and other Tees Valley Local Authorities including assistance with business planning and marketing. Access to Finance activity completed in conjunction with Tees Valley Finance for Business Forum, including financial awareness session with Bank of England representation.</p> <p>Evaluation commenced with Tees Valley partners to consider ongoing activity within Enterprise Week.</p> <p>29 out of the planned 30 audits carried out (97%). Additional work carried out for the Tall ships event has had an impact on the completion of more audits.</p>

Diversity objectives set in 2008/09	Progress made
<p>Review Tees Valley Access Audit report for Hartlepool and prioritised recommendations for improvement. Inform relevant parties of results, including transport providers, visitor attractions, retail, hotels and restaurants.</p>	<p>Draft report reviewed and relevant parties informed. Consultant addressed on the amendments to be made to both Hartlepool and Tees Valley documents and now awaiting the final report from Tourism for All.</p>
<p>Provide information, advice, guidance and training to organisations and individuals as required</p>	<p>Diversity and equality built into Worksmart seminars and Tees Valley Works providing ongoing support to local businesses, voluntary and community sector clients.</p>
<p>Support local residents with disabilities and health problems through the Progression to Work scheme</p>	<p>Through the Family Caseload Workers(FSW) project, FCW will be targeting community groups through marketing activities. This will ensure that projects such as Progression to Work can be promoted to local residents with disabilities and health problems. A meeting has also taken place with Employment Link and a robust process has been agreed on naturally linking residents to the Progression to Work scheme. Furthermore, through the On Target scheme, three local residents have entered onto an ILM scheme.</p>
<p>Target communities to access and deliver European funds.</p>	<p>The project has successfully completed to target.</p>
<p>Develop and implement a Youth Strategy for employment and skills through delivery of targeted assistance</p>	<p>A youth strategy steering group is fully established and a number of specifically targeted programmes have been implemented to target the youth market.</p>
<p>Provide business and mentoring support to women through the Women's Development Fund and Women's Network</p>	<p>The Woman's enterprise network group is now formalised and meeting. The group is being utilised as a consultative forum to assist in the development of Business Support Services.</p>
<p>Monitor and set targets for the beneficiaries of regeneration initiatives aimed at assisting residents into employment and training</p>	<p>Programme implemented within Hartlepool and projects commenced. Intend to roll out to region through Regional and Improvement Partnership.</p>

Diversity objectives set in 2008/09	Progress made
<b>Housing</b>	
Develop a Housing Options Centre with partners	Premises have been approved and work is progressing well although some work delayed by the requirements of listed building consents. It is expected to open in time for the first round of advertisements under Choice Based Lettings (CBL).
Carry out Diversity Impact Assessment and join with Housing Hartlepool and Adult Services to carry out some research to assess the situation with regard to the needs of older people before identifying an action plan.	Extensive consultation was carried out with residents age 55 plus as part of the Older Person's Housing strategy, a further sub regional approach was anticipated but has been delayed. HBC are working with Housing Hartlepool to identify issues and areas to further explore. A Diversity Impact Assessment was carried out sub regionally as part of the introduction of CBL. This and another to be undertaken on the strategy will influence the strategy.
Review the policy and procedures for dealing with unauthorised encampments of gypsies/ travellers to reconsider diversity issues in conjunction with other departments/ agencies.	Final report on Gypsies and Travellers Accommodation Assessment near completion.
Investigate the take-up of energy efficiency measures by ethnic groups and, if necessary, prepare an awareness programme.	Investigations have revealed difficulties in securing information on the take up of ethnic groups from national schemes. Dialogue has commenced with a regional BME charity organisation to develop ways of ensuring that ethnic groups are made aware of schemes and have the opportunity to take advantage of them.
Monitor the impact of additional funding for Disabled Facilities Grants on waiting times for disabled persons to receive assistance	The Disabled Facilities Grant database (Access based), held in the Special Needs Section of the Private Sector Housing Team, has been used to monitor impact. The date of completion of each of the 4 stages in the process, from initial visit by the Occupational Therapist to completion of the adaptation works, has been recorded for each grant

Diversity objectives set in 2008/09	Progress made
	during the year. The average time taken from first contact to completion for all of the completed grants has been compared to the data for the previous year.
Update the register of adapted houses in all tenures	Register updated and in place.
Assess the likely levels of 'lifetime homes' to be built in the next three years	Levels have been assessed and figures established for the next three years.
Monitor and collate ethnic minorities, religious belief and sexual orientation to identify who is or is not using the advice service. Develop housing advice data base to record and report on alcohol and drug dependency.	Housing Advice database has been updated to record information and standard reports being developed to inform service delivery. Information is now being inputted into the system and is monitored to establish usage by minority groups.
Evaluate number of referrals and the sustainment of tenancies for 16-25 year olds, and monitor to assess gaps in specialist services e.g. provision for females with complex needs, ex offenders, alcohol dependency etc.	Procedures have now been developed to monitor referrals and outcomes for Supported Accommodation for 16 to 25 year olds. These reports will be considered by the Vulnerable Persons Panel and will help identify any issues or gaps in service provision and inform future service development.
<p><b>Planning</b></p> <p>Ensure compliance with Local Plan Access for All policy in determining planning applications, via the assessment of access and design statements.</p> <p>Develop a design guide which incorporates the minimum standards required to achieve DDA compliance. (To be presented to Members for approval. Departments should be advised that these minimum standards be used on all capital works to Council properties).</p>	<p>All planning application proposals which have access to the public are subject to a mandatory access report and this has been applied to all relevant applications by the Development Control Section.</p> <p>BS8300:2009 has now been introduced and it is proposed to use this as the adopted design guide for the Council. It is a national guide used throughout England and Wales. This will be progressed as the guide came into operation on 28th February 2009. This target will therefore be met when this is introduced.</p>

Diversity objectives set in 2008/09	Progress made
<p>Incorporate Access for All standards within any environmental improvement schemes within the historic or natural environment</p>	<p>This has been unnecessary this year because there were no environmental improvement schemes for 2008/09.</p>
<p><b>Regeneration and Community Strategy</b></p> <p>Ensure identification, demolition, assembly and redevelopment of any new housing renewal sites follows an inclusive community consultation process.</p> <p>Seek to incorporate provision of affordable homes and shared ownership agreement options in redevelopment schemes, so low income families, the elderly and individuals have opportunities.</p> <p>Undertake [Rossmere] Diversity Impact Assessment at the appropriate point in the process</p> <p>Develop an extensive range of consultation methods</p> <p>Undertake Diversity Impact Assessment on the Throston Neighbourhood Action Plan at the appropriate point in the process</p>	<p>On individual sites a process of visits to each household takes place and a system of street representatives has been established to maintain day to day contacts to deal with issues. All other community groups and forums have been updated and are fully behind the process</p> <p>The LAA target for the provision of Affordable Housing in Hartlepool for 2008/9 is 20 properties, to date 76 properties have been delivered and the expected out turn for the year is 172. All of these properties will target the groups identified in this outcome being shared ownership homes or homes available in extra schemes which cater for a range of needs from low to high</p> <p>Completed ahead of schedule and forwarded to the Diversity Officer at the end of February 2008.</p> <p>Undertaken research on Neighbourhood Management in other localities, particularly in Tees Valley. Collated statistics and attended the local Residents Association meeting. Initial planning meetings held to discuss consultation process and timetable for the development of the Neighbourhood Action Plan. Identified consultation methods and potential key partners for consultation sessions at a meeting on 30 July 2008.</p> <p>Draft Diversity Impact Assessment prepared in March 2009.</p>

Diversity objectives set in 2008/09	Progress made
<p>Undertake a Diversity Impact Assessment on the Hartlepool Compact.</p> <p>Continue to prepare appropriate planning policy to promote provision of housing for different age groups, play facilities for children and an accessible environment</p> <p>Monitor the Central Area Investment Framework development through the Corporate Plan and Departmental Service Plans (Diversity Impact Assessment action)</p>	<p>Diversity Impact Assessment commenced July 2008 and finalised December 2008.</p> <p>Preferred Options for the Core Strategy is being prepared. It will include policies relating to play facilities and provision of housing. Work is progressing on the Affordable Housing DPD with an Economic Viability Assessment currently being prepared before re-consultation on the Preferred Options.</p> <p>Actions have been placed in the relevant plans to set goals and monitor progress of the development of the strategy.</p>

Key Diversity objectives and targets set for 2009/10
<p><b>Community Strategy, Housing Market Renewal, Regeneration</b></p> <ul style="list-style-type: none"> <li>• Prepare and disseminate Neighbourhood Reports that summarise Household Survey 08 results</li> <li>• Continue to ensure that there is a full and inclusive consultation process in the assembly, clearance and redevelopment of key housing regeneration sites</li> <li>• Seek to incorporate provision of affordable homes and shared ownership agreement options in redevelopment schemes to help low income families, the elderly and other vulnerable groups to access the housing market.</li> <li>• Monitor the Central Area Investment Framework development through the Corporate Plan and Departmental Service Plans. (Diversity Impact Assessment action)</li> <li>• Undertake further consultation on Throston Neighbourhood Action Plan to seek views of groups less well represented in preparing the first draft, such as the elderly.</li> <li>• Undertake Diversity Impact Assessment on the 1st draft of the Throston Neighbourhood Action Plan.</li> <li>• Undertake Diversity Impact Assessment on the 1st draft of the next NAP update (area yet to be determined). (*=as above).</li> <li>• Undertake Diversity Impact Assessment on the final version of the Hartlepool Compact.</li> </ul>

## **Drugs and Alcohol**

- Research Glasgow estimates of crack cocaine use to ensure accurate baseline and service provision.
- Maintain performance and services in line with treatment focus and key performance indicators

## **Economic Development**

- Review Tees Valley Access Audit report for Hartlepool and prioritised recommendations for improvement. Inform relevant parties of results, including transport providers, visitor attractions, retail, hotels and restaurants.
- Provide information, advice, guidance and training to organisations and individuals as required.
- The Business Support Team to continue to encourage participation in the business community through support and a programme of business events.
- Support local residents with disabilities and health problems through the Progression to Work scheme.
- Develop and implement a Youth Strategy for employment and skills through delivery of targeted assistance
- Provide business and mentoring support to women through the Women's Development Fund and Women's Network,
- Monitor and set targets for the beneficiaries of regeneration initiatives aimed at assisting residents into employment and training including those from BME communities
- Support young unemployed including ex-offenders into training and employment

## **Housing**

- Develop a BME Housing Strategy in conjunction with Housing Hartlepool
- Monitor the implementation and outcomes of the Selective Licensing Scheme with regard to vulnerable groups.
- Assess the demand for funding disabled persons' adaptation needs over the next 5 years, and to identify how and who will meet those needs.
- Ensure that the needs of elderly persons are taken into account in the introduction of the Regional Loans (Diversity Impact Assessment by regional project steering group)
- Monitor and evaluate the New Choice Based Lettings system to ensure vulnerable and minority groups can access and use the system
- Evaluate the number of referrals of young people 16-25years old especially young females involved with youth offending and leaving care services.

## **Planning**

- Continue to develop appropriate planning policy to promote provision of housing for different age groups, play facilities for children and an accessible environment.
- Consider the scope for public consultation in relation to developer contributions, within the preparation of the relevant Supplementary Planning Document.
- Review Statement of Community Involvement to ensure broad access to consultation processes associated with Local Development Framework,



associated policy documents and planning applications.

- Ensure compliance with Local Plan Access for All policy in determining planning applications, via the assessment of access and design statements.
- Implement three year access audit programme to promote good practice in accessibility for all to all local authority buildings with public access and schools throughout the borough.
- Incorporate Access for All standards within any conservation or environmental improvement schemes within the historic or natural environment.

#### **Safer Hartlepool Partnership, Anti-Social Behaviour and Youth Offending**

- The Reducing violence group and Domestic Violence Forum to continue to monitor and assess the actions and policies contained within the Domestic violence strategy and how they affect service users regarding equality of opportunity. A process mapping exercise is to be undertaken to identify current services and gaps. An action plan will be developed.
- Provide new building for work with young offenders and carry out Diversity Impact Assessment.
- Amend ASBU customer satisfaction survey so it records the six diversity strands and amend the database so that reports may be produced by diversity area.

The following services within our department have undergone Equality impact assessments –

- |   |  |
|---|--|
| • Anti-Social Behaviour - Good Tenant Scheme                      | • Crime, Anti Social Behaviour and Youth Offending                       |
| • Community Strategy - Hartlepool Local Area Agreement 2008-20011 | • Economic Development   |
| • Community Safety – CCTV Strategy                                | • Housing  |
| • Regeneration - Throston Neighbourhood Action Plan               | • Planning   |
| • Regeneration – Compact  | • Regeneration (including Community Strategy and Housing Market Renewal) |

For further information please contact Michelle Thubron, telephone No 01429 523577.

## Corporate Diversity Training April 2008 – March 2009

Department	Number of places offered April 08 – March 09	Number of Staff trained
<b>Induction</b>	<b>172</b>	
Chief Executive's		9
Adult and Community Services		11
Children Services		8
Regeneration & Planning		23
Neighbourhood Services		32
<b>Personal Safety</b>	<b>77</b>	
Chief Executive's		7
Regeneration & Planning		15
Children Services		16
Adult and Community Services		8
Neighbourhood Services		6
<b>Conflict Resolution</b>	<b>0</b>	
Chief Executive's		
Adult and Community Services		
Children Services		
Regeneration & Planning		
Neighbourhood Services		
<b>Diversity Awareness</b>	<b>144</b>	
Chief Executive's		16
Adult and Community Services		5
Children Services		71
Regeneration & Planning		2
Neighbourhood Services		9

<b>NVQ 2 Customer Service</b>	<b>All invited to attend</b>	
Chief Executive's		
Adult and Community Services		1
Children Services		
Regeneration & Planning		
Neighbourhood Services		
<b>NVQ 3 Customer Service</b>	<b>All invited to attend</b>	
Chief Executive's		
Adult and Community Services		2
Children Services		1
Regeneration & Planning		
Neighbourhood Services		
<b>NVQ 2 Team Leading</b>	<b>All Invited to attend</b>	
Chief Executive's		3
Adult and Community Services		
Children Services		1
Regeneration & Planning		
Neighbourhood Services		2
<b>NVQ 3 Management</b>	<b>All invited to attend</b>	
Chief Executive's		1
Adult and Community Services		4
Children Services		
Regeneration & Planning		
Neighbourhood Services		1

<b>Diversity in the Workplace (e-learning)</b>	<b>All invited to attend</b>	<b>Completed course</b>	<b>Registered</b>
Chief Executive's		6	4
Adult and Community Services		31	62
Children Services		9	7
Regeneration & Planning		119	146
Neighbourhood Services		38	40
<b>LMDP Modules (Managing Diversity)</b>	<b>All LMDP participants to attend as Mandatory Module</b>		
Chief Executive's		21	
Adult and Community Services		20	
Children Services		10	
Regeneration & Planning		5	
Neighbourhood Services		42	
<b>Member Development</b>			
Diversity in the Workplace	All Members Invited	1 completed, 4 registered	
All above training	All Members Invited		
Diversity and Equality Seminar	All Members Invited		
Community Leadership Partnership and Community Engagement	All Member Invited		

## **GLOSSARY**

<b>RES</b>	<b>Race Equality Scheme</b>
<b>DES</b>	<b>Disability Equality Scheme</b>
<b>GES</b>	<b>Gender Equality Scheme</b>
<b>INRA</b>	<b>Impact Needs &amp; Requirement Assessment</b>
<b>DIA</b>	<b>Diversity Impact Assessment</b>
<b>BVPI</b>	<b>Best Value Performance Indicator</b>
<b>BME</b>	<b>Black and minority ethnic</b>
<b>ESAT</b>	<b>Electronic self-assessment tool</b>
<b>LSP</b>	<b>Local Strategic Partnership</b>
<b>PMF</b>	<b>Performance Management Framework</b>
<b>LAA</b>	<b>Local Area Agreement</b>
<b>SCI</b>	<b>Statement of Community Involvement</b>
<b>RMI</b>	<b>Racially Motivated Incidents</b>
<b>NDC</b>	<b>New Deal of Communities</b>
<b>ASBU</b>	<b>Anti-Social Behaviour Unit</b>
<b>RMI</b>	<b>Racially Motivated Incidents</b>
<b>AMP</b>	<b>Asset Management Plan</b>
<b>KS</b>	<b>Key Stage</b>
<b>CPD</b>	<b>Continuous professional development</b>
<b>LSC</b>	<b>Learning Skills Council</b>
<b>LEA</b>	<b>Local Education Authority</b>
<b>LAC</b>	<b>Looked after children</b>
<b>DDA</b>	<b>Disability Discrimination Act</b>
<b>CSCI</b>	<b>Commission for Social Care Inspection</b>
<b>BSL</b>	<b>British Sign Language</b>



## **FINANCE & PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Chief Personnel Officer

**Subject:** EMPLOYEE ATTENDANCE  
ANNUAL REPORT 2008/9

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### **SUMMARY**

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

To update the Portfolio Holder on the Council's performance in 2008/9 in relation to employee absence, future targets and to receive endorsement of actions proposed to achieve the targets.

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

The report provides details of employee absence in 2008/9, future targets and the actions proposed to meet the targets.

#### **3. RELEVANCE TO PORTFOLIO MEMBERS**

Corporate issues.

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

Non-key decision.

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

Portfolio Holder only.

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

Note the report and endorse the targets set and actions planned for 2009/10.

**Report of:** Chief Personnel Officer

**Subject:** EMPLOYEE ATTENDANCE  
ANNUAL REPORT 2008/9

---

**1. PURPOSE OF REPORT**

To update the Portfolio Holder on the Council's performance in 2008/9 in relation to employee absence, future targets and to receive endorsement of actions proposed to achieve the targets.

**2. BACKGROUND**

Effective absence management increases the amount of time employees are available to deliver services, thus securing improvements in efficiency and quality of provision. As such the Government has included BV12 – The number of working days lost due to sickness absence in its range of Corporate Health Performance Indicators.

**3. PROPOSALS**

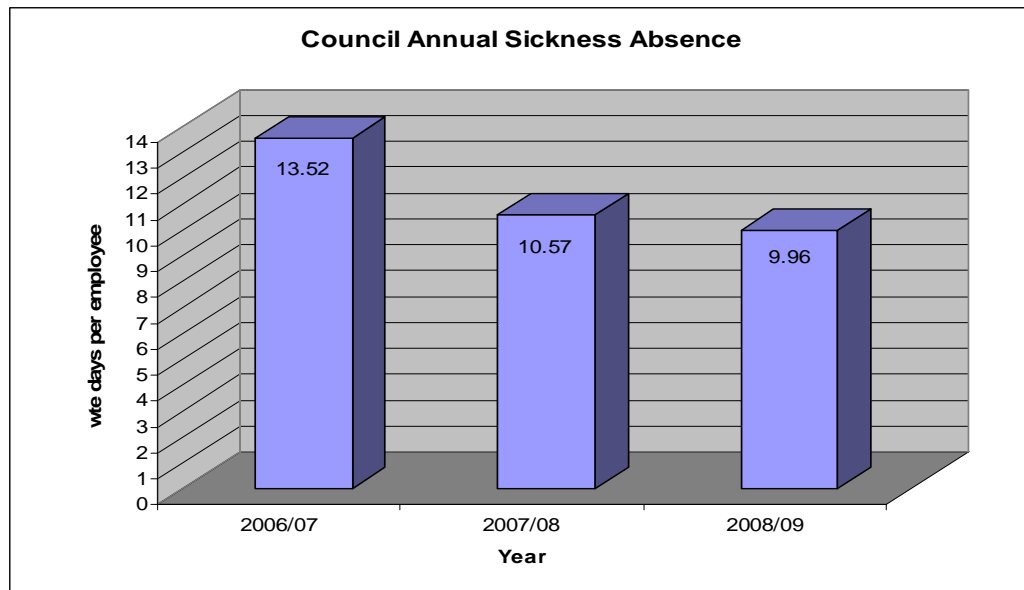
**3.1 Sickness Absence Performance 2008/9**

The target figure for 2008/9 for the Council was 9.80 days absence per wte employee (whole time equivalent). The end of year figure shows a much improved figure of 9.96 days per wte per employee per annum as illustrated in Figure 1 below. It should be noted however that due to the ongoing work for the implementation of the new HR Information System the final total wte figure for 2008/9 has not yet been calculated which may mean the final end of year figures may be subject to a slight adjustment to the reported figures.

This shows a continued improvement for the second year running. The Council continues to focus on sickness absence management to enable the Council to achieve, and improve upon, which is demonstrated in the more challenging target figures shown in a later section.



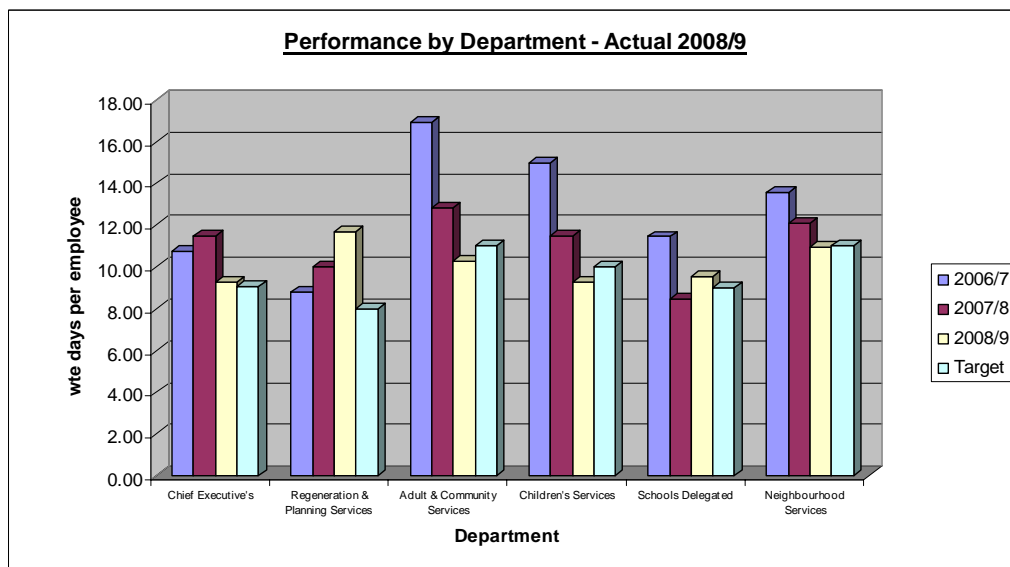
Figure 1



3.2 Figure 2 below illustrates the actual performance for each Department and all Schools as at 31 March 2009. This can be compared to performance over the last two years. The final column shows the 2008/9 annual target set by each Department and Schools.

The figure identifies that there is a continued overall downward trend in sickness absence rates across the Council, as compared with the last two years.

Figure 2



There is an increase in one Department that has a traditionally low absence level, but due to the smaller number of employees in this Department any increase tends to have a more dramatic effect on the figures. This is due to an unusually high number of long term ill health cases across the year uncommon in this department.

There is a promising decline in sickness absence rates for Adult & Community Services, Children's Services, Chief Executives and Neighbourhood Services, that is expected to continue into 2009/10. This has been largely due to the work of the Human Resources operational team in supporting managers to manage their attendance within teams.

- 3.3 With the current levels of improvement, the 2007/8 performance means that for the first time Hartlepool Borough Council has moved out of the bottom quartile and now sits in the third quartile, when compared to the BVPI 12 data for Local Authorities in England.

National BVPI 12 data shows that the average sickness absence wte for unitary local authorities for 2007/8 is 9.5 wte days per employee per annum so Hartlepool rates are slightly above the average.

National Employers information (for 2005/6) indicates that the north east region has the third worst sickness record (after the north west and west midlands). The North East also has a higher rate of general ill health nationally and this is expected to reflect on the overall health of the workforce and the number of sickness absence days taken.

Sickness absence figures for 2008/9 from neighbouring authorities are as follows:

Redcar & Cleveland	8.21 wte
Middlesbrough	9.30 wte
Darlington	9.46 wte
Hartlepool	9.96 wte
Stockton	10.14 wte

- 3.4 According to LGE reports relating to local government sickness absence levels; more than 40% of all absences on Council employees are attributable to stress, back problems and other musculoskeletal issues.

The reasons for absence have not been collated for 2008/9 due to a redirection of resources to job evaluation and single status priorities. Stress related absences are expected to contribute the highest percentage as a main cause of absence. The new HR / Payroll System is being implemented this year which will lead to an improved availability to data for reporting.

### 3.5 2008/9 to 2010/11 Sickness Absence Targets

Each Department has set their average sickness absence targets for 2009-10 as detailed in Table 1 below. The first two columns show the target and actual sickness for 2008/9 and the third column shows the proposed targets for 2009/10. Following the corporate restructure as a result of Business Transformation, the targets will be amalgamated to reflect the new People and Places departmental structure.

Table 1

<b>Department</b>	<b>2008/9 Target (days)</b>	<b>2008/9 Actual</b>	<b>2009/10 Proposed Target</b>
<b>Chief Executive's</b>	<b>9.09</b>	<b>9.15</b>	<b>8.70</b>
<b>Adult &amp; Community Services</b>	<b>11.00</b>	<b>10.07</b>	<b>10.50</b>
<b>Regeneration &amp; Planning Services</b>	<b>8.00</b>	<b>11.10</b>	<b>8.50</b>
<b>Children's Services</b>	<b>10.00</b>	<b>9.14</b>	<b>9.50</b>
<b>Schools</b>	<b>9.00</b>	<b>9.14</b>	<b>9.00</b>
<b>Neighbourhood Services</b>	<b>11.00</b>	<b>10.65</b>	<b>10.50</b>
<b>Overall Council</b>	<b>9.80</b>	<b>9.67</b>	<b>9.50</b>
<b>Government Top Quartile for All Authorities</b>	<b>8.34</b>		

The target set for 2009/10 is based upon individual targets set by departments and for schools. For subsequent years the targets reflect a Council wide reduction of 0.5 days year on year, subject to review. The 2009/10 target, if achieved, will represent a realistic and good improvement in sickness absence performance management for a 12 month period.

### 3.6 Actions Planned for 2009/10

A number of actions are planned for 2009/10 that is expected to help in achieving sickness targets in the future. These are set out below.

- Review of the terms of reference for the current Sickness Champions Group to take on a more strategic Wellbeing role to incorporate health, safety and welfare of employees
- The ongoing implementation of a Wellbeing Strategy to promote the health, safety and general wellbeing of the Council's employees
- Review of sickness absence management arrangements in light of the Single Status Agreement
- Implementation of a Stress policy as part of a wider Mental Health strategy across the Council
- Review of statistics and monitoring information as a result of the plans for the implementation of a computerised Human Resources Information System
- A closer partnership with trade unions to work together to manage sickness absence in the Council (following job evaluation)
- The new Occupational Health Service to proactively promote and market employee support initiatives to positively increase the options for employees who fall ill and in turn, impact on the sickness absence rates
- Continued review of flexible working measures, including home working, may impact on the rates in the future

#### **4. RECOMMENDATIONS**

That the employee absence in 2008/9 is noted and future targets and proposed actions for 2009/10 be endorsed.

#### **5. BACKGROUND PAPERS**

Monthly statistical reports  
Quarterly departmental summaries

#### **6. CONTACT OFFICER**

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Email: [rachel.clark@hartlepool.gov.uk](mailto:rachel.clark@hartlepool.gov.uk)

## **FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



5

**Report of:** Chief Financial Officer, Chief Solicitor and  
Director of Neighbourhood Services

**Subject:** CHIEF EXECUTIVE'S DEPARTMENTAL PLAN  
2008/09 – END OF YEAR MONITORING  
REPORT – FINANCE, LEGAL AND  
PROCUREMENT

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### **SUMMARY**

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

To inform the Portfolio Holder of the progress made against the Chief Executive's Departmental Plan 2008/09.

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

The progress against the actions contained in the Chief Executive's Departmental Plan 2008/09.

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

The Portfolio Member has responsibility for performance management issues in relation to finance, legal services and procurement

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

Non-key.

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

Portfolio Holder meeting 14<sup>th</sup> July 2009.

#### **6. DECISION REQUIRED**

Achievement on actions be noted and new target dates agreed.

**Report of:** Chief Financial Officer, Chief Solicitor and  
Director of Neighbourhood Services

**Subject:** CHIEF EXECUTIVE'S DEPARTMENTAL PLAN  
2008/09 – END OF YEAR MONITORING  
REPORT

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### **PURPOSE OF REPORT**

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2008/09.

### **BACKGROUND**

2. The Finance and Efficiency Portfolio Holder agreed the Chief Executive's Departmental Plan in May 2008.
3. The Chief Executives Department is split into five divisions, with Finance, Legal Services and Procurement Divisions reporting to the Finance and Efficiency Portfolio Holder. Issues relating to Corporate Strategy and Human Resources are reported separately in this instance. Future performance reports will cover all divisions within the Chief Executive's department.
4. The Chief Executive's Departmental Plan 2008/09 sets out the key tasks and issues within an Action Plan to show what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development actions as laid out in the 2008/09 Corporate Plan. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
5. The Council's Performance Management system (Covalent) is used to collect and analyse performance against the actions and targets detailed in the Corporate Plan, the five Departmental Plans as well as Service and Operational Plans. The system is also used to monitor Risk Management across the council within the Performance Management Framework. The information in the system was used to prepare this report.
6. Each Division has also produced a Divisional Service Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division

intends to contribute to the Organisational Development actions contained in the Corporate Plan, as well as the key tasks and priorities contained in the Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identifies in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT.

## END OF YEAR PERFORMANCE

7. This section looks in detail at how the Finance, Legal and Procurement Divisions have performed in relation to the key actions that were included in the Chief Executives Departmental Plan 2008/09. On a quarterly basis officers from across the department are asked, via Covalent, to provide an update on progress against every action contained in the Departmental Plan and, where appropriate, every Performance Indicator.
8. Officers are asked to provide a short commentary explaining progress made to date, and asked identify the expected outcome of each action set out in the Departmental Plan. The following traffic lights are used within the Council's Performance Management system:



**Achieved Target**



**Expected to achieve target**



**Target not achieved**



**Not expected to achieve target**

## OVERVIEW OF PERFORMANCE

9. Within the Finance, Legal and Procurement Divisions there were a total of 67 actions identified in the 2008/09 Departmental Plan. Please note future monitoring reports will include all divisions in the Chief Executive's Department within a single report. However, table 1, below, summarises the achievements made during 2008/09 for Finance Legal and Procurement Divisions.

Table1 – Finance, Legal and Procurement progress summary

		Finance	Legal	Procurement	Total
	<b>Achieved Target</b>	45	10	2	<b>57</b>
	<b>Target not achieved</b>	10	0	2	<b>12</b>
	<b>Total</b>	<b>55</b>	<b>10</b>	<b>4</b>	<b>69</b>

10. A total of 57 actions (83%) have been reported as having achieved their targets.
11. However, a total of 12 (17%) actions have been highlighted as not achieving their target. More information on these actions can be found in the relevant sections below.

### Finance Division

12. The Plan contained 55 actions that were the responsibility of the Finance Division. By the end of the year 45 actions have been completed (82%). However, 10 actions did not achieve their target (18%). Table 2 below details these actions, together with a comment explaining why the deadline has not been met and any appropriate remedial action along with a completion date were possible.
- 13.

Table 2: Finance Divisions Actions where target was not achieved

Ref	Action	Date to be Completed	Comment
<b>Outcome: Develop Financial Strategy and Management (OD A17)</b>			
CED A095	Improve medium term financial planning and strategy	31/12/2008	This was progressed as part of the overall budget process for 2009/10. A revised medium term financial strategy was approved by Cabinet on 1 May 2009.
CED A097	Establish financial managements arrangements which are "fit for purpose"	31/12/2008	New electronic budgetary control reports have been developed, tested and are now being rolled out to all departments. Arrangements have also been strengthened in relation to predictive financial management by the Finance Officer Group and CMT.
CED A098	Develop framework for monitoring income collection and recovery of arrears	31/12/2008	This was completed in April. Historical robust arrangements are in place for Council Tax and NNDR. Improved system reports have been developed for Benefit Overpayments and Sundry Debtors.
<b>Outcome: Develop and implement Business Transformation Programme (OD A13)</b>			
CED A085	Review of ongoing transformation activity and programmes	30/04/2008	Overall this has progressed well. The aspect not yet completed is the sub action FIN A104 Review existing business...
<b>Outcome: Development of emergency planning and business continuity arrangements (OD A06)</b>			
CED A082	Integration testing of Business Continuity and Emergency Plans	31/03/2009	Will be undertaken in 2009 and included in future activity programme.
<b>Outcome: Develop Mobile / Home working (CSO 14)</b>			



Ref	Action	Date to be Completed	Comment
CED A271	Develop / adopt Finance Division Homeworking policy framework	31/05/2008	Corporate adoption of a Homeworking Policy has been delayed as a result of the fact that Safeguarding and Specialist Services have also been running a homeworking pilot - the results of which have yet to be reviewed. The results of this pilot will also feed into a corporate policy.
<b>Outcome: Benefits Service CPA Score 2008 and prepare for future inspection regime (CSO 17)</b>			
CED A286	Benchmark Benefits Service against new Audit Commission Inspection KLOE Framework	31/03/2009	HBC data gathering has progressed well. Awaiting mutual peer review exercise with neighbouring authority.
<b>Outcome: Review of Cashiering Service arrangements (CSO 21)</b>			
CED A308	Determine strategic way forward and develop implementation plan	30/11/2008	Implementation delayed as a result of uncertainty surrounding the final vision of a cash receipting function at the Civic.
<b>Outcome: Review of Interdepartmental Insurance Charging Arrangements (CSO 19)</b>			
CED A295	Analysis of claims history / risks	31/08/2008	This work has been deferred. This is for a number of reasons which include this area being called up for review by Scrutiny Group, the expectation that this will be an area reviewed within the Business Transformation project, and the availability of resources to review this in detail within the original timescales.
CED A296	Financially model alternative charging bases/ departmental budget impacts	30/11/2008	This work has been deferred. This is for a number of reason which include this area being called up for review by Scrutiny Group, the expectation that this will be an area reviewed within the Business Transformation project, and the availability of resources to review this in detail within the original timescales.

14. Within 2008/09 the Finance Division completed a number of actions, including: -

- In order to help monitor income collection and recovery of arrears improved system reports have been developed for Benefits Overpayments and Sundry Debtors.
- The Annual Governance Statement has been developed and reported to CMT.
- A public relations strategy has been prepared for the launch of the Hartlepool Credit Union Transactional Banking Project and support has been gained to staff a shop unit within Middleton Grange Shopping Centre.
- The Council's Corporate Cash in Transit has been awarded to Security Plus after a detailed tendering process.
- The Council has entered a formalised contractual arrangement with Darlington BC for the provision of Bailiff Services.

- New Audit Management Software has been developed with initial training courses being delivered and new admin protocols being implemented.
15. The Finance Division currently monitors 8 Performance Indicators with 5 (63%) achieving their target, 2 PI's (25%) are still awaiting final outturn figures. The final 1 PI's (12%) did not achieve their target with the details being in Table 2b.

Table 2b: Finance PI's where target was not achieved

Ref	PI	Target	Outturn	Comment
CEDFI P012	Percentage of appeals submitted to the Benefits Tribunal service within 4 weeks	65%	33%	This PI is affected by the low numbers of appeals going to tribunal(3) and the fact that time is spent in the first instance trying to resolve appeals wherever possible within the council.

### Legal Division

16. The Plan contained 10 actions that were the responsibility of the Legal Division. As at 31 March all ten actions have been completed. No actions have failed or are expected to fail to meet their target.

17. Within 2008/09 the Legal Division completed a number of actions, including: -

- Guidance notes have been issued to Members over registration and declaration of interests.
- The Whistle Blowing policy is now available on the intranet and on the council external internet website. The subject is also to be covered in the next staff survey.

18. The Legal Division does not currently monitor any performance indicators within the Chief Executive's Departmental Plan.

### Procurement Division

19. The Plan contained 4 actions that are the responsibility of this division with 2 of the actions being completed and 2 actions not achieving its target. The two action that haven't achieved it's target are laid out in table 3 below:

Table 3: Procurement Divisions Actions where target was not achieved

Ref	Action	Date to be Completed	Comment
<b>Outcome: : Develop and implement the Procurement Strategy (OD A15)</b>			
CED A170	Develop and implement the strategic procurement function	31/03/2009	Procurement "Centre of Excellence" Business Case being developed as part of Business Transformation. Strategic Procurement Manager post advertised.
CED A173	Deliver Key Corporate Procurement Projects	31/03/2009	There have been some delays in some projects, due to resource issues. Spend analysis and Category Management proposals are part of Business Transformation, procurement business case being developed.

20. Within 2008/09 the Procurement Division completed a number of actions, including: -

- Reviewing and implementing the Procurement Strategy which was approved at the Portfolio meeting in March 2009.
- The updated 5 year procurement plan was agreed at the Portfolio meeting on 19<sup>th</sup> February 2009.

21. The Procurement Service Division does not currently monitor any performance indicators within the Chief Executive's Departmental Plan

### Risk Monitoring

22. It is the policy of Hartlepool Council to take an active and pragmatic approach to the management of risks that could prevent the achievement of corporate and departmental objectives. On a quarterly basis each division assesses the risks identified within the Chief Executive's Risk Register. The result of this quarterly update is reported to the Corporate Risk Management Group (CRMG) via each division's representative on the group. The Council's approach acknowledges that the purpose is not to remove all risks (this is neither possible nor, in many cases, desirable), rather it is to ensure that potential 'losses' are prevented or minimised and that 'rewards' are maximised.

23. This summary is reported to the Portfolio Holder within the quarterly monitoring report to provide an overview of risks being addressed by the Finance and Legal Divisions.

24. The diagram below shows the distribution of risks according to their risk rating. Details of the rating system is in **appendix A**. There are a total of 18 risks. Only one of these risks being highlighted as a 'RED' risk. A further 8 risks are on an 'AMBER' status with the remaining 9 being at a low level 'GREEN' status.

*Diagram 1 – Chief Executive's Departmental Risk Register Heat Map for Finance and Legal Division*



See Appendix A for key to diagram above

25. The only risk rated red is CED R060 Delivery of an effective Corporate Service, managed by the Legal Division. This relates to preventing breaches of statutory duty leading to failure of major service functions

or ultra vires expenditure or action. This risk is addressed by various measures including appointment procedures, training and development and monitoring procedures. Nevertheless the risk remains rated with an impact of Extreme and likelihood of Possible.

### **Recommendations**

26. It is recommended that progress on key actions and PI's and current rating of risks are noted.

## APPENDIX A

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

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

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

**Example**

A risk rated as Possible and Extreme would have an overall risk score of 8, calculated as 2 multiplied by 4.

**IMPACT**

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

**LIKELIHOOD**

Expectation of occurrence *within the next 12 months* -

- Almost certain
- Likely
- Possible
- Unlikely

## **FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Assistant Chief Executive, Chief Personnel Officer,  
Chief Financial Officer and Chief Solicitor

**Subject:** CHIEF EXECUTIVE'S DEPARTMENTAL PLAN  
2009/10

---

### **SUMMARY**

**1. PURPOSE OF REPORT**

To report to Portfolio Holder the Chief Executive's Departmental Plan containing the key outcomes and actions for 2009/10.

**2. SUMMARY OF CONTENTS**

The Chief Executive's Departmental Plan 2009/10 is attached as **Appendix A**, and sets out the key outcomes and actions within an Action Plan that shows what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development outcomes as identified in the 2009/10 Corporate Plan which will be published in July 2009

The Plan includes proposals from all four divisions within the Chief Executive's Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department.

This document will be used as the basis for the quarterly monitoring reports to the Portfolio Holder. The first of which will a report at the end of the second quarter (30<sup>th</sup> September 2009)

**3. RELEVANCE TO PORTFOLIO HOLDER**

The Portfolio Member has responsibility for finance and performance management issues in relation to the Chief Executive's Department

**4. TYPE OF DECISION**

Non-key

**5. DECISION MAKING ROUTE**

Finance and Performance Portfolio meeting 14<sup>th</sup> July 2009.

**6. DECISION(S) REQUIRED**

Portfolio Holder is asked to approve the plan for distribution.

**Report of:** Assistant Chief Executive, Chief Personnel Officer,  
Chief Financial Officer and Chief Solicitor

**Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN  
2009/10**

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#### **PURPOSE OF REPORT**

1. To report to Portfolio Holder the Chief Executive's Departmental Plan containing the key objectives and actions for 2009/10.

#### **BACKGROUND**

2. Each year the Chief Executive's Department produces a Departmental Plan, which includes an action plan that details the key outcomes and actions that the department will deliver in the coming year. The plan also describes how the department will contribute to the Organisational Development outcomes that are being proposed for inclusion in the 2009/10 Corporate Plan.
3. The plan provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
4. Each Division will also produce a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in the Chief Executive's Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identified in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT and the relevant Portfolio Holder.
5. The departmental plan will be subject to quarterly monitoring throughout 2009/10 at the Finance and Performance Portfolio Holders with the first report progress as at the end of the 2<sup>nd</sup> quarter (30<sup>th</sup> September 2009).

#### **CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2009/10**

6. The Chief Executive's Departmental Plan 2009/10 is attached as **Appendix A** and includes proposals from all four divisions within the Chief Executive's Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department.



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

#### **PERFORMANCE INFORMATION**

8. The action plan includes a number of Performance Indicators that will be used to measure the departments' progress throughout 2009/10. The information is currently being collected as part of the Council's Corporate Performance Indicator collection process, and not all of it is available at this time. It is proposed to report more detailed Performance Indicator information in the first monitoring report.

#### **RECOMMENDATIONS**

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

# **Chief Executives Department**

## **Departmental Plan 2009/10 – 2011/12**

## Contents

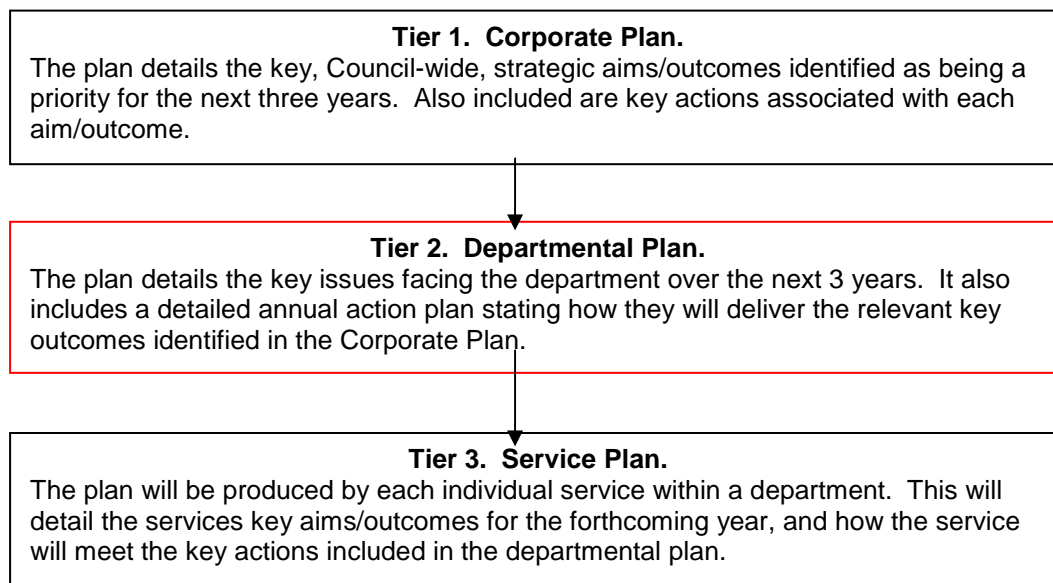
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# 1. Introduction

This document is the Chief Executive's Departmental Plan for 2009/10-2011/12 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

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

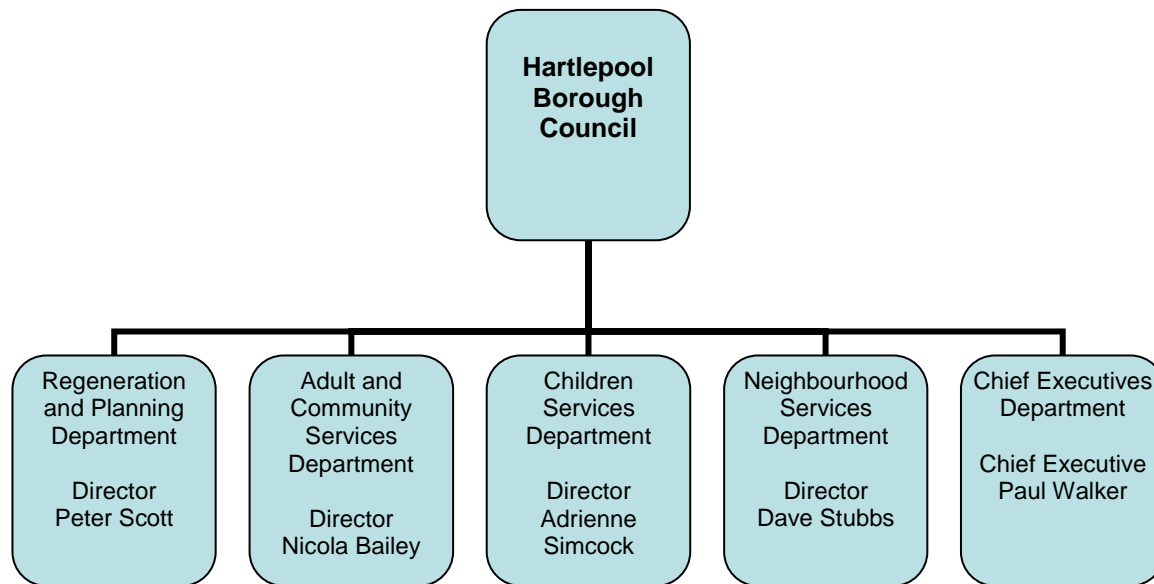
This plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual divisional plans, that together form part of the Council's overall Service Planning Arrangements. Figure 1, below, demonstrates how the plans are linked: -



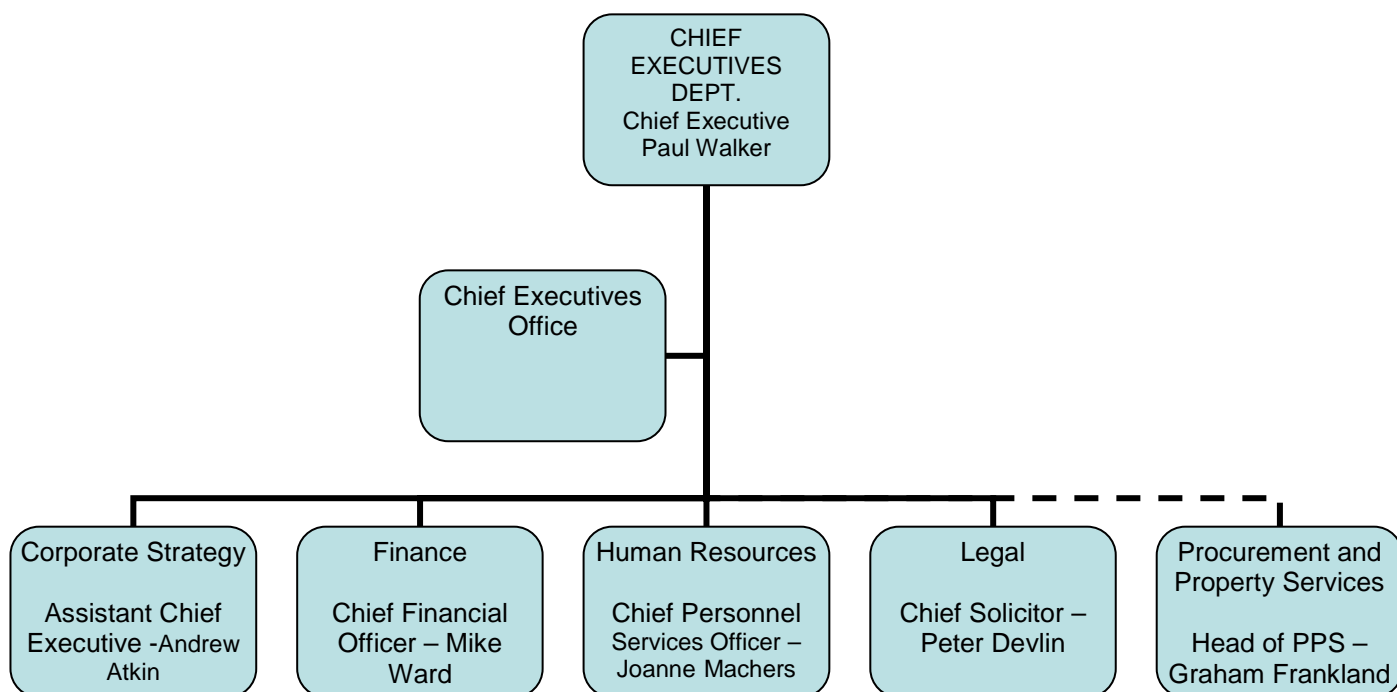
This approach ensures that any aim/outcome that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall aim.

## 2. Departmental Structure

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



Within the Chief Executives Department there are four divisions, Corporate Strategy, Legal, Human Resources and Finance. The Corporate Procurement function is delivered by the Department in a joint role with Neighbourhood Services Department. The Chief Executive's Management Team comprises the head of each division meets every 4 weeks. Every six weeks they meet with the Corporate Management Team.



Each division is organised into a number of sections. These are detailed in the table below. The corporate restructure underway will impact on this structure during 2009/10 and is likely to require amending later in the year.

Corporate Strategy	Finance	Human Resources	Legal	Procurement & Property Services
Administration – Lynn Davison	Audit and Governance – Noel Adamson	Advisors (Rachel Clark and Alison Swann)	Personal Services	Procurement Unit
Consultation – Liz Crookston	Financial Services – John Morton	Central Services – Christine Armstrong	Litigation	
Democratic Services – Amanda Whittaker	Corporate Finance – Chris Little	HR Operations – Alison Oxley	Environment and Development	
E Government – Joan Chapman		Organisational Development – Wally Stagg		
Policy and Performance – Peter Turner				
Public Relations – Alastair Rae				

Registration Services – Peter Spires				
Scrutiny – Joan Wilkins				

Areas of work undertaken by the Procurement Unit are primarily within the Neighbourhood Services Department remit. Three important aspects of this service, namely the procurement strategy, central purchasing and business improvement sections fall within the remit of the Chief Executive's Department and are reflected within this plan. The objectives and actions can be seen in more detail in the Action Plan.

# 3. Performance Management

## ***Monitoring and Reporting***

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

- Team supervision and annual appraisal and training review arrangements
- Management Team (CEMT) meetings on a quarterly basis to consider performance and risks.
- Performance Portfolio Holder, Finance and Efficiency Portfolio Holder and Cabinet meetings every quarter to consider reports of progress on the Departmental Plan and Corporate Plan.

## ***Reviewing the Plan***

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the action plan. Any amendments to the plan will only be made with full agreement of CEMT and Portfolio Holder and Cabinet where appropriate.

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

## ***Communication***

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



## 4. Medium Term Priorities

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

### 4.1 BACKGROUND

Hartlepool Borough Council, for the seventh year running, has been awarded the highest possible **Four Star** rating by the Audit Commission as part of the “The Harder Test” Comprehensive Performance Assessment (CPA). In relation to our performance, 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.”*

In 2008, for the second consecutive year, the Council achieved the top rating **Improving Strongly** for the delivery services.

Hartlepool is one of only 16 of the 116 single tier authorities to achieve this rating both the **Four Star** and **Improving Strongly** ratings.

The most recent Audit Commission assessments rate the Council's Use of Resources as overall **Performing Well** on Financial reporting, Financial Management, Financial Standing, Internal Control and Value for Money.

The most recent corporate assessment report about the Council organisation was overwhelmingly positive as the comments below indicate:

- Member and Officer leadership and management are good
- Staff at all levels have pride in Hartlepool
- Staff at all levels demonstrate very strong commitment to delivering quality services
- Financial capacity is good and the Council has substantial reserves
- Good performance management enables the Council and its partners to monitor and drive progress
- Excellent consultation and engagement with local people

The Council and the Department therefore has a strong base on which to continue improving.

### 4.2 Review of last year

Last year the Council's overall financial position and job evaluation were identified as the two main medium term operational issues.

### ***Overall financial position***

The Council concluded that future budget challenges require a radical reappraisal. It therefore appointed advisers to analyse processes, practices and procedures. The proposed business transformation programme covers a wide range of business processes. The potential for over £5million annual revenue savings by the end of 2011/12 has been identified. An initial budget provision of £0.5 million was established in 2008/9 to deliver the programme, estimated to cost £1.5 million over the next four years.

Managed through the Way Forward Board, the Business Transformation project will encompass the existing Efficiency Strategy, Business Process Re-engineering (BPR), Procurement Strategy and ICT Strategy projects. The Chief Executive's Department will be central to the delivery of the five work streams: Departmental Restructure and Management Structure; Transactional Services; Non-Transactional Services; Asset Management and Service Delivery Options.

The outlook for future spending levels is summarised in the Corporate Plan MTFS section. The outlook can be summarised as a period of public sector expenditure constraint for the period covered by the MTFS and probably the next comprehensive spending review which requires services to be prioritised at a sustainable level by taking into account the issues outlined above.

The increase over the next three years should make the overall budget position more manageable **provided the Council can contain service pressures and achieve annual efficiencies of 3%**. Consequently the Council is investing £0.5m in the Business Transformation project to ensure the efficiencies are achieved.

The Business Transformation programme is being progressed as part of the Corporate Plan outcome "**Improve efficiency and effectiveness of the organisation**". More details on this are given below in the summary of areas to be progressed over the next 3 years and in the Action Plan.

### ***Job evaluation and single status***

Single status/job evaluation was largely completed with the implementation of a new pay and grading system. The cost of implementing the new pay and grading systems were also higher than initially forecast. The appeals process remains to be concluded. Provision has been included within the financial plans for the known costs of these changes. A provision has also been made for the potential costs of appeals and this area will be managed carefully.

Single status/job evaluation is being progressed as part of the Corporate Plan outcome "**Improve elected member and Workforce arrangements**". More details on this are given below in the summary of areas to be progressed over the next 3 years and in the Action Plan.

## **4.2 CORPORATE PLAN OUTCOMES – SUMMARY OF AREAS TO PROGRESS**

Six Organisational Development outcomes have been agreed as part of the Corporate Plan. The key areas to progress are described briefly below. Full details can be found in Section 1 of the Action Plan

### **1. Improve Performance Management and risk management arrangements**

Steps are being taken to further improve performance and risk management, overview and scrutiny. A particular priority is data quality arrangements to ensure information used for decision making is appropriate.

This year sees the introduction of the Comprehensive Area Assessment (CAA), the replacement for CPA, from 2009. The Council is working with its partners and the Audit Commission to meet the requirements of the process and identify areas for future development.

### **2. Improve Governance Arrangements**

The priorities include improving governance arrangements through developing an overarching Officer Code of Conduct. In terms of dealing with new legislation and regulation, the highlights this year include the Single Equalities Bill, provisions of the Housing (Property Search) Regulations and Electoral Commission Performance Standards.

### **3. Improve financial management and reporting**

These next few years are bound to be challenging financially as the impact of the recession on the public sector finances becomes clearer.

Priorities this year include formalising arrangements between departmental and central finance teams, improving financial risk management and reporting and briefing elected members and staff about the Council's financial situation.

### **4. Improve access and understanding between the Council and the Public**

The focus is on developing the role of Hartlepool Connect to deliver improved service and value for money. Steps will also be taken to implement Council's plans in relation to consultation, learning from complaints and comments and sharing of information with public and employees. This will help ensure the Council's strong reputation for public engagement is maintained.

### **5. Improve elected member and Workforce arrangements**

The development and retention of members and staff is another key area. Our approach and plans have been set out in the People and Workforce Development Strategy and Member Development Strategy. The pay, grading and Single Status arrangements will also be concluded during 2009/10.

### **6. Improve efficiency and effectiveness of the organisation**

The pressure to achieve efficiency targets increases in anticipation of less resources being made available in the next Comprehensive Spending Review the context of managing overall public sector debt and lower tax revenues.

Achieving the targets is essential to achieve the Council's Medium Term Financial Strategy. The Business Transformation launched in 2008/9 and backed by £0.5m of Council funding, continues to be implemented. The Business Transformation project aims to develop an organisation which can:

- Maintain and continue to improve service performance
- Make more efficient and effective use of it's resources; people and buildings
- Deliver services in a responsive manner
- Optimise the extent to which services are delivered directly to the user and minimise the number of transactions to achieve this

Managed through the Way Forward Board, the Business Transformation project will encompass existing Efficiency Strategy, Business Process Re-engineering (BPR), Procurement Strategy and ICT Strategy projects.

Public expectation is for greater flexibility in access to services. Business Transformation will include projects, such as expanding the Hartlepool Connect Contact Centre.

In addition the Chief Executive's Department is also contributing to the Corporate Plan outcomes

**“Be globally competitive”**

**“Improving Financial Inclusion” and**

**“Freedom from discrimination and harassment”**

These are part of the Jobs and Economy and Strengthening Communities themes of the Community Strategy. The Department's role will be to:

- Support the local economy through discretionary rate relief mechanisms, promoting the small business rate relief scheme and accelerating invoice payments to local businesses
- Developing money management training and awareness in partnership with the education sector
- Complete the actions agree as part of the Corporate Equality Plan

#### ***4.3 DEPARTMENTAL PLAN OUTCOMES – SUMMARY OF AREAS TO PROGRESS***

Section 2 of the Action Plan describes additional outcomes and actions. Some of these will also contribute to broader corporate aims such as improving efficiency and effectiveness.

##### ***Corporate Strategy Division***

The priorities identified for 2009/10 include:

- Adopting new Governance arrangements for the Registration Service. As part of the departmental restructure responsibility for this service will move to HR Division.
- Management of corporate consultation and information activities, and

- Continuing to support the Council's Democratic processes while seeking to improve efficiency and effectiveness

### ***Finance Division***

The priorities identified for 2009/10 include:

- Completing 2010/11 budget process and closure of accounts for 2009/10
- Implementing the 2010 business rate revaluation
- Examine options for shared services for bailiffs and Internal Audit
- Reviewing various processes and systems including Treasury Management, Cash Office facilities, the wider assurance framework provided by Internal Audit and use of International Reporting Standards
- Introducing or developing systems including the Corporate Income Management System, PAYE.NET, Audit Manager Software and , Corporate Payment Card systems
- Reducing sickness absence
- Retaining Charter mark recognition for Benefits

### ***HR Division***

The priorities identified for 2009/10 include a review of HR workforce development plan and HR provision.

### ***Legal Division***

The priorities identified for 2009/10 include implementing the Audit Commission recommendations contained in "Setting High Ethical Standards" and ensuring compliance with statutory requirements.

## ***4.4 FINANCIAL RESOURCES TO DELIVER THE PLAN AND PRIORITIES***

The key decisions affecting the Chief Executive's Department were made as part of the Medium Term Financial Strategy and Budget for 2009/10. These were:

### ***Corporate Planning assumptions 2009/10***

Planning assumption for pay increase reduced by 0.5% to 1.5%

Salary turnover target increased by 0.5% to 3%

General inflation provision assumption 2.5%

### ***Revenue Budget 2009/10***

- **3% Efficiencies** - £160,000 agreed ranging from £1,000 to £56,000 – these include  
£20,600 reductions in various operating expenses  
£98,400 efficiencies resulting from adopting new working practices and systems  
£41,000 increased net income from bailiff service

See Appendix C Cabinet Report 9 February 2009. All these efficiencies were rated as relatively low risk (Green or Amber) and with neutral diversity impacts

- **Pressures** - £167,000 agreed ranging from £9,000 to £63,000. These include  
£53,000 to ensure compliance with Safer Recruitment practices to protect children and vulnerable adults;  
£13,000 to support the Tees Valley Communication Service for Deaf people  
£9,000 to join Government Connects a secure communication network which is now mandatory.  
£8000 increased costs of elections  
£63,000 to meet increasing legal workloads

See Appendix D Cabinet Report 9 February 2009

- **Contingency** -£40,000 agreed for increase in external audit fees –

See Appendix E Cabinet Report 9 February 2009

All appendices refer to Cabinet report February 9 2009 Medium Term Financial Strategy and Budget and Policy Framework for 2009/10

***Approved Net Revenue Budget 2009/10 for Chief Executive Department***

Division	Best Value Units	Approved Net Budget 2009/10 £'000
Corp. Strategy	Corporate Strategy and Public Consultation	683.6
Corp. Strategy	Democratic Services	231.6
Corp. Strategy	Public Relations	141.3
Corp. Strategy	Registration Services	92.3
Finance	Accountancy	923.4
Finance	Benefits	68.0
Finance	Fraud	190.4
Finance	Housing & Council Tax Benefit	207.3
Finance	Internal Audit	265.7
Finance	Payments	259.4
Finance	Revenue and Benefits Central	(81.5)
Finance	Revenues	1,177.5
Human Resources	Contact Centre	602.6
Human Resources	Human Resources &	814.7
Human Resources	Other Office Services	(109.6)
Human Resources	Printing	86.0
Human Resources	Support to Members	181.8
Human Resources	Training and Equality	337.8
Legal	Legal Services	585.8
Other	Accommodation	913.6
Other	Central Administration Recharges	(1,649.6)
Other	Corporate Expenses	731.9
Other	Municipal Elections & Registration of Electors	107.5
Other	Shopping Centre Income	(892.7)
	Net Budget Requirement	5,868.8

**Conclusion**

The actions identified in the Corporate and Departmental Plans are the key elements that will enable us to improve the way the capacity of the organisation and improve services and value for money.

Progress from Government, the public and our partners is desired across a broad range of areas. These are all being addressed in the Corporate Plan. There is a good fit between national and local priorities. The challenge for the Council is to balance capacity, demands and resources. The allocation of financial resources to deliver the Plan is set out in more detail below.

# 5. Workforce Development

## 5.1 DEPARTMENTAL CONTEXT

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

- Officer leadership and management are good
- Staff at all levels have pride in Hartlepool
- Staff at all levels demonstrate very strong commitment to delivering quality services

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

- **Improve Performance Management and risk management arrangements**
- **Improve Governance Arrangements**
- **Improve Financial management and reporting**
- **Improve Access and understanding between the Council and the Public**
- **Improve Elected member and Workforce arrangements**
- **Improve Efficiency and effectiveness of the organisation**

These provide the context for the workforce development activities corporately and within the department.

## 5.2 KEY WORKFORCE ISSUES

A number of issues that the department and Council are addressing have a significant workforce development dimension.

In its corporate role there are significant developments underway, in particular the Business Transformation Programme, which will be progressed in 2009/10 and where the department plays a leadership and coordination role. A key aspect of the programme is the departmental restructure from 5 departments to 3. Whilst the Chief Executive's Department is not subject to a great degree of change there are other aspects of the programme which will have a major impact including projects on Transactional HR, Finance and Administration; and Improving Customer Services, including the use of Hartlepool Connect.

The workforce development issues will be addressed through the following actions.

Workforce development issue	Reference to plan and actions where progress can be monitored
Linked to Corporate Plan	
Progressing the Business Transformation Programme and associated work programmes	<b>Corp OD 15.1-6</b> - Implement the Corporate Restructure and new Management Structures; Strengthen Corporate Asset Management and rationalise the Council's assets; Transform services for Transactional HR, Finance and Administration; Improve Customer Services, including use of Hartlepool Connect; Establish a programme of fundamental reviews of



Workforce development issue	Reference to plan and actions where progress can be monitored
	Service Delivery; Reshape Non-Transactional Support Services, including ICT and Procurement
Progressing the corporate workforce development strategies and implementation of job evaluation	<b>CORP OD 14.1 to 14.8</b> - Implement Corporate Plans to Develop & Promote Active, Visible and Effective Leadership; Implement Corporate Plans to Continually improve what we do; Implement Corporate Plans to Develop the Skills of the Workforce; Implement Corporate Plans to Promote Healthy Working; Implement Corporate Plans to Effectively Recognise, Engage and Reward the Workforce; Implement Corporate Plans to Effectively Use Resources and Invest in the Future; Review the People & Workforce Development Strategy; Implement the Single Status Agreement
Developing skills and knowledge to support the successful implementation of the Performance and Risk Management system	<b>CORP OD01.2, 01.3, 02.3</b> - Implement Data Quality Action Plan, including Audit Recommendations; Further develop the use of Covalent, the Council's Performance Management System; Provide, where appropriate, Risk Training for Officers and Members
Identified within Departmental Plan, and not linked to Corporate Plan	
<b>Corporate Strategy</b>	
Completion of job evaluation for statutory registration officers and progression of new Governance arrangements	<b>CED 11-14</b> - Develop service delivery plan to meet new Governance requirements; Develop existing performance monitoring mechanisms to meet new Governance requirements(R1 and R6-9); Introduce customer satisfaction monitoring to meet new Governance requirements(R2); Achieve GRO/Portfolio holder approval for new Governance arrangements
<b>Finance</b>	
Reduce Sickness Absence	<b>CED 20-22</b> - Reduce sickness absence to 9 / 8 days per FTE Acknowledge staff with full attendance records Review corporate opportunities to reward staff for full attendance
Investigation of shared arrangements for Internal Audit and bailiff service	<b>CED 41, 42</b> Set up exploratory meeting with Middlesbrough BC Determine Hartlepool strategic direction
Review of Cash Office facilities	<b>CED 23-25</b> Review range and nature of services currently provided by the Cash Office and identify alternative options for delivering services; Develop and implement an exit strategy for cash based transactions; Evaluate card payment transaction volumes and FTE resource required to support continuation of card payment facility at Civic Centre
Introduction and development of systems	<b>CED 29-34</b> Introduction and rollout to departments of PAYE.NET
<b>Human Resources</b>	

Workforce development issue	Reference to plan and actions where progress can be monitored
Review of HR function (excluding Central Services)	<b>CED 90</b> Review to be completed by March 2010
<b>Legal</b>	
Implement Audit recommendations contained in "Setting High Ethical Standards" report	<b>CED 81-87</b> - Awareness raising in relation to ethical standards

## 6. Departmental Action Plan 2009/10

### Section 1 – Actions linked to the Corporate Plan

#### CORPORATE STRATEGY DIVISION

Theme: **Organisational Development**

Outcome: **Improve Performance Management and risk management arrangements**

Corporate Plan Action: **Continued development of service planning and performance management arrangements**

Code	Action	Responsible Officer	Due Date
CORP OD01.1	Develop Service Planning and Performance Management to further inform decision making process by Officers and Members	Peter Turner	30/06/2010
CORP OD01.2	Implement Data Quality Action Plan, including Audit Recommendations	Peter Turner	31/03/2010
CORP OD01.3	Further develop the use of Covalent, the Council's Performance Management System	Peter Turner	31/12/2010

### Associated Performance Indicators

Code	Short Name
CEDCS P015	PIs amended as a result of external audit (LPI CE9)

### Associated Risks

Code	Risk
CED R029	Failure to achieve LAA reward element targets leading to loss of reward grant and less resources to provide services
CED R031	New PM system fails to operate as intended and disrupts PM arrangements across the Council
CED R036	Failure to achieve continuous improvement resulting in a decline in council performance compared with other LAs
CED R063	Lack of data quality for performance information results in poor decision making and worsening performance

Corporate Plan Action: <b>Develop and improve the effectiveness of the Overview and Scrutiny Function</b>			
Code	Action	Responsible Officer	Due Date
CORP OD03.1	To continue to raise the profile of the work of the Overview and Scrutiny Function	James Walsh; Joan Wilkins	31/08/2009
CORP OD03.2	Compilation and Delivery of the Scrutiny Work Programme	James Walsh; Joan Wilkins	31/05/2010
CORP OD03.3	To implement the extended powers to Scrutiny known as the 'Councillor Call for Action' Mechanism	James Walsh; Joan Wilkins	31/08/2009
CORP OD03.4	To further enhance the knowledge of Non-Executive Members serving on the Overview and Scrutiny Committees	James Walsh; Joan Wilkins	31/07/2009
CORP OD03.5	To further enhance the Monitoring of Recommendations across all Overview and Scrutiny Committees	James Walsh; Joan Wilkins	28/02/2010

### Associated Risks

Code	Risk
CED R011	Failure to deliver the content of the Overview and Scrutiny Work Programme 2007/08
CED R012	Failure to further develop links between the Executive and Scrutiny
CED R013	Failure to Monitor Agreed Scrutiny Recommendations
CED R014	Tackling the Barriers to Effective Scrutiny
CED R015	Failure to implement the extended Scrutiny powers outlined in the Local Government Bill
CED R016	Failure to raise the profile of the work of the Authority's Overview and Scrutiny Committees

Corporate Plan Action: <b>Implement Risk Strategy to ensure robust risk management arrangements are in place</b>			
Code	Action	Responsible Officer	Due Date
CORP OD02.1	Complete annual reviews of Risk Strategy and Strategic Risk Register	Kerry Trenchard	30/11/2009
CORP OD02.2	Ensure quarterly Risk Register reviews are completed and reported to CMT/DMTs and Performance Portfolio Holder	Kerry Trenchard	10/06/2010
CORP OD02.3	Provide, where appropriate, Risk Training for Officers and Members	Peter Turner	31/03/2010
CORP OD02.4	Implement recommendations resulting from Audit Review of Risk Management and Use of Resources	Peter Turner	31/03/2010

### Associated Risks

Code	Risk
CED R037	Failure to embed risk management arrangements leads to service/governance failures resulting in reputation/financial loss

Outcome: <b>Prepare for the introduction of Comprehensive Area Assessment in 2009</b>			
Code	Action	Responsible Officer	Due Date
CORP OD04.1	Work with partners, departments and auditors to provide evidence for Area Assessment 2009	Andrew Atkin	31/10/2009
CORP OD04.2	Work with departments and auditors to provide evidence for Council Use of Resources and Managing Performance assessments 2009	Andrew Atkin	31/05/2009
CORP OD04.4	Publication and dissemination of CAA results	Andrew Atkin	31/01/2010

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: <b>Improve access and understanding between the Council and the Public</b>			
Corporate Plan Action: <b>Implement the Communicating with your Council Plans</b>			
Code	Action	Responsible Officer	Due Date
CORP OD12.1	Implement the Corporate Consultation Action Plan	Liz Crookston	31/03/2010
CORP OD12.2	Implement the Corporate Complaints & Comments Action Plan	Liz Crookston	31/03/2010
CORP OD12.3	Implement the Corporate Communications Strategy Action Plan	Alastair Rae	31/08/2010

### Associated Performance Indicators

Code	Short Name
CEDCS P016	% of residents agreeing that HBC regularly asks local people about their views and opinions on various issues (LPI CE12)
CEDCS P002	Satisfaction with complaint handling (BVPI 4)
CEDCS P003	Number of formal complaints received (Comps 1)
CEDCS P004	Number of formal complaints dealt with within deadlines (Comps 2)
CEDCS P005	Number of Ombudsman complaints received (Comps 3)

## Associated Risks

Code	Title
CED R002	Failure to ensure good communication channels in the event of a major incident
CED R004	Failure to communicate in a clear and concise manner
CED R005	Poor perception of the Council's profile regionally and nationally.
CED R023	Failure to ensure quality of consultation service by external agencies
CED R024	Failure to promote safety issues of survey interviewers when working away from office.

### Outcome: Improve efficiency and effectiveness of the organisation

#### Corporate Plan Action: Delivery of the ICT Strategy to support corporate objectives

Code	Action	Responsible Officer	Due Date
CORP OD20.1	Review of Corporate ICT Strategy to ensure it continues to support Corporate Objectives	Joan Chapman	31/03/2010
CORP OD20.2	Delivery of key projects identified in ICT Strategy	Joan Chapman	31/03/2010
CORP OD20.3	Ensure continuation of robust and relevant ICT support for the authority	Joan Chapman	31/03/2010

## Associated Performance Indicators

Code	Short Name
ICT PI 2	ICT competence of user
ICT PI 3a	Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation) as a percentage of organisational running costs (expenditure)
ICT PI 4	Percentage of incidents resolved within agreed service levels
ICT PI 5	Project governance and delivery index
ICT PI 6	Percentage of the top five transactional based activities which are made via e-enabled channels
ICT PI 7	Commissioner and user satisfaction index - a composite indicator compiled from the responses to a set of statements by commissioners and users
ICT PI 8	Management practice indicator - the number of practices that have been adopted by the organisation out of a possible total of 10
ICT SI 2	Users per workstation
ICT SI 3	Unavailability of ICT services to users
ICT SI 4	Average number of support calls per user

Code	Short Name
ICT SI 5	Percentage of users who are able to access the network and systems remotely
CEDCS P017	Number of website hits (LPI CE14)
CEDCS P018	Number of online transactions (LPI CE15)
CEDCS P019	Number of available on-line services (LPI CE17)

### Associated Risks

Code	Risk
STR R007	Experiencing failure or lack of access to Critical ICT Systems
CED R018	Loss of ICT service due to contract problems with Northgate
CED R021	Failure of ICT to support corporate objectives

Outcome: <b>Develop and implement Business Transformation Programme</b>			
Code	Action	Responsible Officer	Due Date
CORP OD15.1	Implement the Corporate Restructure and new Management Structures	Alan Dobby	31/03/2011
CORP OD15.2	Strengthen Corporate Asset Management and rationalise the Council's assets	Alan Dobby	31/03/2011
CORP OD15.3	Transform services for Transactional HR, Finance and Administration	Alan Dobby	31/03/2011
CORP OD15.4	Improve Customer Services, including use of Hartlepool Connect	Alan Dobby	31/03/2011
CORP OD15.5	Establish a programme of fundamental reviews of Service Delivery	Alan Dobby	31/03/2011
CORP OD15.6	Reshape Non-Transactional Support Services, including ICT and Procurement	Alan Dobby	31/03/2011

### Associated Risks

Code	Title
STR R043	Fail to maximise benefits of implementing the Business Transformation Programme
CED R069	Failure to support, and where appropriate, deliver the HR aspects of the Business Transformation Programme

## FINANCE DIVISION

Theme: **Jobs and the Economy**

Outcome: **Be globally competitive**

Corporate Plan Action: **Support the local economy through discretionary rate relief mechanisms; the promotion of the small business rate relief scheme; accelerating invoice payment procedures to businesses within the Borough**

Code	Action	Responsible Officer	Due Date
CORP JE03.1	Implement and promote Prompt Payment Pledge for local businesses	Kevin Shears	30/06/09
CORP JE03.2	Targeted engagement with businesses identified as not yet claiming their Small Business Rate Relief entitlement.	Paula Bass	30/09/09
CORP JE03.3	Promote and support take up of discretionary business rate relief	Paula Bass	30/09/09

### Associated Risks

Code	Title
CED R045	Failure of Financial Management Systems – INTEGRA
CED R039	Failure of IT services / Support
CED R040	Failure to retain and recruit key staff

Theme: **Strengthening Communities**

Outcome: **Improving Financial Inclusion**

Corporate Plan Action: **Developing money management training / awareness in partnership with the education sector**

Code	Action	Responsible Officer	Due Date
CORP SC14.1	Deliver money management events in primary and secondary schools sectors	John Morton	31/03/2010
CORP SC14.2	Deliver financial awareness / benefits advice / credit union promotion in secondary schools and colleges	John Morton	31/03/2010

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff



Corporate Plan Action: <b>Developing referral arrangements from PCT channels to improve the awareness of financial support packages for those in need</b>			
Code	Action	Responsible Officer	Due Date
CORP SC15.1	Engage with PCT sector practitioners	John Morton	31/12/2009
CORP SC15.2	Develop promotional material to increase awareness	John Morton	31/12/2009

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Corporate Plan Action: <b>Supporting the development of Hartlepool's Financial Inclusion Partnership</b>			
Code	Action	Responsible Officer	Due Date
CORP SC16.1	Co-ordinate and deliver a multi Agency Financial Inclusion Partnership meeting programme	John Morton	31/03/2010
CORP SC16.2	Deliver financial inclusion awareness events in neighbourhoods with significant "at risk households"	John Morton	31/03/2010
CORP SC16.3	Develop a common approach on debt advice / money management across all delivery agencies	John Morton	31/12/2009

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Theme: <b>Organisational Development</b>			
Outcome: <b>Improve Governance Arrangements</b>			
Corporate Plan Action: <b>Development of Governance Arrangements</b>			
Code	Action	Responsible Officer	Due Date
CORP OD05.1	Develop Overarching Officer Code of Conduct	Noel Adamson	31/12/2009
CORP OD05.2	Review Data Quality Arrangements	Noel Adamson	30/09/2009

## Associated Risks

Code	Title
CED R060	Delivery of an effective Corporate Service
CED R068	Failure to carry out a statutory process (STR R043)

Outcome: <b>Improve Performance Management and risk management arrangements</b>			
Corporate Plan Action: <b>Prepare for introduction of Comprehensive Area Assessment in 2009</b>			
Code	Action	Responsible Officer	Due Date
CORP OD04.3	Work with departments and auditors to provide evidence for Council VFM assessment 2009	Chris Little	31/01/2010

Outcome: <b>Improve efficiency and effectiveness of the organisation</b>			
Corporate Plan Action: <b>Development of transactional services (i.e. payroll services, income management services)</b>			
Code	Action	Responsible Officer	Due Date
CORP OD16.1	Implement ResourceLink system	Kevin Shears	31/07/2010
CORP OD16.2	Implement new corporate Income Management System and web payment facilities	Paula Bass	30/11/2009
CORP OD16.3	Develop effective HR/Payroll Shared Service Arrangement	Kevin Shears	31/07/2010

## Associated Risks

Code	Title
CED R041	Influence/control of Shared Services arrangements
CED R047	Lack of training in IT systems

Outcome: <b>Improve financial management and reporting</b>			
Corporate Plan Action: <b>Development of annual reports</b>			
Code	Action	Responsible Officer	Due Date
CORP OD09.1	Analyse strengths / weakness of historical arrangements	Mike Ward	30/06/2009
CORP OD09.2	Develop / extend reporting arrangements	Mike Ward	31/07/2009

## Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Corporate Plan Action: **Formalising the budgetary roles and responsibilities of the departmental and central finance teams**

Code	Action	Responsible Officer	Due Date
CORP OD07.1	Develop and clarify service standards framework	Mike Ward	31/03/2010

## Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Corporate Plan Action: **Improving accounting reporting mechanisms by developing linkages between performance and financial management**

Code	Action	Responsible Officer	Due Date
CORP OD08.1	Enhance Risk Based budgetary control	Mike Ward	31/07/2009
CORP OD08.2	Develop financial reporting arrangements	Mike Ward	31/08/2009

## Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Corporate Plan Action: **Improving awareness of the Council's financial position**

Code	Action	Responsible Officer	Due Date
CORP OD10.1	Formalise briefings to political groups	Mike Ward	31/01/2010
CORP OD10.2	Deliver Senior Management Briefings Programme	Mike Ward	31/10/2009

## Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

## HUMAN RESOURCES DIVISION

Theme: **Strengthening Communities**

Outcome: **Freedom from discrimination and harassment**

Corporate Plan Action: **Enhance Equality and Diversity arrangements and mainstream into all Council service activities**

Code	Action	Responsible Officer	Due Date
CORP SC17.1	Implement Corporate Equality Plan 2008-11	Joanne Machers	31/03/2011

Theme: **Organisational Development**

Outcome: **Improve Elected member and Workforce arrangements**

Corporate Plan Action: **Implement the People Strategy and Workforce Development Strategy**

Code	Action	Responsible Officer	Due Date
CORP OD14.1	Implement Corporate Plans to Develop & Promote Active, Visible and Effective Leadership	Joanne Machers	31/03/2011
CORP OD14.2	Implement Corporate Plans to Continually improve what we do	Joanne Machers	31/03/2011
CORP OD14.5	Implement Corporate Plans to Effectively Recognise, Engage and Reward the Workforce	Joanne Machers	31/03/2011
CORP OD14.3	Implement Corporate Plans to Develop the Skills of the Workforce	Joanne Machers	31/03/2011
CORP OD14.6	Implement Corporate Plans to Effectively Use Resources and Invest in the Future	Joanne Machers	31/03/2011
CORP OD14.4	Implement Corporate Plans to Promote Healthy Working	Stuart Langston	31/03/2011
CORP OD14.7	Review the People & Workforce Development Strategy	Joanne Machers	31/03/2010
CORP OD14.8	Implement the Single Status Agreement	Wally Stagg	31/03/2011

## Associated Performance Indicators

Code	Short Name
HR PI 5A All	Average working days per employee (full time equivalent) per year lost through sickness absence – All Actual

## Associated Risks

Code	Title
STR R010	Flu pandemic
STR R021	Future Equal pay claims
STR R022	Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims
CED R049	Fraudulent or incompetent data handling leading to inappropriate payments being made to employees resulting in financial loss, investigation, additional administrative work and adverse publicity
CED R050	Shortage of skilled staff leading to an inability to fulfil HR commitments resulting in SLA's and/or service standards not being met and some tasks not being undertaken.
CED R051	Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and/or accidents to employees, resulting in industrial, criminal or civil action against the Council.
CED R053 & R058	Poor recruitment/training/development/retention resulting in a failure to maintain a suitably skilled/experienced/procedure compliant workforce leading to inadequate/inappropriate service delivery/behaviour by employees
CED R054	Avoidance of a major accident or incident
CED R055	Significant breach of confidentiality and/or personal data security creating poor industrial relations and morale leading to criminal and/or civil proceedings and adverse publicity
CED R056	Failure of external suppliers / providers to consistently provide services, leading to HR not delivering services to departments
CED R057	Failure to achieve external Income leading to budget reductions resulting in a reduction of staff
CED R059	Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims
CED R067	Loss of key staff / Insufficient numbers of staff to match service delivery demands (STR R023)
CED R069	Failure to support, and where appropriate, deliver the HR aspects of the Business Transformation Programme

Outcome: <b>Improve Governance Arrangements</b>			
Corporate Plan Action: <b>Ensure arrangements are in place to deal with new and existing legislation</b>			
Code	Action	Responsible Officer	Due Date
CORP OD06.2	Implement provisions of Housing (Property Search) Regulations	Christine Armstrong	31/03/2010
CORP OD06.3	Implement Electoral Commission Performance Standards	Christine Armstrong	31/03/2010

Outcome: <b>Improve access and understanding between the Council and the Public</b>			
Corporate Plan Action: <b>Develop and Improve Customer Service Provision</b>			
Code	Action	Responsible Officer	Due Date
CORP OD11.1	Review and implement Hartlepool Connect Service Integration and Improvement Strategy taking account of BTP strands	Christine Armstrong	31/03/2011
CORP OD11.2	Develop technology	Christine Armstrong	31/03/2011
CORP OD11.3	Improve access to services	Christine Armstrong	31/03/2011
CORP OD11.4	Improve customer experience	Christine Armstrong	31/03/2011

### Associated Performance Indicators

Code	Short Name
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer

### Associated Risks

Code	Title
CED R052	Failure of Contact Centre to improve service delivery

## LEGAL SERVICES DIVISION

Theme: **Organisational Development**

Outcome: **Improve Governance Arrangements**

Corporate Plan Action: **Ensure arrangements are in place to deal with new and existing legislation**

Code	Action	Responsible Officer	Due Date
CORP OD06.4	Provide timely, accurate and responsive advice and assistance to the Council and its stakeholders	Peter Devlin	30/06/2010

### Associated Risks

Code	Risk
CED R060	Delivery of an effective Corporate Service

## PROCUREMENT SERVICES DIVISION

Theme: **Organisational Development**

Outcome: **Improve efficiency and effectiveness of the organisation**

Corporate Plan Action: **Review 5 year procurement plan**

Code	Action	Responsible Officer	Due Date
CORP OD18.1	Develop and update the 5 year Procurement Plan	David Hart	31/03/2010
CORP OD18.2	Deliver key corporate procurement projects	David Hart	31/03/2010

Corporate Plan Action: **Review Procurement Strategy**

Code	Action	Responsible Officer	Due Date
CORP OD19.1	Develop the Strategic Procurement	Graham Frankland	31/03/2010
CORP OD19.2	Review Corporate Commissioning and Procurement Strategy	Graham Frankland	31/03/2010
CORP OD19.3	Review Sustainable Procurement Strategy	Graham Frankland	31/03/2010



## Section 2 – Actions specific to the Chief Executives Department

### CORPORATE STRATEGY DIVISION

Outcome: **Adopt new Governance arrangements for Registration Service**

Code	Action	Responsible Officer	Due Date
CED11	Develop service delivery plan to meet new Governance requirements	Peter Spires	31/07/2009
CED12	Develop existing performance monitoring mechanisms to meet new Governance requirements(R1 and R6-9)	Peter Spires	31/03/2010
CED13	Introduce customer satisfaction monitoring to meet new Governance requirements(R2)	Peter Spires	31/07/2009
CED14	Achieve GRO/PfH approval for new Governance arrangements	Peter Spires	30/06/2010

#### Associated Risks

Code	Title
CED R028	Failure to provide Statutory Registration duties

Outcome: **Continue to develop and improve efficiency and effectiveness of democratic function**

Code	Action	Responsible Officer	Due Date
CED04	Review efficient delivery of democratic processes	Amanda Whitaker	31/03/2010

#### Associated Risks

Code	Title
CED R007	Serious problems prevent Councillors and staff attending decision making meetings

Outcome: <b>Maintenance and Review of Democratic Services Team admin functions</b>			
Code	Action	Responsible Officer	Due Date
CED10	Administration of School Admission Appeal Hearings	Denise Wimpenny	31/03/2010

### Associated Risks

Code	Title
CED R006	Loss of use of Civic centre for meetings and/or as an administrative base

Outcome: <b>Management of corporate consultation and information activities</b>			
Code	Action	Responsible Officer	Due Date
CED01	Manage programme for Place Survey 2008	Liz Crookston	31/05/2009
CED02	Manage the citizen's panel - Viewpoint	Lisa Anderson	30/04/2010
CED03	Statistics and information support	Lisa Anderson	30/06/2009

Outcome: <b>Supporting the Council's Democratic Processes</b>			
Code	Action	Responsible Officer	Due Date
CED05	Support of Council's Executive, Non-Executive and Scrutiny Processes	Amanda Whitaker	31/03/2010
CED06	Support the development and updating of the Constitution.	Angela Hunter	31/03/2010
CED07	Establish the Council's 2009/10 diary	Denise Wimpenny	31/07/2009
CED08	Maintenance of Statutory Registers	Angela Hunter	28/02/2010
CED09	Administration of Annual Council Meeting	David Cosgrove	31/07/2009

## Associated Performance Indicators

Code	Short Name
CEDCS P012	Draft minutes within 10 day (non exec) (LPI CE6)
CEDCS P013	Draft minutes within 3 days (exec) (LPI CE7)
CEDCS P014	Final minutes within 4 days (exec) (LPI CE8)

## FINANCE DIVISION

Outcome: **Benefits Section Charter Mark Reaccreditation against new standards**

Code	Action	Responsible Officer	Due Date
CED64	Match existing results against new standards (using CMAS)	Julie Pullman	31/10/2009
CED65	Determine gaps and develop action plan with Inspector	Julie Pullman	30/11/2009
CED66	Implement Action Plan to meet new standard	Julie Pullman	31/01/2010

## Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: **Closure of Accounts by statutory timeline**

Code	Action	Responsible Officer	Due Date
CED51	Completion of departmental revenue and capital outturns	Sandra Shears	30/04/2009
CED52	Completion of corporate capital closure and asset register	Sandra Shears	31/05/2009
CED53	Complete statutory accounts and report to Audit Committee for approval	Sandra Shears	30/06/2009

## Associated Risks

Code	Title
CED R039	Failure of IT services / Support

CED R040	Failure to retain and recruit key staff
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Outcome: Corporate Payment Card Industry (PCI) standards review			
Code	Action	Responsible Officer	Due Date
CED37	Evaluate existing arrangements against PCI Standard	Noel Adamson	31/10/2009
CED38	Evaluate proposed arrangements and define action plan	Noel Adamson	31/12/2009

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: Determination of 2010/11 Budget			
Code	Action	Responsible Officer	Due Date
CED54	Determine detailed work plan and budget timetable	Chris Little	30/06/2009
CED55	Prepare initial budget consultation proposals reports for Cabinet consideration and approval of initial consultation proposals	Chris Little	31/10/2009
CED56	Facilitate initial consultation arrangements with Scrutiny Forums, Trade Unions and Business Sector	Chris Little	31/12/2009
CED57	Prepare final Budget proposal report for Cabinet and approval of formal consultation proposals	Chris Little	31/12/2009
CED58	Facilitate formal consultation arrangements with Scrutiny Forums, Trade Unions and Business Sector	Chris Little	31/01/2010
CED59	Prepare Final Budget and Council Tax report	Chris Little	28/02/2010

### Associated Risks

Code	Title
CED R039	Failure of IT services / Support
CED R068	Failure to carry out a statutory process (STR R043)

Outcome: Develop Bailiff Shared Service Arrangements with Darlington BC
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Code	Action	Responsible Officer	Due Date
CED35	Review scope of shared service arrangements to include Sundry Debt enforcement and warrants service	Paula Bass	30/06/2009
CED36	Evaluate potential of arrangements to provide a car parking fine enforcement service to DBC	Paula Bass	30/11/2009

## Associated Risks

Code	Title
CED R041	Influence/control of Shared Services arrangements

Outcome: Development of Audit Manager Software 'Team Mate' Arrangements			
Code	Action	Responsible Officer	Due Date
CED39	Test software remote access functionality / capability	Noel Adamson	30/09/2009
CED40	Assess revised office accommodation needs	Noel Adamson	31/12/2009

## Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff
CED R047	Lack of training in IT systems

### Outcome: Evaluate Internal Audit Shared Service Arrangements

Code	Action	Responsible Officer	Due Date
CED41	Set up exploratory meeting with potential partner local authority	Chris Little	30/09/2009
CED42	Determine Hartlepool strategic direction	Chris Little	30/11/2009

## Associated Risks

Code	Title
CED R041	Influence/control of Shared Services arrangements

### Outcome: Implement 2010 Business Rate Revaluation

Code	Action	Responsible Officer	Due Date
CED60	Administer dual business rate lists	Paula Bass	31/10/2009
CED61	Work in partnership with VOA to promote awareness of revaluation to businesses in Hartlepool	Paula Bass	30/11/2009
CED62	Develop and implement staff training programme	Paula Bass	31/01/2010
CED63	Test / implement system amendments	Paula Bass	28/02/2010

## Associated Risks

Code	Title
CED R039	Failure of IT services / Support
CED R040	Failure to retain and recruit key staff
CED R047	Lack of training in IT systems

### Outcome: Implement International Reporting Standards

Code	Action	Responsible Officer	Due Date
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CED47	Update asset register to comply with new IRFS requirements	Sandra Shears	30/04/2009
CED48	Review employee benefit disclosure requirements	Sandra Shears	31/01/2010
CED49	Review Leasing disclosure requirements	Sandra Shears	31/01/2010
CED50	Implement new asset register system (finance module)	Sandra Shears	30/04/2010

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff
CED R047	Lack of training in IT systems

Outcome: <b>Implement Wider Assurance Framework</b>			
Code	Action	Responsible Officer	Due Date
CED43	Assessment of system of Internal Audit as per CIPFA Audit Panel guidance	Noel Adamson	30/09/2009
CED44	Review of audit plan to ensure concurrent with corporate objectives / needs	Noel Adamson	31/12/2009
CED45	Reassess client feedback procedures	Noel Adamson	31/12/2009

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: <b>Implement with Partners, the Keys to Success Programme</b>			
Code	Action	Responsible Officer	Due Date
CED67	Implement Keys to Success Programme	Julie Pullman	31/07/2009
CED68	Review Impact and determine future direction	Julie Pullman	30/09/2009

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: <b>Implement with Partners, the Skills for Life Programme</b>			
Code	Action	Responsible Officer	Due Date
CED69	Determine financial and resource requirements	Julie Pullman	31/05/2009
CED70	Initiate training in schools	Julie Pullman	30/09/2009
CED71	Review impacts	Julie Pullman	31/03/2010

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: <b>Introduction and roll-out of PAYE.NET</b>			
Code	Action	Responsible Officer	Due Date
CED29	Agree new system specification with Capita and complete preliminary implementation tasks (PAYE.NET)	Paula Bass	30/06/2009
CED30	Agree strategy for system roll-out to departmental users (PAYE.NET)	Paula Bass	31/08/2009
CED31	Complete testing of system (PAYE.NET)	Paula Bass	30/09/2009
CED32	Train departmental users (PAYE.NET)	Paula Bass	31/10/2009
CED33	System go live (PAYE.NET)	Paula Bass	30/11/2009
CED34	Roll out system to departmental users (PAYE.NET)	Paula Bass	30/11/2009

### Associated Risks

Code	Title
CED R039	Failure of IT services / Support
CED R040	Failure to retain and recruit key staff
CED R047	Lack of training in IT systems

Outcome: <b>Reduce Sickness Absence</b>			
Code	Action	Responsible Officer	Due Date



CED20	Reduce sickness absence to 9.8 days per FTE	John Morton	31/03/2010
CED21	Acknowledge staff with full attendance records	John Morton	30/06/2009
CED22	Review corporate opportunities to reward staff for full attendance	Mike Ward	30/06/2009

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: Review of Cash Office facilities			
Code	Action	Responsible Officer	Due Date
CED23	Review range and nature of services currently provided by the Cash Office and identify alternative options for delivering services	Paula Bass	30/06/2009
CED24	Develop and implement an exit strategy for cash based transactions	Paula Bass	30/06/2009
CED25	Evaluate card payment transaction volumes and FTE resource required to support continuation of card payment facility at Civic Centre	Paula Bass	31/10/2009

### Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff

Outcome: Undertake Treasury Management Review			
Code	Action	Responsible Officer	Due Date
CED46	Review current procedures in accordance with Audit Commission report "Risk and Reward - English local authorities and Icelandic Banks"	Chris Little	30/06/2009

### Associated Risks

Code	Title
CED R043	Prudential Borrowing / Debt Management

Outcome: Upgrade of Corporate Income Management system to AIM			
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Code	Action	Responsible Officer	Due Date
CED26	Agree new system specification with Capita and complete preliminary implementation tasks (Corporate Income Management System)	Paula Bass	30/06/2009
CED27	Complete testing of system (Corporate Income Management System)	Paula Bass	30/09/2009
CED28	System go live (Corporate Income Management System)	Paula Bass	30/11/2009

## Associated Risks

Code	Title
CED R040	Failure to retain and recruit key staff
CED R047	Lack of training in IT systems

## HUMAN RESOURCES DIVISION

### Outcome: Review and Improve HR Divisional Infrastructure

Code	Action	Responsible Officer	Due Date
CED91	Develop & implement HR Workforce Development Plan	Alison Oxley	30/11/2009
CED90	Review HR (excluding Central Services)	Joanne Machers	31/03/2010

## LEGAL SERVICES DIVISION

### Outcome: Implement Audit recommendations contained in "Setting High Ethical Standards" report

Code	Action	Responsible Officer	Due Date
CED81	Ensure councillors are confident in the actions they should take as individuals if they become aware of conduct by a Member that may be in breach of the code	Peter Devlin	30/09/2009
CED82	Standards Committee (SC) needs to raise its profile & to ensure both councillors and senior officers are fully aware of the role, operation and effectiveness of the SC. SC to consider preparing & issuing annual report clearly outlining achievements for the year	Peter Devlin	30/04/2010
CED83	Ensure all councillors are made aware of the whistle blowing policy and are clear on its purpose, content and process for its use	Peter Devlin	31/03/2010

CED84	The Council should reconsider the way it ensures councillors understand the circumstances in which they must register an interest and the process for doing so to minimise the risks to councillors and the Council	Peter Devlin	31/05/2009
CED85	The Council should explore whether councillors are clear on their responsibilities and actions to follow when they have prejudicial interest in a matter, or whether they misunderstood the question and the response does not reflect reality	Peter Devlin	30/11/2009
CED86	The Council needs to address this lack of awareness about public accessibility to appropriate documents	Peter Devlin	30/06/2009
CED87	The Council should increase awareness of the whistle blowing policy and re-enforce assurances that reporting through this mechanism can be done without fear of reprisal	Peter Devlin	30/11/2009
CED88	The Council needs to establish the reasons for this relatively poor perception of its role in promoting high ethical standards and implement appropriate actions	Peter Devlin	31/08/2010

### Associated Risks

Code	Risk
CED R062	Breach of conduct by elected Members

Outcome: Supporting the Council's Democratic Processes			
Code	Action	Responsible Officer	Due Date
CED80	Ensure compliance with statutory requirements	Peter Devlin	31/03/2010

### Associated Risks

Code	Risk
CED R068	Failure to carry out a statutory process

## Appendix 1 Risks to the delivery of the plan

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

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
CED R002	Implement the Communicating with your Council Plans	Failure to ensure good communication channels in the event of a major incident	M	An effective emergency communication plan. Regular testing of the plan through exercises. Regular updating of the plan. Further training to deal with major emergency incidents. Completed planned control	Qtrly Review of Risk Register	09/01/09 30/06/09	Alastair Rae
CED R004		Failure to communicate in a clear and concise manner	L	Attempt to build a good understanding and relationship with the media. Media training for officers and councillors. P.R. consulted on presentation of communication material. Ensure that new employees are familiar with the Council's Corporate Identity and its application. Monitoring of how the brand is being applied. Corporate Comms Action Plan 07/08.	Qtrly Review of Risk Register	09/01/09 30/06/09	Alastair Rae
CED R005		Poor perception of the Council's profile regionally and nationally.	L	Communicating Council news regionally and national. Targeting specific publications. Building relationships with regional and national partners.	Qtrly Review of Risk Register	09/01/09 30/06/09	Alastair Rae
CED R023		Failure to ensure quality of consultation service by external agencies	L	Questionnaires personally collected. Validity checks - ensure accuracy checks done, check against anticipated returns. Works to data protection principles - check tender/contract documentation.	Qtrly Review of Risk Register	15/04/09 30/06/09	Liz Crookston
CED R024		Failure to promote safety issues of survey interviewers when working away from office.	L	Health and Safety procedures. Interviewer briefings - provide duplicate sample sheets, cover safety issues at all briefings. Provision of First aid packs - provided for all active interviewers.	Qtrly Review of Risk Register	15/04/09 30/06/09	Liz Crookston
CED R029	Continued development of service planning and performance management arrangements	Failure to achieve LAA reward element targets leading to loss of reward grant and less resources to provide services	M	Existing corporate and dept performance management arrangements. Targets included in Corporate Plan, quarterly reporting to Cabinet. Quarterly meetings of lead officers to discuss progress. PI risk assessment and Internal Audit review. 18 month progress report to CMT.	Qtrly Review of Risk Register	19/12/08 30/06/09	Peter Turner

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
CED R031		New PM system fails to operate as intended and disrupts PM arrangements across the Council	L	Structured procurement and assessment process agreed. Key people in departments involved. Key people with ITC experience involved. Implementation project plan agreed and monitored. Additional staff resource identified.	Qtrly Review of Risk Register	2/04/08 30/06/09	Peter Turner
CED R036		Failure to achieve continuous improvement resulting in a decline in council performance compared with other LAs	M	Corporate service planning/performance management arrangements. VFM/efficiency/BPR programme in place. PI reports identify areas of declining performance. Performance agreements developed with CMT.	Qtrly Review of Risk Register	2/04/09 30/06/09	Peter Turner
CED R063		Lack of data quality for performance information results in poor decision making and worsening performance	H	Internal control in place include data Quality Policy, which is reviewed annually, PI coordinator arrangements, programme of reviews of PIs to ensure data quality, fundamental review of PIs in 2007/8, introduction of control sheets as part of Covalent introduction	Qtrly Review of Risk Register	7/04/09 30/06/09	Peter Turner
STR R007	Delivery of the ICT Strategy to support corporate objectives	Experiencing failure or lack of access to Critical ICT systems	M	Data back up and recovery plans operated by Northgate. Information security action plan is in place to address the requirements of the Audit Commission audit. Ind. Prof. ICT advice now in place. Core system service standards availability added into the SLA - new. SLA service. Standards revised upwards in terms of availability. Client Service Officer now in post to monitor N'gate quality/service standards. Contract review planned as part of service plan for 2007/8	Qtrly Review of Risk Register	14/4/09 30/06/09	Andrew Atkin
CED R018		Loss of ICT service due to contract problems with Northgate	L	Regular monitoring of Northgate performance. Ongoing negotiations. Client side officer in post and independent advice. Open dialogue and regular monitoring with Northgate. Regular meetings between CEX, ACE and NIS Director. Contract review facilitated by NCC.	Qtrly Review of Risk Register	03/04/09 30/06/09	Joan Chapman
CED R021		Failure of ICT to support corporate objectives	L	Regular review of strategy by ICT Steering Group. Review of ICT Steering Group and links with CMT, budget and corporate plan	Qtrly Review of Risk Register	03/04/09 30/06/09	Joan Chapman

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
CED R06	Develop and implement Business Transformation Programme	Failure to support, and where appropriate, deliver the HR aspects of the Business Transformation Programme	M	Interim Project Manager for HR/Payroll system appointed and dedicated project team established. Business Transformation Project Manager role (when appointed) to include being Project Manager for HR projects (or HR/Payroll System). HR support tasks identified. All actions to be managed via Covalent.	Qtrly Review of Risk Register	26/01/09 30/06/09	Joanne Machers
STR R043		Fail to maximise benefits of implementing the Business Transformation Programme	L	1) Informal and formal reporting routes have been established (Programme Board, Cabinet reporting), 2) Governance arrangements in respect of programme and Project planning provide a framework for operation and identification of potential business benefits and options should they not be pursued. 3) Initial agreement has been received for the core funding of the project in the medium term 4) Each element of the programme has been the subject of independent evaluation and identification 5) for each of the project proposals for the programme there is an initial review ( or mobilisation phase) built in 6) the determination of the overall programme will be the subject of detailed scrutiny to ensure that dependencies are identified and managed 7) the programme timescales overall have been determined to provide the opportunity to align with the budget process for 09/10 8) Programme and project management arrangements are in place to ensure the slippage is identified and managed 9) the opportunities from the business transformation programme are being aligned with 3% departmental efficiencies being identified to ensure proper accounting for efficiencies 10) Budget provision has been agreed for the core team to deliver the programme	Qtrly Review of Risk Register	14/04/09 30/06/09	Andrew Atkin

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review  Last /Next	Responsible Officer
				11) Initial discussions have been undertaken on the core resourcing and release of individuals for the team 12) Backfilling provision has been made available to minimise the impact of any staff release 13) Consideration is to be given in all potential programme areas to the need for , value of, external support in achieving project / programme objectives 14) Programme and rationale has been communicated as it develops through briefings, management meetings, members seminars 15) The disposals policy council determines the achievement of best value in disposal 16) Consideration of market conditions is inherent in the policy 17) Consideration of in house skills and knowledge requirements will be taken into account as part of the mobilisation of the Business transformation programme and individual projects 18) the opportunity to extend Northgate contract for 2 years as part of contract renewal process has been agreed by Cabinet and is being actioned 19) Current arrangements for performance management will be maintained 20) Programme and project management arrangements are in place to identify and address slippage 21) Aligned with the options included in the budget process is currently being undertaken to minimise / identify potential risk areas 22) The planning of the programme provides the opportunity to manage the potential for redundancy 23) The authority has in place arrangements for redeployment and these will be utilised within the programme 24) Vacancy management arrangements			

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
				<p>provide the opportunity to manage the impact of this risk</p> <p>25) Programme and rationale has been communicated as it develops through briefings, management meetings, members seminars</p> <p>26) The planning of the programme provides the opportunity to identify potential training and support requirements</p> <p>27) The alignment of the programme with budget proposals in the development phase has been initiated and will be managed as the budget and programme arrangements develop</p> <p>28) The programme timescales have been determined to enable a managed process for the development of the budget</p> <p>29) The overall structure of the programme has been proposed</p> <p>30) The synergies between this and other efficiency projects have been identified</p> <p>31) The authority has in place an agreed Job Evaluation framework and equal pay scheme</p>			
CED R037	Implement Risk Strategy to ensure robust risk management arrangements are in place	Failure to embed risk management arrangements leads to service/governance failures resulting in reputation/financial loss	M	Corporate Risk Management Group meets regularly to lead process. Risk champions ACE and PM PfH. Database implemented to facilitate risk management. Annual review of strategic risk programmed for June 2007. Quarterly reviews of departmental risk registers. Risk included in spec for new PM system.	Qtrly Review of Risk Register	02/04/08 30/06/08	Peter Turner



Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
CED R011	Develop and improve the effectiveness of the Overview and Scrutiny Function	Failure to deliver the content of the Overview and Scrutiny Work Programme 2007/08	L	Systematic and realistic approach to the planning and delivery of Work Programmes of individual Scrutiny Forums. Scrutiny investigations are well planned, have clear objectives and follow a prescribed project plan/timetable. Work programmes re-prioritised upon receipt of a referral together with availability of dedicated scrutiny support. Selection criteria to deal with non mandatory referrals devised and approved.	Qtrly Review of Risk Register	15/12/08 30/06/09	Joan Wilkins / James Walsh
CED R012		Failure to further develop links between the Executive and Scrutiny	L	Work Programmes compiled in consultation with relevant Executive Member. Effective communication with individual Executive Members about forthcoming reviews / Limited use of Call-In procedure. Scrutiny remits re-aligned to new organisational structure and Executive arrangements. Executive members now feedback to scrutiny as and when required. Joint Cabinet/Scrutiny Event held with an agreed action plan to address issues raised. Joint Cabinet / Scrutiny Events held quarterly.	Qtrly Review of Risk Register	15/12/08 30/06/09	Joan Wilkins / James Walsh
CED R013		Failure to Monitor Agreed Scrutiny Recommendations	L	Implementation of current monitoring and evaluation procedure in place. Procedure in place to ensure Scrutiny recommendations are reported back manually on a 6mthly basis. Monitoring of scrutiny recommendations via newly created electronic database piloted in Nov 07 by SCC, to be rolled out for all Scrutiny Forums in June 08. Monitoring Database now fully implemented.	Qtrly Review of Risk Register	15/12/08 30/06/09	Joan Wilkins / James Walsh
CED R014		Tackling the Barriers to Effective Scrutiny	L	Regular briefing mtgs held with Scrutiny Officer & Chairs of individual S/Forums. Tailor-made training programme held during 2005/06, 2006/07 & 2007/08 Municipal Yrs. Scrutiny Officer Liaison Group has been formed and meets quarterly. Scrutiny Chairs meet informally on a bi-monthly basis. CMT are updated on Scrutiny issues on a quarterly basis.	Qtrly Review of Risk Register	15/12/08 30/06/09	Joan Wilkins / James Walsh

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
CED R015		Failure to implement the extended Scrutiny powers outlined in the Local Government Bill	L	Members Seminar held on 11 April 07 on new powers to raise awareness. Scrutiny Co-ordinating Cttee, Chief Officers and Scrutiny Officers Liaison Gp kept update as information become available. Home Office & DCLG now agreed one CCfA, update provided to SCC on 21 Nov 07. Process currently being devised for consideration by SCC late Nov 08. whilst awaiting issue of guidance later this year. Revised implementation date now April 2009, although awaiting formal confirmation of revised date.	Qtrly Review of Risk Register	15/12/08 30/06/09	Joan Wilkins / James Walsh
CED R016		Failure to raise the profile of the work of the Authority's Overview and Scrutiny Committees	L	Promotion of awareness of the role Scrutiny in Hartlepool in existing publications i.e. Hartbeat. Newly developed Scrutiny webpages. Promotion of the conclusions/recommendations of Scrutiny investigations. The Authority's Scrutiny Mgr held the Chair of the Officers Regional Scrutiny Network in 2006/07. Scrutiny Leaflet produced in 2005/06 and revised in 2007/08. Annual Report produced for 2005/06, 2006/07 and 2007/08 and in process of compiling 2008/09 Annual Report. Press Releases issued where appropriate throughout all scrutiny investigations.	Qtrly Review of Risk Register	15/12/08 30/06/09	Joan Wilkins / James Walsh
CED R028	Adopt new Governance arrangements for Registration Service	Failure to provide Statutory Registration Duties	L	Procedures- I.T systems. Waiting period set out in legislation- no local leeway. Briefing of staff / training	Qtrly Review of Risk Register	02/04/09 30/06/09	Peter Spires / Peter Turner
CED R007	Continue to develop and improve efficiency and effectiveness of democratic function	Serious problems prevent Councillors and staff attending decision making meetings	L	Meetings would be abandoned until such time as sufficient Councillors/staff can attend. BCP in place	Qtrly Review of Risk Register	21/10/08 30/06/09	Amanda Whitaker
CED R006	Maintenance and Review of Democratic Services Team admin function	Loss of use of Civic Centre for meetings and/or as an administrative base	L	Other Council owned venues to be utilised where possible, e.g. Municipal, Town Hall, Borough Hall and Community Centres. List of viable alternative venues available and currently being used in light of Civic Centre Refurbishment.	Qtrly Review of Risk Register	21/10/08 30/06/09	Amanda Whitaker
CED R060	Ensure arrangements are in place to deal with	Delivery of an effective Corporate Service	H	Efficient officer competence. Responsible Council (Members). Member / Officer	Qtrly Review	16/10/08	Peter Devlin

<b>Risk Reg. Ref</b>	<b>Dept. Outcome</b>	<b>Key risks to achieving departmental service objectives</b>	<b>Priority H/M/L</b>	<b>Procedures/processes/management arrangements/controls in place to mitigate identified risks</b>	<b>Method of Review</b>	<b>Date of Review Last /Next</b>	<b>Responsible Officer</b>
	new and existing legislation  Development of Governance Arrangements			training. Monitoring procedures.	of Risk Register	30/06/08	
CED R062	Implement Audit recommendations contained in "Setting High Ethical Standards" report	Breach of conduct by elected Members	M	Member training. Circulation of code of conduct. Officer guidance and advice. Information from Standards Board. Political group discipline.	Qtrly Review of Risk Register	16/10/08 30/06/08	Peter Devlin
CED R068	Supporting the Council's Democratic Processes  Determination of 2010/11 Budget  Development of Governance Arrangements	Failure to carry out a statutory process	M	Management processes for the performance of statutory responsibilities. Lexcel accreditation of the above processes. Policy Statement awareness of new legislation guidance to departments. Monitor progress of white paper.	Qtrly Review of Risk Register	16/10/08 30/06/08	Peter Devlin
CED R052	Develop and Improve Customer Service Provision	Failure of Contact Centre to improve service delivery	L	Regular steering group & project leaders meetings to monitor progress against plan. Engagement of departments in prioritising, mapping, re-engineering processes. Testing periods integral to implementation. Regular reporting to Elected Members. Public consultation. Staff training programme	Qtrly Review of Risk Register	31/03/09 30/06/09	Christine Armstrong
STR R010	Implement the People Strategy and Workforce Development Strategy	Flu pandemic	H	Main Flu pandemic contingency plan in draft and operable. Bus. Continuity Plan with Departmental overarching framework. Critical Services Identified at a strategic level. Strategic Incident Response Team. Disaster Plan with Northgate & remote access plan. Exercises conducted with Health agencies. Draft Pandemic Flu plan (awaiting changes by 'health'). Anti viral distribution plan (awaiting changes by 'health'). LRF plan written by CEPO - plan tested during 'Gold' level exercise scrutinised by staff from Cabinet office on 11th February 2009.	Qtrly Review of Risk Register	23/04/09 30/06/09	Denis Hampson

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
STR R021		Future Equal pay claims	H	Resources have been factored into the budget strategy for future pay claims. Consultation & negotiation with staff and unions with ACAS support. Job Evaluation exercise is completed. Bridging the gap arrangements for 1 April 2004 - 31 March 2007. Settlement agreed (via COT3) of almost 100% of high risk group employees until March 07. Green Book bonus schemes terminated 31 March 2007.	Qtrly Review of Risk Register	20/01/09 30/06/09	Joanne Machers
STR R022		Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims	H	Potential costs factored into financial planning arrangements. Counsel's advice received in respect of possible settlement terms. Ongoing discussions with claimants solicitors regarding possible settlement terms. Preliminary legal points resolved. Favourable ET decisions regarding Aided School employees.	Qtrly Review of Risk Register	20/01/09 30/06/09	Joanne Machers
CED R049		Fraudulent or incompetent data handling leading to inappropriate payments being made to employees resulting in financial loss, investigation, additional administrative work and adverse publicity	L	Checking system is in place. Access levels to systems restricted. Separation of duties. Compliance with Audit regulations and process subject to audit checks. All employees now trained.	Qtrly Review of Risk Register	31/03/09 30/06/09	Alison Oxley
CED R050		Shortage of skilled staff leading to an inability to fulfil HR commitments resulting in SLA's and/or service standards not being met and some tasks not being undertaken.	L	Training and development of existing staff (via Appraisal). Rotation of staff within the teams. Access to agency staff. Introduce exit interviews.	Qtrly Review of Risk Register	31/03/09 30/06/09	Alison Oxley
CED R051		Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and/or accidents to employees, resulting in industrial, criminal or civil action against the Council.	M	System of consultation and communication with employees and their representatives. Visible senior management commitment by Chief Executive & Performance Management Portfolio holder. Policies and procedures in place and reviewed regularly. Internal resources for advice and monitoring. Access to updates and case law material. Recruitment of competent managers; training in inter-personal and other relevant skills and legislation. Regular training/briefing sessions delivered by competent HR Professionals.	Qtrly Review of Risk Register	16/01/09 30/06/09	Alison Swann
CED R053 &		Poor recruitment/training/development/retention resulting in a failure to maintain a suitably	M	Recruitment & Retention strategy & policy and pre-employment checks, performance management. Written	Qtrly Review of Risk	26/01/09	Joanne Machers

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
R058		skilled/experienced/procedure compliant workforce leading to inadequate/inappropriate service delivery/behaviour by employees		terms and conditions of service to ensure consistency and equality. Whistleblowing policy, Code of Conduct for employees. Peer Influence, Constitution. Politically restricted posts. Workforce development planning and training and development for employees at all levels. Competency Framework introduced linked to Appraisal/Training Reviews. Annual Training Programme. Workforce Development Strategy. Induction, including new managers induction	Register	30/06/09	
CED R054		Avoidance of a major accident or incident	M	Suitably qualified and training for staff. Policies and procedures in place. External assessment of arrangements. Maintenance arrangements e.g. property, valuables, by qualified persons. Updated Bomb Procedures in place and training in place. Extended CMT trained by Gallagher Bassett on H&S for Senior Executives. Strategic Health and safety action plan being developed. Property management arrangements being reviewed to ensure appropriate arrangements in place for protection from serious incidents e.g. fire.	Qtrly Review of Risk Register	20/01/09 30/06/09	Stuart Langston
CED R055		Significant breach of confidentiality and/or personal data security creating poor industrial relations and morale leading to criminal and/or civil proceedings and adverse publicity	M	Existing system for the release of personal data. Use of secure storage facilities for paper records and information (current and archive). Limited use of electronic communication systems such as e-mail to distribute personal data. Security systems in place for buildings and HR workspaces. Implement any improvements from the Information Security Working Group. Introduction of clear desk policy and procedures, training in relevant procedures and legislation.	Qtrly Review of Risk Register	17/03/09 30/06/09	Rachel Clark
CED R056		Failure of external suppliers / providers to consistently provide services, leading to HR not delivering services to departments	M	Service standards included in some contracts e.g. Advertising, Occupational Health. Suppliers assessed for their	Qtrly Review of Risk Register	20/01/09	Stuart Langston

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
				interviews. Legal drawing up contract. Health, Safety and Wellbeing Team restructured to improve contract supervision. Other lower value contracts monitored. tender process will be undertaken for musculo/skeletal contract in time for April 09. Usage of counselling service contracts monitored. Regular meetings with the service provider to maintain standards.			
CED R057		Failure to achieve external Income leading to budget reductions resulting in a reduction of staff	L	Account managers for schools in place. CRB costs curtailed in relation to income. Pension Processing efficiencies implemented. Differential charges for Fair Funding. All but one school signed up in 2009/10. System in place to recharge when employees do not turn up for training courses	Qtrly Review of Risk Register	16/01/09 30/06/09	Wally Stagg
CED R059		Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims	L	Diversity Steering Group in place with detailed action plan. Departmental Equality Groups established. Equality considerations included in service planning arrangements. Level 3 of the Equality standard achieved and externally validated. Funding for Critical Challenge obtained until March 2009 and bid for ongoing funding included in 2009/10 budget round	Qtrly Review of Risk Register	16/01/09 30/06/09	Wally Stagg
CED R067		Loss of key staff / Insufficient numbers of staff to match service delivery demands (STR R023)	M	Development of career grade structures in Regeneration and Planning. Use of outside support as appropriate - Agency & consultants. Mainstreaming of exit strategies for some posts. Recruitment & Retention team in place within Human Resources with Recruitment and Retention Strategy agreed. Corporate Restructure complete & new directors grading structure agreed. People Strategy and Workforce Development Plan in place. Attendance Management arrangements.		20/10/08 30/06/09	Joanne Machers
CED R040	<ul style="list-style-type: none"> <li>Benefits Section Charter Mark Reaccreditation</li> </ul>	Failure to retain and recruit key staff	M	Annual training plans including workforce development programme for management. Rotation of staff within service areas. Re-prioritise workload issues. Operation of flexible working arrangements. Implemented a Home	Qtrly Review of Risk Register	17/10/08 30/06/09	John Morton

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
	against new standards <ul style="list-style-type: none"> <li>• Closure of Accounts by statutory timeline</li> <li>• Corporate Payment Card Industry (PCI) standards review</li> <li>• Developing money management training / awareness in partnership with the education sector</li> <li>• Developing referral arrangements from PCT channels to improve the awareness of financial support packages for those in need</li> <li>• Development of annual reports</li> <li>• Development of Audit Manager Software 'Team Mate'</li> </ul>			Working Policy. Implemented Compressed Hours Policy			

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review  Last /Next	Responsible Officer
	Arrangements <ul style="list-style-type: none"> <li>• Formalising the budgetary roles and responsibilities of the departmental and central finance teams</li> <li>• Implement 2010 Business Rate Revaluation</li> <li>• Implement International Reporting Standards</li> <li>• Implement Wider Assurance Framework</li> <li>• Implement with Partners, the Keys to Success Programme</li> <li>• Implement with Partners, the Skills for Life Programme</li> <li>• Improving accounting reporting mechanisms by developing linkages between</li> </ul>						



Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review  Last /Next	Responsible Officer
	performance and financial management <ul style="list-style-type: none"> <li>• Improving awareness of the Council's financial position</li> <li>• Introduction and roll-out of PAYE.NET</li> <li>• Prepare for introduction of Comprehensive Area Assessment in 2009</li> <li>• Reduce Sickness Absence</li> <li>• Review of Cash Office facilities</li> <li>• Support the local economy through discretionary rate relief mechanisms; the promotion of the small business rate relief scheme; accelerating invoice payment procedures to businesses</li> </ul>						

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
	within the Borough <ul style="list-style-type: none"> <li>Supporting the development of Hartlepool's Financial Inclusion Partnership</li> <li>Upgrade of Corporate Income Management system to AIM</li> </ul>						
CED R039	<ul style="list-style-type: none"> <li>Closure of Accounts by statutory timeline</li> <li>Determination of 2010/11 Budget</li> <li>Implement 2010 Business Rate Revaluation</li> <li>Introduction and roll-out of PAYE.NET</li> <li>Support the local economy through discretionary rate relief mechanisms; the promotion of the small business rate relief scheme;</li> </ul>	Failure of IT services / Support	M	Disaster recovery plans in place. Back up and recovery procedures established. Comprehensive testing following implementation and upgrades. Joint forward planning meetings are in place between HBC / NIS relating to system upgrades/software. Business Continuity arrangements being developed. Completed.	Qtrly Review of Risk Register	17/10/08 30/06/09	John Morton

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
	accelerating invoice payment procedures to businesses within the Borough						
CED R041	<ul style="list-style-type: none"> <li>Develop Bailiff Shared Service Arrangements with Darlington BC</li> <li>Development of transactional services (i.e. payroll services, income management services)</li> <li>Evaluate Internal Audit Shared Service Arrangements</li> </ul>	Influence/control of Shared Services arrangements	L	Implementation of Partnership Governance Framework. Terms and specifications are clearly defined / agreed. Contracts / Arrangements are subject to Performance Management Protocols.	Qtrly Review of Risk Register	31/12/08 30/06/09	Mike Ward
CED R047	<ul style="list-style-type: none"> <li>Development of Audit Manager Software 'Team Mate' Arrangements</li> <li>Development of transactional services (i.e. payroll services, income management services)</li> </ul>	Lack of training in IT systems	M	Some localised training procedure notes and system manuals. European Driving licence training programmes. Ongoing training / support programmes for main IT systems. Procedure Manuals are regularly updated and issued to all users covering the main systems. Financial Procedure Rules are subject to Annual review and issued to staff.	Qtrly Review of Risk Register	17/10/08 30/06/09	Paul Hamilton & John Morton

Risk Reg. Ref	Dept. Outcome	Key risks to achieving departmental service objectives	Priority H/M/L	Procedures/processes/management arrangements/controls in place to mitigate identified risks	Method of Review	Date of Review Last /Next	Responsible Officer
	<ul style="list-style-type: none"> <li>Implement 2010 Business Rate Revaluation</li> <li>Implement International Reporting Standards</li> <li>Introduction and roll-out of PAYE.NET</li> <li>Upgrade of Corporate Income Management system to AIM</li> </ul>						
CED R045	<ul style="list-style-type: none"> <li>Support the local economy through discretionary rate relief mechanisms; the promotion of the small business rate relief scheme; accelerating invoice payment procedures to businesses within the Borough</li> </ul>	Failure of Financial Management Systems – INTEGRA	L	Disaster recovery plans. Back up and recovery procedures. Comprehensive testing following implementation and upgrades. Manual cheques for payments. Reciprocal contingency arrangements agreed with Stockton B.C. for Direct Debits. Business Continuity agreements being developed.	Qtrly Review of Risk Register	31/10/08 30/06/09	Mike Ward
CED R043	<ul style="list-style-type: none"> <li>Undertake Treasury Management Review</li> </ul>	Prudential Borrowing / Debt Management	L	CIPFA Code of Practice. Financial planning arrangements. Budget Policy framework. Constitutional arrangements. Internal Audit review. More long term fixed rate borrowing	Qtrly Review of Risk Register	31/10/08 30/06/09	Mike Ward

<b>Risk Reg. Ref</b>	<b>Dept. Outcome</b>	<b>Key risks to achieving departmental service objectives</b>	<b>Priority H/M/L</b>	<b>Procedures/processes/management arrangements/controls in place to mitigate identified risks</b>	<b>Method of Review</b>	<b>Date of Review  Last /Next</b>	<b>Responsible Officer</b>
				together with appropriate use of LOBOs.			

## **FINANCE & PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Chief Personnel Officer

**Subject:** GENERAL PURPOSES (APPEALS AND STAFFING) SUB COMMITTEE – APPEALS PROCEDURE AMENDMENT

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### **SUMMARY**

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

To request approval for the recommendation clarifying the role of the Chief Personnel Officer or HR representative at General Purposes (Appeals and Staffing) Sub Committee within the employment appeals process.

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

This report outlines the amendments recommended and comments from trade union representatives as a result of consultation.

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

Corporate issues.

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

Non-key decision.

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

Portfolio Holder only.

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

That the Portfolio Holder approves the recommendations made for changes to the appeals procedure.

**Report of:** Chief Personnel Officer

**Subject:** GENERAL PURPOSES (APPEALS AND  
STAFFING) COMMITTEE – APPEALS  
PROCEDURE AMENDMENT

---

**1. PURPOSE OF REPORT**

To request approval for the recommendation clarifying the role of the Chief Personnel Officer or HR representative at General Purposes (Appeals and Staffing) Sub Committee within the employment appeals process.

**2. BACKGROUND**

It was noted that the current procedure whereby the Chief Personnel Officer left proceedings during Member deliberations during discipline dismissals was fraught with risk due to the complex considerations relating to employment legislation context of many of the appeals. In order to guide Members appropriately the Chief Personnel Officer recommended that a Human Resources representative was present during deliberations.

On 21 September 2007 the Performance Portfolio Holder agreed a review for an initial period of 12 months which involved trialling an amendment to the discipline dismissal procedure to allow the Chief Personnel Officer to be recalled to clarify the legal position once members had reached a decision, before the other parties were advised of the decision. The 12 month period was subsequently extended as there had been insufficient hearings to make an assessment of impact.

There have been a number of appeals to this committee recently and following discussions with the Chairman of the panel, the following recommendations at paragraph 5 have been made to amend the appeals procedures.

Consultation has been held with trade unions and their comments are identified below.

**3. PROPOSALS**

That all employment appeal procedures to the General Purposes (Appeals & Staffing) Sub Committee are amended to reflect the following statements:

*The Chief Personnel Services Officer or representative will attend appeals against dismissal to provide advice (including procedural and employment law advice) to the Committee and to assist members generally in establishing the arguments and facts being presented to them.*

*The Committee to deliberate in private with only the Chief Personnel Officer or representative and Secretary in attendance recalling the management representative, Human Resources representative, the employee and representative only if clarification of evidence already given is required. In such instances all parties should be recalled even though clarification may be required from only one party*

#### **4. TRADE UNION CONSULTATION**

Trade unions were advised of the proposals and the following response was confirmed by trade union representatives at the Single Table Group meeting held on 25<sup>th</sup> June 2009.

The response from trade unions is that they understand the reason for the recommendation and acknowledge that other authorities operate the same system, so Hartlepool is unique in its approach. They also wish to see consistency across the different types of appeals.

However, trade unions continue to have concerns regarding the Chief Personnel Officer or their representative remaining in the room due to the potential to be overly influential to Councillors. If this recommendation is approved trade unions would wish there to be a commitment to monitoring this change with the expectation that any individual concerns raised would be acted upon as appropriate.

#### **5. RECOMMENDATIONS**

The proposal is that the recommendation is approved.

#### **6. REASONS FOR RECOMMENDATIONS**

If the recommendations are approved then this will achieve the following outcomes:

- it will reflect the good practice of other local authorities in the north east region



- support consistency across all the employment appeals procedures to this committee
- provide the necessary employment law guidance and support for Members during deliberations in what can be very complex considerations and protect the Council
- enable the Chief Personnel Officer to be a witness at an Employment Tribunal on behalf of the Chair of the Committee

## **7. BACKGROUND PAPERS**

Correspondence with trade union representatives  
Single Table Meeting minutes – 25 June 2009

## **8. CONTACT OFFICER**

Rachel Clark,  
Human Resources Adviser  
Tel: 01429 284346  
Email: [rachel.clark@hartlepool.gov.uk](mailto:rachel.clark@hartlepool.gov.uk)

## **FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Assistant Chief Executive and Chief Personnel Officer

**Subject:** CHIEF EXECUTIVE'S DEPARTMENTAL PLAN  
2008/09 – END OF YEAR MONITORING  
REPORT – CORPORATE STRATEGY AND  
HUMAN RESOURCES

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### **SUMMARY**

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

To inform the Portfolio Holder of the achievements made against the Chief Executive's Departmental Plan for 2008/09.

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

The progress against the actions contained in the Chief Executive's Departmental Plan 2008/09.

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

The Portfolio Member has responsibility for performance management issues.

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

Non-key.

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

Portfolio Holder meeting 14<sup>th</sup> July 2009.

#### **6. DECISION REQUIRED**

Achievement on actions be noted and new target dates agreed

**Report of:** Assistant Chief Executive and Chief Personnel Officer

**Subject:** CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2008/09 – END OF YEAR MONITORING REPORT

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### **PURPOSE OF REPORT**

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2008/09 for the period up to 31 March 2009.

### **BACKGROUND**

2. The Performance Management Portfolio Holder agreed the Chief Executive's Departmental Plan in May 2008.
3. The Chief Executives Department is split into five divisions, with Corporate Strategy and Human Resources reporting to the Performance Portfolio Holder. Issues relating to the Finance, Legal Services and Procurement Divisions are reported separately in this instance. Future performance reports will cover all divisions within the Chief Executive's department.
4. The Chief Executive's Departmental Plan 2008/09 sets out the key tasks and issues within an Action Plan to show what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development Actions as laid out in the 2008/09 Corporate Plan. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
5. The Council's Performance Management system (Covalent) is used to collect and analyse performance against the actions and targets detailed in the Corporate Plan, the five Departmental Plans as well as Service and Operational Plans. The system is also used to monitor Risk Management across the council within the Performance Management Framework. The information in the system was used to prepare this report.
6. Each Division has also produced a Divisional Service Plan, detailing the key tasks and issues facing each division in the coming year. Each

plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Actions contained in the Corporate Plan, as well as the key tasks and priorities contained in the Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identifies in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT.

### END OF YEAR PERFORMANCE

7. This section looks in detail at how the Corporate Strategy Division and Human Resources Division have performed in relation to the key actions that were included in the Chief Executives Departmental Plan 2008/09. On a quarterly basis officers from across the department are asked, via Covalent, to provide an update on progress against every action contained in the Departmental Plan and, where appropriate, every Performance Indicator.
8. Officers are asked to provide a short commentary explaining progress made to date, and asked identify the expected outcome of each action set out in the Departmental Plan. The following traffic lights are use within the Covalent:



**Achieved Target**



**Expected to achieve target**



**Target not achieved**






**Not expected to achieve target**

9. We would expect that the majority of actions and PI's would fall into either 'Achieved Target' or 'Target not achieved', however there are a small number of actions that have a due date which falls into next year 2009/10 and so maybe highlighted as 'Expected to achieve target'.

### OVERVIEW OF PERFORMANCE

10. Within the Corporate Strategy and Human Resources Divisions there were a total of 60 actions identified in the 2008/09 Departmental Plan. Please note future monitoring reports will include all divisions in the Chief Executive's Department within a single report. However, table 1, below, summarises the achievements made during 2008/09 for just Corporate Strategy and Human Resources Divisions.

Table 1 – Corporate Strategy/Human Resources progress summary

		Corporate Strategy	Human Resource	Total
	<b>Achieved Target</b>	50	15	<b>65</b>
	<b>Expected to achieve target</b>	4	1	<b>5</b>
	<b>Target not achieved</b>	6	6	<b>12</b>
	<b>Total</b>	<b>60</b>	<b>22</b>	<b>82</b>

11. A total of 65 actions (79%) have been reported as having achieved their targets and a further 5 (6%) are noted as having target dates after 31<sup>st</sup> March 2009 but all are expected to achieve their target.
12. However, 12 actions (15%) have been highlighted as not achieving their target. More information on these actions can be found in the relevant sections below.

### Corporate Strategy Division

13. The Plan contained 60 actions that were the responsibility of the Corporate Strategy Division. At the end of the year 50 actions have been completed (83%), and a further 4 (7%) noted as having target dates after 31<sup>st</sup> March 2009 but all are expected to achieve their target. However, 6 actions (10%) did not achieve their target. The tables below detail these actions, together with a comment explaining why the deadline has not been met and any appropriate remedial action.

Table 2a: Corporate Strategy Actions where target was not achieved

Ref	Action	Date to be Completed	Comment
<b>Outcome: Delivery of the ICT Strategy to support corporate objectives (OD A16)</b>			
CED A057	Website Development	31/03/2009	This target was not achieved due to the website providers Jadu offering an upgrade to the new version. A proposed date change has been requested to 31/07/2009 and taken forward into next years Departmental Plan
CED A059	Ensure continuation of robust and relevant ICT support for the authority	31/03/2009	Target not achieved due to sub action CECS A104 not being achieved. The survey results from this action were published in March with the SIP to follow in April / May 09
CED A050	Review of ICT Strategy to ensure links with departmental requirements and other corporate objectives	31/03/2009	Strategy review day scheduled for March had to be rescheduled due to clash with Cabinet meeting. Preparation for review day completed. Rescheduled provisionally for May. Revised strategy to be produced following that day

Ref	Action	Date to be Completed	Comment
CED A058	Information Security	31/01/2009	The Government Connect (GC) project has major implications for the revision of the Information Security Policies, including the introduction of a new policy specifically for staff accessing the GC network. Guidance on the changes required was published in March and needs to feed into various policies. There a proposed date change of 26 June 2009 has been put forward.
<b>Outcome: Review of Registration service provision (CSO 03)</b>			
CED A211	Develop and implement Registration restructure proposals	26/06/2009	Progress was made principally on completing job evaluation of statutory officers who are now formally employees of the council. Final results are expected when financial management information is processed. Evidence from the Service Delivery Inspection report by the General Register Office and experience of other local authorities suggests the best way forward is to carry out restructure and adoption of New Governance arrangements as one operation. Adoption of new governance arrangements is included in the service plan for 2009/10.
CED A210	Complete Hartlepool Connect feasibility study for Registration Service	27/03/2009	Some progress made with process mapping and this has been shared with Hartlepool Connect but further work required to reach decision on feasibility. This will need to be given further consideration in 2009/10 in light of Business Transformation decision on departmental restructure and possible move of Registration Service to Human Resources Division.

14. Within 2008/09 the Corporate Strategy Division completed a number of actions, including: -

- The extended powers to Scrutiny known as 'Councillor Call for Action' mechanism have been approved through Constitution Working Group/Committee and Full Council and will be immediately implemented.
- The delivery of the Scrutiny Work Programme is complete with the final reporting for 2008/09 being considered at SCC on 24<sup>th</sup> April 2009.
- All actions within the Corporate Communications Strategy Plan have been implemented through 2008/09.
- To help prepare for the introduction of CAA meetings have been held with key partners and dialogue is ongoing with the CAA lead in respect of this programme.

- Scanning arrangements and amended working practices have been introduced within democratic services to reduce work filing storage.
- Place survey data was submitted to the Audit Commission on 15<sup>th</sup> January 2009 and Hartlepool National Indicator results were returned on 10<sup>th</sup> February 2009. However comparative data is still awaited due to delays in CLG data quality checks. HBC topline results reported to CMT and interim report to Performance Portfolio Holder is planned.

15. Corporate Strategy Division currently monitors 23 Performance Indicators with 14 (61%) achieving their target, 6 PI's (26%) are still awaiting final outturn figures. The final 3 PI's (13%) did not achieve their target with the details being in Table 2b.

Table 2b: Corporate Strategy PI's where target was not achieved

Ref	PI	Target	Outturn	Comment
CEDCS P015	PIs amended as a result of external audit (LPI CE9)	0	4	16 January 2009 4 out of 5 PIs that were audited were found to be incorrect and have had to be amended. Data Quality has been identified as an issue across the Council and briefing sessions, delivered by Corporate Strategy and Internal Audit have been held in December and January. Specifically Data Quality has been included in proposals for inclusion in the suite of Action Plans in 2009/10 ensuring it remains a high priority.
ICT PI 8	Management practice indicator - the number of practices that have been adopted by the organisation out of a possible total of 10	10	6	01 April 2009 HBC adopts 6 out of a max of 10 practices recommended, these are: Formal SLA ITIL SIP User Satisfaction Survey Direct Report to CMT Governance, Leadership and Long Term planning are included in Strategy
ICT SI 2	Users per workstation	0.8	0.71	01 April 2009 No baseline target was available for this indicator so we set 0.8 as an estimated target without any historical evidence or guidance as to what thresholds to set.

## Human Resources Division

16. The Plan contained 22 actions that were the responsibility of the Human Resources Division. At the end of 2008/09 a total of 15 actions (68%) have been completed and one is due for completion in 2009/10. However, 6 actions (27%) are not achieving their target. Table 4 below details these actions, together with a comment explaining why the deadline has not been met and any appropriate remedial action.

Table 4: Human Resources Actions where target was not achieved

Ref	Action	Date to be Completed	Comment
<b>Outcome: Develop and Implement Efficiency Strategy (OD A14)</b>			
CED A152	Undertake Postal Services Review	31/03/2009	Project will be completed during 2009-10
<b>Outcome: Develop the Contact Centre to increase the range of services provided (OD A08)</b>			
CED A122	Develop technology	31/03/2009	Satisfactory progress is being made, will continue in 2009/10.
<b>Outcome: Enhance Equality and Diversity arrangement and mainstream into all council service activities (SC A19)</b>			
CED A110	Improve Equality and Diversity Leadership and Corporate Commitment	31/03/2009	Delayed due to other priorities. Expected to be completed in May 2009
<b>Outcome: Implement the Communicating with your Council Plans (OD A09)</b>			
CED A125	Implement Corporate Customer Services Strategy	31/03/2009	Work will continue during 2009-10 as part of customer service business transformation workstream
<b>Outcome: Implement the People strategy and Workforce Development Strategy (OD A11)</b>			
CED A138	Implement Plans to Promote Healthy Working	31/03/2009	Currently identifying funding from PCT. This is provisionally agreed. Health Promotion Plan delayed pending confirmation of the available resources.
CED A139	Implement Plans to effectively Recognise, Engage and Reward the Workforce	31/03/2009	Making steady progress will continue in 2009/10.

17. Within 2008/09 the Human Resources Division completed a number of actions, including: -

- Work is continuing to implement a Corporate address database.
- Work has been completed on reviewing and implementing Contact Centre best practice PI's.



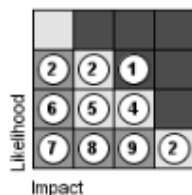
- Work is continuing to improve the use of e-technology to support elected members.

18. Human Resources Division only has one Performance Indicator NI 14 Avoidable contact however was not data is available for this PI at the time of writing.

### Risk Monitoring

19. It is the policy of Hartlepool Council to take an active and pragmatic approach to the management of risks that could prevent the achievement of corporate and departmental objectives. On a quarterly basis each division assesses the risks identified within the Chief Executive's Risk Register. The result of this quarterly update is reported to the Corporate Risk Management Group (CRMG) via each division's representative on the group. The Council's approach acknowledges that the purpose is not to remove all risks (this is neither possible nor, in many cases, desirable), rather it is to ensure that potential 'losses' are prevented or minimised and that 'rewards' are maximised.
20. This summary is reported to the Portfolio Holder within the quarterly monitoring report to provide an overview of risks being addressed by the Corporate Strategy and Human Resources Divisions.
21. The diagram below shows the distribution of risks according to there risk rating. Detail of the rating system is in **appendix A**. There are a total of 46 risks. Only one of these risks being highlighted as a 'RED' risk. A further 13 risks are on an 'AMBER' status with the remaining 32 being at a low level 'GREEN' status.

*Diagram 1 – Chief Executive Departmental Risk Register Heat Map for Corporate Strategy and Human Resources Divisions*



See Appendix A for key to diagram above

22. The only risk rated red is "CED R063 Lack of data quality for performance information results in poor decision making and worsening performance". This risk is managed by the Corporate Strategy Division.

23. The risk rating was increased following the results of external audit in January 2009 and a number of steps have since been taken which have been explained in Table 2b. The risk remains rated with an impact of High and likelihood of Likely.

**Recommendations**

24. It is recommended that progress on key actions and PI's and current rating of risks are noted.

.

## APPENDIX A

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

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

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

**IMPACT**

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

**LIKELIHOOD**

Expectation of occurrence *within the next 12 months* -

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

## **FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14 July 2009



**Report of:** Assistant Chief Executive and Proper Officer for Registration

**Subject:** GOVERNANCE ARRANGEMENTS FOR THE REGISTRATION SERVICE

---

### SUMMARY

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

Update the Portfolio holder on the options for the governance of the local Registration Service and seek approval to negotiate new governance arrangements with The Registrar General.

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

The report describes the current governance arrangements of the Registration Service, the alternative new arrangements, and the potential benefits to the Council option of adopting the new arrangements. These include:

- Greater freedom and flexibility to tailor the delivery of the local registration service, including the implementation of changes to staffing levels for statutory and other officers and location of offices without the need for a formal scheme change from the Government minister;
- Give the Proper Officer more responsibility and accountability for the delivery of the local registration service;
- A risk based inspection and compliance regime;
- Provide a foundation for the future delivery of local registration services; and
- Enable the local registration service to become more integrated with the rest of council services.

The adoption of the new governance framework also brings responsibilities and commits the Council to:

- Develop a registration service delivery plan;
- Report annually to the Registrar General on performance;
- Deliver services to at least National standards set out in the Registration Service Good Practice Guide (see **Appendix 1**); and

- A periodic inspection and assessment of the total Registration Service.

The recommendation is to negotiate new governance arrangements with The Registrar General and for the arrangements to start on 1 April 2010. An outline project plan to achieve this is in **Appendix 2**

**3. RELEVANCE TO PORTFOLIO MEMBER**

The Registration Services falls within the remit of the Portfolio Holder.

**4. TYPE OF DECISION**

Non key decision

**5. DECISION MAKING ROUTE**

Delegated responsibility of the Portfolio Holder.

**6. DECISION(S) REQUIRED**

- Agreement for the Registration Service to apply for a new governance scheme to come into effect from 1 April 2010;
- Adoption of the Registration Service Code of Practice; and
- Commit the Council to meeting the National Standard in the Registration Service Good Practice Guide.

**Report of:** Assistant Chief Executive and Proper Officer for Registration

**Subject:** GOVERNANCE ARRANGEMENTS FOR THE REGISTRATION SERVICE

---

## 1. PURPOSE OF REPORT

- 1.1 Update the Portfolio holder on the options for the governance of the local Registration Service and seek approval to negotiate new governance arrangements with The Registrar General.

## 2. BACKGROUND

### The current Registration Scheme

- 2.1 The way in which the Council manages and provides the local delivery of the Registration Service is through the Registration Service Act 1953, which requires the authority to have what is known as a Registration Scheme. This “Scheme” is a legally binding agreement between the authority and the responsible Minister. There is a model scheme for all local authorities and it contains following details:

- the boundaries of registration districts and sub districts, and the location of register offices and other service points
- the number of statutory registration officer post holders and the hours which they should be appointed
- salaries and condition of service

- 2.2 Once the Minister has approved a scheme, the Council is required to operate within those arrangements, with no discretion to vary the terms of the scheme without a formal amendment or a new scheme being made.

### Civil Registration: Vital Change – The White Paper

- 2.3 In 2002 the Government published the White Paper ‘Civil Registration: Vital Change’. This set out the agenda for a modern, effective and high quality registration service, in keeping with Government’s wider reform agenda, and four guiding principles to improve customer service:

- setting national standards within a framework of clear accountability, designed to ensure that citizens have the right to high quality services wherever they live
- devolution and delegation to the front line, giving leaders responsibility and accountability for delivery, and the opportunity to design services around the needs of local people
- more flexibility so that public service organisations and their staff are better able to provide modern public services
- greater choice for the customer and the ability, if provision is poor, to have an alternative provider.

- 2.4 In 2004, the Government sought to bring forward these proposals using the powers of the Regulatory Reform Act 2001. Unfortunately both House of Parliament were unhappy with this approach and considered that Primary legislation was the correct route for this type of major fundamental change. The reform regulations were therefore withdrawn.

### **An alternative way forward – The new Registration Scheme**

- 2.5 The Government has, however, continued to reaffirm its commitment to the modernisation of the Registration Service. In 2006 the Minister approved the introduction of a new voluntary governance framework that would replace the existing model scheme arrangements. This new framework has been developed by the Registrar General working closely with LACORS (Local Authorities Co-ordinators for Regulatory Services), a part of the LGA. These arrangements were enhanced when the Statistics and Registration Service Act 2007, transferred statutory registration officers, and they became local authority employees. Hartlepool's statutory registration officers became employees on 1 December 2007 although they retain statutory responsibility under the current Scheme.

- 2.6 Adopting the new governance framework would have a number of potential benefits to the Council:

- Greater freedom and flexibility to tailor the delivery of the local registration service, including the implementation of changes to staffing levels for statutory and other officers and location of offices without the need for a formal scheme change from the Government minister;
- Give the Proper Officer more responsibility and accountability for the delivery of the local registration service;
- A risk based inspection and compliance regime;
- Provide a foundation for the future delivery of local registration services; and
- Enable the local registration service to become more integrated with the rest of council services.

- 2.7 The adoption of the new governance framework also brings responsibilities and commits the Council to:

- Develop a registration service delivery plan;
- Report annually to the Registrar General on performance;
- Deliver services to at least National standards set out in a National Code of Practice (see **Appendix 1**); and
- A system whereby the Registrar General carries out a periodic inspection and assessment of the total Registration Service.

- 2.6 In addition “A Good Practice Guide” developed by LACORS, would supplement the Code, and contain advice on how the Code should be applied, together with general guidance on national standards, records management and best practice in service delivery.

- 2.8 These changes would remove redundant controls, such as numbers of registration officers required (at any one time) and unnecessary duplication of statutory stock and accounting procedures, and allow local authorities greater flexibility to deliver local services within an overall framework, which ensures national standards are maintained and local community needs are met.

### 3. PROPOSALS

- 3.1 The Council has two options: stick with the existing governance arrangements or seek approval for new arrangements.

- 3.2 The Hartlepool Registration Service has over recent years, responded to developments and challenges. For example by the successful introduction of civil partnership and citizenship ceremonies, and addressing falling income from marriages and birth registrations by introducing new services such as the Nationality Checking Service. In overall terms however the service is constrained by the current legislative arrangement. For example, to vary the number of statutory officers would require the Scheme to be formally amended. A new scheme as proposed as part of this report will enable further progress to be made, particularly in the context of relevant Business Transformation proposals, more straightforwardly. Further proposals to change the delivery of the service would be subject to member decision making and staff and trade union consultation in the usual way rather than there being further and additional steps to take.

### 4. NEXT STEPS

- 4.1 The Hartlepool Registration Service underwent a full service delivery inspection by the Registrar General's Delivery Partnership Unit (formerly Registration Inspectorate) in December 2008. In part this addressed the preparedness of the local service for new governance arrangements. The conclusion was that subject to the development of its service delivery planning and performance monitoring, the local authority should be able to move to new governance arrangements during 2009. The inspectors made a number of recommendations relating to our preparedness for new governance and these have been progressed for example the completion of another customer survey and the development / extension of the service delivery plan.

- 4.2 The key stages to be followed in applying for new governance are set out in **Appendix 2**. The process is expected to take between 4 and 6 months. In summary:

- Local Authority expresses interest (completed)
- Exchange various information with the General Register Office and confirm:
  - Commitment to the Code of Practice
  - Commitment to meeting the National standards in the Good Practice Guide (and to an Improvement Plan where appropriate)



- Service Delivery Plan is in place (or being developed)
    - System is in place (or being developed) for monitoring performance against GPG and annual reporting (NB Annual report to contain details of performance against agreed key national indicators)
    - Internal procedures in place for control of fees, stock and loose-leaf register pages
  - If appropriate, consult with public and staff and advise GRO if any objections to the proposals have been received, and whether resolved locally.
  - Final draft of scheme signed and sealed by council and formally submitted to GRO 8 weeks prior to the operational date of the new scheme.
- 4.3 The revised Hartlepool scheme will not involve significant changes to service delivery, e.g. closure of offices, so objections are not anticipated.

## **5. RECOMMENDATIONS**

### **5.1 The Portfolio holder:**

- Gives approval for the Registration Service to apply for a new governance scheme to come into effect from 1 April 2010;
- Agrees the adoption of the Registration Service Code of Practice; and
- Commits the Council to meeting the National Standard in the Registration Service Good Practice Guide.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 The adoption of new governance arrangements provides the Council with the flexibility to develop the service to meet future requirements.

## **7. BACKGROUND PAPERS**

### **7.1 None**

## **8. CONTACT OFFICER**

### **8.1 Peter Spires, Registration Service Manager**

Appendix 1 Statutory and non-statutory standards - Registration Service Good Practice Guide

National Key Performance Indicators in bold

## Statutory Standards

TASK	Statutory Requirement	National Standard
<p>Events accurately registered within statutory timeframe ( KPI1 )</p> <p>% of births registered within 42 days</p> <p>% of still-births registered within 42 days</p> <p>% of deaths registered within 5 days</p>	<p>All births registered within 42 days</p> <p>All still-births registered within 42 days</p> <p>All deaths registered within 5 days ( except those following an inquest - see below )</p> <p>All deaths after inquest registered on receipt of the coroner's certificate</p>	<p>98% registered within 42 days of birth</p> <p>98% of still-births registered within 42 days</p> <p>95% of deaths registered within 5 days of occurrence <i>Standard to be reviewed when changes to death certification implemented</i></p> <p>90% to be registered on day of receipt of coroner's certificate</p>
Accurately record birth, still-birth and death information on forms of declaration	Completed forms sent to receiving authority for registration on receipt	<p>Completed declarations sent to receiving authority on the same day</p> <p>90% of incoming declarations registered within 24 hours of receipt</p>
Requisitioning of un-registered births	Responsible person requisitioned to attend registrar's office	Procedure in place for reminding of outstanding registration after 28 days and issuing formal requisition after 42 days
Scrutiny of medical certificate of cause of death	Reportable deaths referred to Coroner prior to registration	Referral to coroner followed up by completion of form 52
Collection of official statistics	All relevant information requested and recorded	Basis of request for information clearly explained to informants
Burial or cremation certificates issued	Relevant docs accurately completed and issued at the appropriate time	Same
Timely and accurate corrections and re-registrations	Applications for corrections and re-registrations processed and effected in accordance with statute	90% of applicants offered appointment within 7 working days of Registration Officer receiving GRO notification
Taking notices of marriage and civil partnership.	Couples able to give notice in time to allow the marriage or civil partnership to take place as planned	Same

TASK	Statutory Requirement	National Standard
Accurate completion and processing of notices	Preliminaries completed in accordance with legal requirements	Same
Marriage and civil partnership ceremonies	Provision of a room within the register office to accommodate the couple and two witnesses for the statutory fee	Room identified on plan approved by the RG. Couples offered choice of words of declaration and contract provided for in legislation
Marriages and civil partnerships accurately recorded	Marriages registered immediately following the event. Civil partnerships recorded on RON within 2 working days of the formation	Same
Administration of Approved Premises	Applications for approval processed in accordance with Marriages and Civil Partnerships (Approved Premises) Regulations 2005  Local authority maintains the Approved Premises register	Procedures in place for approval process  Controls in place to manage the expiry and renewal of licences (See "Approved Premise Licensing" Case Studies)
Submission of statutory returns	Quarterly copies certified and submitted to RG within 28 days of end of quarter  Occasional copies of corrected entries not on RON submitted to RG within 7 days of correction  Notifications to Health Authority, tax, electoral and education authorities, and to Local Safeguarding Children Boards made in accordance with statutory timescales  Suspected sham marriages or civil partnerships reported to Home Office	All returns made in accordance with statutory requirements and timescales
Custody and care of registers	Registers to be kept in repository approved by the Registrar General	Registers stored to prevent deterioration and in secure and accessible location  <b>Good Practice</b> <ul style="list-style-type: none"> <li>Registers stored in accommodation with environmental controls to limit fluctuation in humidity and temperature</li> <li>Registers shelved so as to avoid damage in handling; little-used volumes stored in archive-quality boxes</li> <li>Conservation survey of physical state of</li> </ul>

TASK	Statutory Requirement	National Standard
		registers undertaken <b>Better Practice</b> <ul style="list-style-type: none"> <li>Registers stored in accommodation meeting BS 5454</li> <li>Program of conservation and rebinding for damaged registers</li> </ul>
Prepare, store and make available indexes to registers	Index to be prepared and made publicly available for deposited registration records	Provide public access to indexes on request
<b>Issue certificates from deposited registers ( KPI 3)</b>  <b>% of applications dispatched with within 5 working days of receipt)</b>	Certificates from entries in deposited registers issued in response to application	95% of applications dealt with within 5 working days of application
Citizenship Ceremonies	Provision of or make arrangements for premises where citizenship ceremonies may be held. Ceremony must take place within 3 months of the applicant being informed that the application has been successful and must be conducted by a superintendent registrar or deputy	(See Good Practice Brochure on Citizenship Ceremonies)
Citizenship certificates accurately completed and Home Office informed	Certificates to be dated correctly and notification sent to Home Office within 14 days of ceremony	

## Non-Statutory Standards

### 1. Customer Service

Key Activity	National Standard	Improving
<p><b>1.1 Customer Satisfaction</b></p> <p>The customer should expect to be dealt with courteously, with sensitivity and in a personalised manner. To evaluate this, the customer should be asked a set of service delivery questions</p> <p><b>(KPI 4 - % of satisfied customers, number of forms returned and response rate. As a minimum, surveys to cover satisfaction with service access and availability)</b></p> <p>Does this meet expectations (measure) e.g. "Did you receive the service you expected?"</p> <p>Identify and investigate areas of service delivery dissatisfaction with a view to establish if improvements can be made</p> <p>Publish summary customer satisfaction survey results and outcomes of any areas of dissatisfaction</p>	<p>Meet corporate standard or above 90%</p> <p>Identify and investigate areas of service delivery dissatisfaction with a view to establish if improvements can be made. Demonstrate action taken to address these concerns</p> <p>Publish results and improvements to satisfaction levels</p>	<p>92.5% rated at met expectation and above</p> <p>Add proactive question: 'What can we do to improve service?'</p> <p>Publish results to show continuous year on year improvement</p>
<p><b>1.2 Compliments and Complaints</b></p> <p><b>(KPI 5 – Total number of formal complaints received (actual and as a % of all registrations)</b></p> <p><b>Official complaints as a percentage of number of all activities to</b></p>	<p>0.5%</p> <p>A clear compliments and complaints policy which is accessible</p>	<p>0.3%</p> <p>Contact complainant and staff after 3-6 months to investigate if the complaint could have been handled in a</p>

Key Activity	National Standard	Improving
include registrations, NCS and ceremonies	and available in different formats on request  (This could be adopting the corporate policy or implementing an individual service policy)  As part of the corporate/service reporting procedures publish the results of compliments and complaints on an annual basis	more appropriate manner. (Checking procedure not outcome)  Publish year on year results to demonstrate improvements
<b>1.3 Consultation</b>  Who How Where When  To include Staff, Customers, Stakeholders.	Demonstrate and document in the service delivery plan that you have taken into account public/staff consultation, and the actions taken or to be taken as a result  Documented consultation policy that outlines who, how, where and when we consult with our customers/staff, which is reviewed on a regular basis  Publication = service delivery plan	Demonstrate a proactive approach to consultation using a variety of mediums eg focus groups, feedback channels, and newsletters  Wider publication of results through timely and appropriate media releases
<b>1.4 On arrival - waiting times</b>  Those offices with appointment times (KPI 2a) ii) % of customers seen within 10 minutes of appointment time)  Seen on arrival, on time or earlier  Those offices with no appointment system (KPI 2b % of customers (as above) seen within 30 minutes of arrival)	90%  Identification of reasons why this standard is not met, and actions taken to improve the level of performance	95%  Identification and formal documentation of reasons why this standard is not met, and actions taken to improve the level of performance
<b>1.5 Waiting Times for Appointments</b>  (KPI 2a) i) Waiting times for appointment for: Birth registration/declaration Still-births registration/declaration Death registration/declaration Marriage and civil partnership notice)	95%  Identify and investigate any areas of dissatisfaction with a view to establish if improvements can be made to appointment availability. Demonstrate action taken to address these concerns	98%

Key Activity	National Standard	Improving
<p>The ability to offer an appointment within these timescales at point of request</p> <ul style="list-style-type: none"> <li>a) Births (or declaration) – 3 working days</li> <li>b) Deaths (or declaration) – 2 working days</li> <li>c) Marriage/Civil Partnership notice – 5 working days or to allow the marriage/CP to proceed at a time and venue of the customers choice</li> <li>d) Still birth (or declaration) – 2 working days</li> </ul> <p>Customers without an appointment</p>	<p>To be able to complete their business on the day if they choose to wait</p>	
1.6 Information about Services provided	<p>Available for statutory functions</p> <p>Available for non statutory services where appropriate</p> <p>Obtainable at appropriate outlets</p> <p>Produce publications to a corporate local standard</p> <p>Annually review content to ensure up to date information</p>	Available in various formats on request
1.7 e-facilities	<p>Web site that gives up to date information on your service with the ability to update the information quickly</p> <p>Credit/debit card payment facilities available to clients</p> <p>E-appointment booking system in place</p>	<p>Contact details of all approved premises</p> <p>On-line ordering and payment for services</p> <p>On-line appointment booking facility plus statistical and performance information</p> <p>Links to all related websites and other linked authority services</p> <p>Credit/debit card payment facilities available to clients in person or via the telephone</p> <p>In-house supported electronic cashbook</p>



Key Activity	National Standard	Improving
		<p>Credit/debit card payment facilities available to clients on-line</p> <p>E-appointment booking system available to public 24-7</p>

## 2. Business Continuity and Resources

Key Activity	National Standard	Improving
<b>2.1 Business Continuity</b>	<p>Owning a Business Continuity plan that links with the Local Authority's Emergency Plans and other key stakeholders. Ensure staff are aware of the plan</p> <p>Business Critical levels agreed with IT departments</p> <p>All above reviewed and tested regularly</p> <p>Local Authority data security protocols in place</p> <p>Risk Register in place</p>	Business Continuity plan reviewed and updated on a regular basis
<b>2.2 Resources</b>	Sufficient levels of appropriately trained staff employed to meet service delivery plan commitments	Sufficient levels of appropriately trained staff employed to meet service delivery plan commitments and new initiatives

### 3. Leadership

Key Activity	National Standard	Improving
<b>3.1 Developing a direction for the Service</b>	<p>There is a clear statement of Service Aims and Objectives ("Mission")</p> <p>Service objectives are linked to the local authority's corporate objectives and priorities and take account of Regional and National agenda</p> <p>Annual Service Plan based on customer and staff consultation and are clearly communicated to all staff</p> <p>There is an annual review of the service plan which identifies success and failure to meet targets with an action plan to rectify failures</p> <p>Service leaders engaged in processes or activities, which ensure that they are aware of external issues and influences eg attending regional management groups</p> <p>Service leaders participate in their authority's appraisal and development programme</p> <p>Service leaders work within the authority's financial framework to ensure the service is resourced to meet the national standards</p>	<p>Identified improvements are prioritised, planned and implemented and reviewed and updated regularly</p> <p>Assessment of the Service involves external stakeholders and customers peers</p> <p>Service leaders are engaged in a process of helping others to improve their leadership skills, e.g. training, mentoring or coaching</p> <p>Best practice is shared with other local authority colleagues</p>
<b>3.2 Engagement with customers and key partners</b>	<p>Relevant external partners have been identified</p> <p>Service leaders receive and take account of customer and key partner feedback and comments regarding service provision</p> <p>Service leaders endeavour to involve Elected members</p>	<p>The outcome of the service plan objectives involves key stakeholders in a clear and transparent way</p> <p>Members are actively involved and updated on service developments</p> <p>The effectiveness and benefits of engagement and partnership working are regularly reviewed and assessed</p> <p>Potential new services and key partners are identified and the benefits to the service of engagement assessed</p> <p>Leaders seek to influence the policy and practice of customers and key partners for the benefit of Service provision</p>
<b>3.3 Developing an</b>	Cultural values and behaviour are clearly stated and are in line with corporate policy	Demonstrating adherence to the values is considered as part of

Key Activity	National Standard	Improving
appropriate culture and leading by example	<p>and are clearly communicated to all staff</p> <p>Service leaders adhere to the stated values when making decisions in all dealings with staff, customers and key partners</p> <p>Service leaders deal promptly and effectively with behaviours and decisions not in accordance with the values for the Service</p> <p>All staff receive appropriate training on fairness and diversity issues</p>	<p>performance monitoring and appraisal</p> <p>The service carries out equality impact assessments</p>
3.4 Managing Change	<p>Service leaders monitor outside influences to identify any need for change in service delivery methods, objectives or priorities</p> <p>Any need to change is communicated and explained to all staff affected and they are engaged in designing changes and improvements to service delivery and working practices</p> <p>Changes are implemented in a planned and structured manner and the effectiveness of change is monitored</p>	<p>Proposed changes are piloted whenever possible and appropriate</p> <p>Review of change is openly communicated to staff and key stakeholders</p> <p>Service leaders promote a culture of change and innovation for the purpose of improving Service delivery</p> <p>The power to influence change and innovate is delegated to all staff as far as possible</p> <p>Service leaders champion change and innovation and become recognised as exemplars of service excellence.</p>
3.5 Managing Systems	<p>Systems are in place to collect, collate and provide leaders with information regarding the achievement of objectives and delivery of service plans</p> <p>There is an appropriate system of delegation to ensure efficient running of the service</p> <p>The roles and responsibilities of all posts within the service are clearly documented and communicated to staff</p> <p>Effective succession plan in place</p>	<p>The power to make decisions is delegated to the lowest appropriate level for the purpose of effectiveness and efficient Service delivery</p> <p>Service leader continually reviews systems to ensure that they remain appropriate for the purpose of achieving service objectives</p> <p>Service leaders are engaged in adopting, implementing and ensuring compliance with external management standards such as Investors in People and Customer Service Excellence Model</p>
3.6 Improving Performance	<p>The Service is designed and structured to deliver continuous improvement within available resources</p>	<p>Service planning is completed to coincide with corporate performance management process</p>

Key Activity	National Standard	Improving
	<p>Service leaders are responsible for setting standards for Service delivery and performance and regularly review service performance and make appropriate changes to the targets or resources in line with corporate and national agendas</p> <p>Service performance issues are communicated to staff and service plans clearly identify team targets which are communicated to all staff involved</p> <p>The LACORS/GRO Guide to Good Practice is used to evaluate and improve key processes and practices involved in service delivery</p> <p>The Service responds to internal and external audit reports such as GRO inspections, corporate audits or assessments from external agencies (eg CSE, IIP etc.)</p>	<p>Service performance is evaluated by comparison with other services or organisations</p> <p>Leaders regularly give feedback personally to staff at briefing sessions regarding service performance issues</p> <p>Leaders ensure team members receive individual performance targets to ensure effective contribution to team performance</p> <p>Leaders participate in the process of regular achievement, performance and development reviews with their managers</p> <p>Effective use is made of comparison and benchmarking processes in order to evaluate and improve performance</p> <p>Leaders undergo an assessment of the effectiveness of their leadership, e.g. 360 degree appraisal, if supported corporately</p> <p>Local registration service feeds into continuous improvement of the LACORS/GRO GPG</p>

## 4. Training and Development

Key Activity	National Standard	Improving
<b>4.1 Induction</b>	Corporate and registration induction within corporate timescale  Evaluation of induction	
<b>4.2 Identify and plan training needs – current and future</b>	Registration plan for a new starter with training delivered in a timely manner  Statutory and/professional competency requirements and other essential training needs for all staff  Essential training needs identified as part of an induction program for new and newly promoted staff  Appraisal reviews are held in accordance with the corporate policy to identify individual development needs for all staff during the course of the year  Training delivered for new legislative changes  GRO/IPS circulars read and actioned	Process in place to identify new training requirements (eg new legislation)  New training requirements to be evaluated and implemented in line with policy and service needs  Annual appraisal and interim reviews are used to identify and document individual development needs during the course of the year  Annual “one to one” appraisal with all staff  Full evaluation procedure in place. Job specific training based around competencies of a corporate nature not just registration  Training and development needs and opportunities are discussed and shared regionally  Mid/long term and desirable training needs are identified
<b>4.3 Delivery methods</b>	Developmental activities include work shadowing, cascade training, mentoring and internal discussion groups	Officers with particular expertise are encouraged to share it.  Process in place to share examples of good/best practice and other learning experiences
<b>4.4 Access to or appoint competent trainer</b>	Access to corporate and/or service training officer	Access to registration coaching/mentoring officer
<b>4.5 Evaluation, and records of training</b>	Corporate training record  All staff are set annual objectives against which performance is reviewed. Staff understand their role and responsibility in delivering the service plan	Individual development information maintained  Staff and line manager agree objectives prior to training and evaluate afterwards. Evaluate and record impact on training on individual performance

Key Activity	National Standard	Improving
		Registration training record Evaluation is used to review the policy and plans  Individual training record
<b>4.6 Active regional training group</b>	Participate in a regional training group	Contribute to planning and delivery of regional training
<b>4.7 Sharing of good practice</b>	Sharing ideas and good practice within training group Training as a standard item on team meetings	Sharing ideas and good practice nationally  Training as a standard item on team meetings held monthly

## Appendix 2 Outline project plan

Action	Who/How?	When?	HBC plan
Complete initial GRO questionnaire - available from GRO, Local Services local.services@ons.gov.uk and on the GRO website link	Proper Officer or representative should complete in as much detail as possible and e-mail to GRO, Local Services	Minimum of 6 months prior to proposed operational date of scheme	By end of September for 1 April start
Confirmation of formal commitment to the Code of Practice and to meeting the national standards in the Good Practice Guide	E-mail from Proper Officer to GRO, Local Services	Minimum of 6 months prior to proposed operational date of scheme	By end of September for 1 April start. Following Portfolio holder meeting report
Prepare Local authority Service Delivery Plan	Proper Officer or representative to e-mail to GRO, Local Services.  Annex 1 lists the requirements for inclusion.	Minimum of 6 months prior to proposed operational date of scheme	By end of September for 1 April start
Local authority proposals for monitoring performance and reporting annually to RG  Performance to be monitored against standards contained in GPG – as a minimum it must include the 5 KPIs	Proper Officer or representative to e-mail to GRO, Local Services.  Annex 2 lists the minimum requirements for inclusion	Minimum of 6 months prior to proposed operational date of scheme, and for ongoing discussions with inspector	By end of September for 1 April start.  Underway based on existing service plan.  On going customer monitoring and consultation started April 2009.



Action	Who/How?	When?	HBC plan
Consultation with registration officers in accordance with section 14(4) of the Registration Service Act 1953	<p>Consultation to be carried out in accordance with the LAs own policies and procedures.</p> <p>Proper Officer or representative to e-mail confirmation that no outstanding objections</p> <p>Proper Officer or representative to contract GRO Local Services should objections be anticipated/received</p>	To be completed a minimum of 3 months before proposed operational date of new scheme (4 months if objections received/anticipated)	Complete by end of December 2009 for 1 April 2010
Public consultation (required when proposed changes will have an impact on the delivery of the local service)	<p>Consultation to be carried out in accordance with the LAs own policies and procedures.</p> <p>Proper Officer or representative to e-mail confirmation that no outstanding objections.</p> <p>Proper Officer or representative to contract GRO Local Services should objections be anticipated/received</p>	To be completed a minimum of 3 months before proposed operational date of new scheme (4 months if objections received/anticipated)	<p>Minimal impact so may not be required unless we aim to include major changes such as transfer of premises.</p> <p>Clarify with GRO if need for consultation.</p>

Action	Who/How?	When?	HBC plan
Internal control and management arrangements in place	<p>Proper Officers must ensure that robust arrangements are in place for the control of stock, security of loose leaf registers etc.</p> <p>For amalgamations, procedures should also be in place for the arrangements of deposited registers, control of marriage notice book, processes for decommissioning former ceremony rooms etc.</p>	Proposals to be outlined in questionnaire; ongoing discussions to be held with GRO Local Services and the inspectorate throughout scheme application process.	<p>Complete questionnaire by March 2010.</p> <p>Hartlepool a single district so no amalgamations proposed.</p>
Follow up meeting with inspectorate	Inspector will arrange with Proper Officer and other key personnel from the local authority.	3 – 6 months prior to proposed operational date of new scheme; then ongoing as appropriate	Hold meeting between in December
Scheme formally submitted to GRO	<p>GRO, Local Services, will draft the scheme and, once it has been checked for legal compliance by the solicitors for IPS, will forward it to the Proper Officer.</p> <p>The Proper Officer will arrange to have 2 copies sealed by the council and returned by post to GRO</p>	Minimum of 8 weeks prior to operational date of new scheme; 12 weeks if objections received.	Complete by end of January

**FINANCE and PERFORMANCE PORTFOLIO**  
Report to Portfolio Holder  
**14<sup>TH</sup> July 2009**



**Report of:** Chief Financial Officer

**Subject:** Revenues and Benefits Service Update

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**SUMMARY**

**1.0 PURPOSE OF REPORT**

The report gives an update on the performance of the Revenues and Benefits Teams and informs members on some of the current projects in the Teams.

**2.0 SUMMARY OF CONTENTS**

An update on performance and new initiatives.

**3.0 RELEVANCE TO PORTFOLIO MEMBER**

This matter can be dealt with by the relevant cabinet member.

**4.0 TYPE OF DECISION**

Non-key decision.

**5.0 DECISION MAKING ROUTE**

To portfolio holder.

**6.0 DECISION(S) REQUIRED**

Approval of the actions outlined in this report.

**Report of:** Chief Financial Officer

**Subject:** Revenues and Benefits Service Update

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**1. PURPOSE OF REPORT**

The report gives details of the out turn figures for Revenues and Benefits and identifies several new initiatives.

**2. PERFORMANCE**

- 2.1. The collection figures for Revenues were as follows: Council Tax Collection 97% and Business Rate Collection 97.9%. The Council Tax collection rate was the joint highest in the Tees Valley and increased from the previous financial year, despite the challenging economic climate.
- 2.2. New claims for Housing and Council Tax Benefit were on average assessed within 26 days and changes in circumstances on average were assessed within 9 days. This performance shows a slight dip in performance from the previous year (25 days and 7 days respectively) however this was expected as the level of claims has increased by approx 15%. Resources have been re-allocated within the team and additional staff have been brought in to address the issue.

**3. Cheque Encashment**

- 3.1. As from December 2009 customers will no longer be able to cash Benefit Entitlement cheques at the cash office in the Civic Centre. From July an insert will be included with all Benefit cheques which are issued to customers and landlords. The insert will advise them of the change and of the need for them to open a bank account. The Credit union account will be promoted however details of all basic bank accounts available through high street banks will also be included. Customers will also be advised of the charges they will incur if they choose to use money shops etc to cash their cheques. These are the initial steps in this process and a further report detailing plans for implementation will be brought to Members in due course.

#### **4. Benefit Team Initiatives**

##### **4.1 Pensioners**

The Benefits Team are working closely with the Pension Service to identify potential customers. The Pension Service recently issued the Authority with a list of 300 potential customers. Many of the people on this list did not have housing costs as they were non dependants in another household. There were 30 potential customers identified and staff from the Benefits Team have been telephoning these customers and offering them a home visit. The work is ongoing but has been successful in awarding an additional £14,000 in Council Tax Benefit to the first customers contacted.

From November the amount of capital which is disregarded from a benefit assessment for pensioners is increasing to £10,000. The Benefits Team will be publicising this in the September issue of Hartbeat in addition to the publicity which is being produced by the Pension Service.

##### **4.2 Child Benefit**

From October Child Benefit will be disregarded when housing and Council Tax Benefit is being assessed. In order to promote this change and to increase benefit take up a leaflet will be given to every schoolchild in the town during September / October. This leaflet will also remind customers that child maintenance is disregarded and that customers who are working are still eligible to claim benefit.

##### **4.3 Registrars**

The Benefits Team have approached the Registrars Office and it has been agreed that a leaflet promoting Housing and Council Tax Benefit will be included in the pack which is given to parents who are registering the birth of a child.

The Registrars Office are also preparing a booklet for people who are registering a death and have agreed to have details of benefits, discounts and exemptions included in the booklet.

##### **4.4 In and Out of Work**

Hartlepool will be joining the DWP In and Out of Work Project later this year. This project aims to speed up the process of moving into and out of work for customers. The Jobcentre Plus will liaise with the Local Authority and the Inland Revenue to reduce the number of departments the customer needs to contact.

## **5.0 Recommendation**

Approval of the new initiatives being undertaken within Revenues and Benefits Service.

- a) Approval of the introduction of a £20 incentive payment in the form of a credit to a Credit Union bank account for benefit customers who open a new account with the credit union within 3 months of the accounts being introduced was given earlier this year. This ran from January until April and resulted in an additional 108 Credit union bank accounts being opened.

## **FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Head of Procurement, Property and Public Protection

**Subject:** NORTH EAST REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP (NERIEP) – CONSTRUCTION AND ASSET MANAGEMENT PROGRAMME

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### **SUMMARY**

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

To update Portfolio Holder on the various workstreams which the North East Regional Improvement and Efficiency Partnership Construction and Asset Management Programme.

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

The report outlines the activities of workstreams in relation to the achievement of regional improvement and efficiencies in asset management.

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

Portfolio Holder is responsible for Council's land and property.

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

Non key

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

Finance and Performance Portfolio Holder

**6. DECISION(S) REQUIRED**

That the Portfolio Holder notes the area of activity of the North East Regional Improvement and Efficiency Partnership Construction and Asset Management Programme with comments welcomed.



**Report of:** Head of Procurement, Property and Public Protection

**Subject:** NORTH EAST REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP (NERIEP) – CONSTRUCTION AND ASSET MANAGEMENT PROGRAMME

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## **1. PURPOSE OF REPORT**

To update Portfolio Holder on the various workstreams which the North East Regional Improvement and Efficiency Partnership Construction and Asset Management Programme.

## **2. BACKGROUND**

- 2.1 RIEPs are politically led partnerships of local authorities working together at a regional and sub regional level on shared improvement and efficiency priorities. Formed in April 2008, they use local connections and local knowledge to help councils, fire and rescue services and their partners to improve services and become more efficient. There is a RIEP in each English region.
- 2.2 In the North East the RIEP is led by the elected members of the Association of North East Councils (ANEC). It is managed by the North East Improvement & Efficiency Steering Group (IESG). IESG is chaired by George Garlick, Chief Executive of Durham County Council and it is made up of Local Authority Chief Executives, representatives from ANEC, Audit Commission, IDeA, NE Regional Employers Organisation and the Trades Union Congress.
- 2.3 The team is hosted by ANEC in the Guildhall on Newcastle's Quayside and is led by Programme Director, Martin Ryan. There are 5 Programme Managers and 4 project managers, covering 10 programme workstreams, supported by a team of 4 programme support staff.
- 2.4 The RIEP acts as a hub for councils and their local partners to drive improvement, deliver excellent LAA outcomes, increase capacity for economic development, support community empowerment and encourage innovation.
- 2.5 In consultation with local authorities a Regional Improvement and Efficiency Strategy was drawn up and a Delivery Plan developed around 10 priority workstreams. The strategy and plan were approved by the Department for Communities and Local Government in 2008 and around £16m funding was allocated to the North East region to support activity for the period 2008 to 2011.

## 2.6 What are the NE priority workstreams?

- 21st Century Services
- Adult Social Care
- Children's Services
- Construction & Asset Management
- Collaborative Procurement
- Community Empowerment & Engagement
- Regional Leadership
- Organisation Development & Workforce Planning
- Partnerships
- Waste & Environment
- Institute for Local Governance

## 2.7 What do they do?

- A wide range of collaborative projects are being funded within each workstream, developed and managed by Local Authority Officers and partners to address specific local issues.
- The leadership for each workstream is provided by a dedicated Programme Board, chaired by a Local Authority Chief Executive / senior officer sponsor and made up of senior professionals within the workstream field.

## 3. CONSIDERATIONS

3.1 The workstream for Construction and Asset Management is Chaired by Amanda Skelton, Chief Executive of Redcar and Cleveland Borough Council, and the areas of activity are as follows: -

### 3.1 Common Approach to “Facilities Management” (projected expenditure to March 2010 £100k)

3.1.1 Consultancy study on current approaches and options for improvement deliver savings or service improvements. Pilot project to be completed in 2009 will provide indication of likely mix of efficiency / improvement to result from the project. This is a project on which we are liaising with Stockton and will assist our examination into the provision of Facility Management (FM) services through Business Transformation and significantly how we address FM in Building Schools for the Future.

### 3.2 Benchmarking Project (projected expenditure to March 2010 £75k)

3.2.1 A benchmarking club with consistent and regular comparison of performance against an agreed selection of the national indicator set in appropriate service areas. An additional range of indicators to provide effectiveness, efficiency, economy and sustainability

measures will also be developed. We are leading on this workstream and the intention is that the outputs will drive us towards Best Practice.

**3.3 Best Practice approach to Asset Management**  
(projected expenditure to March 2010 £120k)

- 3.3.1 A bespoke “health check” against accepted Best Practice service provision relating to Strategic Asset Management with recommendations for areas for improvement for each council in the region. The output will be a proposal to implement the key findings or recommendations collaboratively where appropriate. The “health check” will be carried out by CIPFA IPF.

**3.4 Carbon Management Plans**  
(projected expenditure to March 2010 £90k)

- 3.4.1 A bespoke Carbon Reduction Strategy for each Local Authority (LA) and Fire and Rescue Services (FRS) in the region with specific action plan for implementing physical measures and behaviour change to reduce greenhouse gas emissions and fuel costs. A plan for collaborative implementation of common aspects of the plans to achieve additional efficiency savings is proposed, and we have a representative on the workstream as this is seen as an important priority.

**3.5 Construction Employment Integrator**  
(projected expenditure to March 2010 £55k)

- 3.5.1 A consistent regional approach to the inclusion of “social clauses” relating to Targeted Recruitment and Training within the region’s construction projects through the routes of Planning Agreements, land sale conditions and procurement clauses. Benefits will accrue to the local economy rather than specific Local Authority budgets but the project will contribute to implementation of well-being powers and performance against a range of commonly selected performance indicators relating to worklessness.

**3.6 Changing the Culture relating to the use of Construction Resources**  
(projected expenditure to March 2010 £40k)

- 3.6.1 The project will provide a greater awareness of the implications of more efficient use of materials, labour and plant, aiming to identify ways to incorporate resources efficiency and environmental compliance into construction procurement.

**3.7 Intelligent Client**

(projected expenditure to March 2010 £70k)

- 3.7.1 This project, through a feasibility study, will consider the range and nature of the future regional workload, the capacity to deliver the projects and develop options for new ways of defining and delivering the role of the client. This project will seek the longer term efficiency requirements that are more difficult to achieve and sustain – addressing the issues of project management by challenging and re-defining the client's role and requisite areas of expertise.

**3.8 “Framework Agreements” for consultancy and construction works**

(projected expenditure to March 2010 £70k)

- 3.8.1 The project will seek to generate significant efficiency savings through simplified procurement processes. We will initially assess the current and proposed activity within construction and asset management within the region undertaken by LAs and FRSs, and identify existing frameworks and strategic partnering arrangements before making recommendations on options for improved ways of working through Framework Agreements in design, advice and construction activities.

**3.9 Regional “timebank” of Specific Expertise**

(projected expenditure to March 2010 £30k)

- 3.9.1 Identified potential efficiency savings from sharing expertise to overcome skills shortages and requirements for expertise in existing and emerging specialisms. A plan to provide key services in collaborative way to ensure that the LAs in the region have access to the specialist services required.

**3.10 Promoting Excellence in Design Quality**

(projected expenditure to March 2010 £30k)

A scoping study to provide a definition of “excellence” in design as appropriate to the needs of the region taking account of sustainability, efficiency, client satisfaction etc. An assessment of the various other “design excellence” initiatives (BRE, IGNITE, CABB etc) and identification of the simplest and most efficient approach to participation in this agenda.

**3.11 Exploit opportunities for involvement in or learning from other initiatives**

(projected expenditure to March 2010 £30k)

- 3.11.1 A service to provide a synopsis of events that are relevant to the interests of the Programme Board through attendance by a nominee who will disseminate relevant information to all. This provides a national efficiency saving equivalent of 11 attendees at the event.

**3.12 Innovation Fund**

(projected expenditure to March 2010 £250k)

- 3.12.1 This funding will be allocated in July 2009 following completion of mapping all regional construction activity. Potential projects suggested are “Generating Apprenticeships” and a longitudinal research study to understand the holistic impact of major regeneration projects on the lives of residents.

**4. RECOMMENDATIONS**

- 4.1 That the Portfolio Holder notes the area of activity of the North East Regional Improvement and Efficiency Partnership Construction and Asset Management Programme with comments welcomed.

**5. CONTACT OFFICER**

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## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Assistant Chief Executive

**Subject:** COMPLAINTS TO THE LOCAL GOVERNMENT  
OMBUDSMAN IN 2008/09

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### **SUMMARY**

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

To report to the Portfolio Holder on the annual review by the Local Government Ombudsman.

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

The report covers the Local Government Ombudsman's Annual Review of complaints received about Hartlepool Borough Council in 2008/09.

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

The Portfolio Member has responsibility for performance management issues.

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

Non-key

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

Portfolio Holder meeting on 14th July 2009

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

That the report be noted.

**Report of:** Assistant Chief Executive

**Subject:** COMPLAINTS TO THE LOCAL GOVERNMENT  
OMBUDSMAN IN 2008/09

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**1. PURPOSE OF REPORT**

- 1.1 To report to the Portfolio Holder on the content of the Local Government Ombudsman's Annual Review of complaints made against the authority in 2008/09.

**2. BACKGROUND**

- 2.1 The Local Government Ombudsman provides an independent, impartial investigation of complaints against local authorities where complainants remain dissatisfied with their local Council's actions or failure to act.
- 2.2 The Local Government Ombudsman (LGO) reports complaints performance to local authorities annually. All councils receive an annual review, previously known as an annual letter, from the LGO which details:
- the complaints and enquiries received by the Ombudsman;
  - complaint outcomes;
  - comments on liaison arrangements with the Council; and
  - current developments in the Ombudsman's work.

The details of complaints handled in 2008/09 are provided in **Appendix 1**, as is the full text of the Ombudsman's Annual Review.

**3. ANNUAL LETTER FROM THE LOCAL GOVERNMENT OMBUDSMAN – 2008/09**

**Complaints received**

- 3.1 In 2008/09 a total of 25 complaints about Hartlepool Borough Council was received by the Ombudsman. The largest groups of complaints were about transport and highways (5 complaints) and about planning issues (5 complaints). The overall number of complaints appears to be at similar levels to those dealt with in previous years. For example, 29 complaints were received in 2007/08. However, direct comparisons are not possible as the way in which the Ombudsman records and classifies complaints changed in 2008/09.

**Premature complaints and advice**

- 3.2 Eleven of the 25 complaints received by the Ombudsman were investigated. In a further 9 cases, the Ombudsman chose not to investigate the complaints because they were considered premature. These were referred back to the Council for local investigation. Complainants still have the option to complain again to the Ombudsman if they are unhappy with the outcome of the Council's investigation and 4 of these complaints have indeed been re-submitted. In the remaining 5 cases, the Ombudsman's office gave complainants advice, for example, that their complaint was outside the Ombudsman's jurisdiction or that they had redress elsewhere. These queries did not become formal complaints.

**Complaints decisions**

- 3.3 The Ombudsman made decisions about 11 complaints in 2008/09. Two of these were determined to be outside the Ombudsman's jurisdiction. In 5 cases the Ombudsman found no maladministration sufficient to justify further investigation and in the remaining case the council agreed a local settlement of the complaint.

**Local settlements**

- 3.4 One complaint was settled locally by the Council agreeing to take action to deal with a complaint that the Ombudsman considers to be satisfactory. This complaint concerned a delay in naming a secondary school in a statement of special educational needs. The Council agreed to apologise to the complainant and to pay £125 in compensation. The same local settlement was reached with the neighbouring authority, where the school in question is located, which was also seen as partly responsible for the delay.

**Complaints handling**

- 3.5 Councils are asked to respond to initial enquiries from the Ombudsman within 28 days. The average for Hartlepool's responses in 2007/08 was 21.2 days. As in previous years, the Ombudsman commented favourably on this high level of performance.

**Recommendations from the Ombudsman**

- 3.6 The 2009 Annual Review by the Local Government Ombudsman is positive in tone and does not highlight any areas of concern or make any recommendations for action.

**Local Government Ombudsman developments**

- 3.7 The review report also outlines some current developments in the LGO's work. These include the LGO's Council First policy which ensures that all complaints are first investigated by the council before the LGO becomes involved and the introduction of the new one stage complaints procedure for adult social care complaints. Council departments and the Corporate Complaints Group are dealing with these developments as they arise and ensuring that the council has appropriate mechanisms in place to deal with them.



**4. RECOMMENDATIONS**

That the report be noted.

**5. BACKGROUND PAPERS**

Annual Letters from the Local Government Ombudsman 2005/06, 2006/07 & 2007/08.

**6. CONTACT OFFICER**

**Liz Crookston, Principal Strategy & Research Officer,  
Chief Executive's Department, Corporate Strategy Division  
Hartlepool Borough Council  
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**The Local Government Ombudsman's  
Annual Review  
Hartlepool Borough Council  
for the year ended  
31 March 2009**

The Local Government Ombudsman (LGO) provides a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, the Ombudsmen aim to get it put right by recommending a suitable remedy. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

# Contents of Annual Review

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# Section 1: Complaints about Hartlepool Borough Council 2008/09

## Introduction

This annual review provides a summary of the complaints we have dealt with about Hartlepool Borough Council.

I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two appendices form an integral part of this review: statistical data for 2008/09 and a note to help the interpretation of the statistics.

## Changes to our way of working and statistics

A change in the way we operate means that the statistics about complaints received in 2008/09 are not directly comparable with those from 2007/08. Since 1 April 2008 the new LGO Advice Team has been the single point of contact for all enquiries and new complaints. The number of telephone calls to our service has increased significantly since then to more than 3,000 a month. Our advisers now provide comprehensive information and advice to people who telephone, write or e-mail. It enables citizens to make informed decisions about whether to put their complaint to us.

This means that direct comparisons with some previous year-statistics are difficult and could be misleading. So this annual review focuses mainly on the 2008/09 statistics without drawing those comparisons.

## Enquiries and complaints received

In total the Commission received 25 enquires and complaints about the Council during the year to 31 March 2009. Our Advice Team provided advice on five occasions and determined that nine complaints were premature in the sense that the Council appeared not to have been given the opportunity to address them. In these cases we either, sent the complaint to the Council directly and asked that it consider the matter through its internal complaints procedure, or we advised the complainant to approach the Council. I received 11 complaints during the year, four of which were re-submitted by complainants unhappy with the way in which the Council had addressed their complaint while seven complaints were entirely new to me.

The number of complaints received by me during the year was small and no trends or themes emerged in terms of the type of complaint sent to me.

## Complaint outcomes

I determined 11 complaints during the year, a figure which differs from the number of complaints received because of work in hand at the beginning and end of the year. Again the numbers are small and again no trends or themes emerged which would call for detailed commentary or expressions of concern.

I determined two complaints on the basis that they were outside of my jurisdiction and three exercising my general discretion not to pursue a complaint. In five cases I found no

maladministration sufficient to justify my continued involvement. The Council agreed to settle the one remaining case.

### **Local settlements**

We will often discontinue enquiries into a complaint when a council takes or agrees to take action that we consider to be a satisfactory response – we call these local settlements. In 2008/09, 27.4% of all complaints the Ombudsmen decided and which were within our jurisdiction were local settlements.

The one complaint settled by the Council concerned delay by the Council in naming a secondary school in a statement of special educational needs. The Council accepted that this delay had caused some injustice to the complainant and agreed both to apologise and to pay £125.00 in compensation.

### **Liaison with the Local Government Ombudsman**

I ask all authorities to let me have their responses to my enquiries within 28 calendar days. I am pleased to note that, as in the previous two years, the Council met this target. Replies reached me, on average, within 21.2 days. I am grateful to the Council for the clear effort made to reply to me within the target time.

### **Training in complaint handling**

I would like to take this opportunity to remind the Council that part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

We have recently extended the range of courses we provide and I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

### **Conclusions**

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

**Mrs A Seex  
Local Government Ombudsman  
Beverley House  
17 Shipton Road  
YORK  
YO30 5FZ**

**June 2009**

## Section 2: LGO developments

### Introduction

This annual review also provides an opportunity to bring councils up to date on developments – current and proposed – in the LGO and to seek feedback. It includes our proposal to introduce a 'statement of reasons' for Ombudsmen decisions.

### Council First

From 1 April 2009, the LGO has considered complaints only where the council's own complaints procedure has been completed. Local authorities have been informed of these new arrangements, including some notable exceptions. We will carefully monitor the impact of this change during the course of the year.

### Statement of reasons: consultation

The Local Government and Public Involvement in Health Act 2007 made provision for the LGO to publish statements of reasons relating to the individual decisions of an Ombudsman following the investigation of a complaint. The Ombudsmen are now consulting local government on their proposal to use statements of reasons. The proposal is that these will comprise a short summary (about one page of A4) of the complaint, the investigation, the findings and the recommended remedy. The statement, naming the council but not the complainant, would usually be published on our website.

We plan to consult local authorities on the detail of these statements with a view to implementing them from October 2009.

### Making Experiences Count (MEC)

The new formal, one stage complaint handling arrangement for adult social care was also introduced from 1 April 2009. The LGO is looking to ensure that this formal stage is observed by complainants before the Ombudsmen will consider any such complaint, although some may be treated as exceptions under the Council First approach. The LGO also recognises that during the transition from the existing scheme to the new scheme there is going to be a mixed approach to considering complaints as some may have originated before 1 April 2009. The LGO will endeavour to provide support, as necessary, through dedicated events for complaints-handling staff in adult social care departments.

### Training in complaint handling

Effective Complaint Handling in Adult Social Care is the latest addition to our range of training courses for local authority staff. This adds to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution), and courses for social care staff at both of these levels. Demand for our training in complaint handling remains high. A total of 129 courses were delivered in 2008/09. Feedback from participants shows that they find it stimulating, challenging and beneficial in their work in dealing with complaints.

### **Adult Social Care Self-funding**

The Health Bill 2009 proposes for the LGO to extend its jurisdiction to cover an independent complaints-handling role in respect of self-funded adult social care. The new service will commence in 2010.

### **Internal schools management**

The Apprenticeship, Skills, Children and Learning Bill (ASCL) 2009 proposes making the LGO the host for a new independent complaints-handling function for schools. In essence, we would consider the complaint after the governing body of the school had considered it. Subject to legislation, the new service would be introduced, in pilot form, probably in September 2010.

### **Further developments**

I hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your local authority. We will keep you up to date through LGO Link as each development progresses but if there is anything you wish to discuss in the meantime please let me know.

**Mrs A Seex  
Local Government Ombudsman  
Beverley House  
17 Shipton Road  
YORK  
YO30 5FZ**

**June 2009**

# Appendix 1: Notes to assist interpretation of the statistics 2008/09

## Introduction

This year, the annual review only shows 2008/09 figures for enquiries and complaints received, and for decisions taken. This is because the change in the way we operate (explained in the introduction to the review) means that these statistics are not directly comparable with statistics from previous years.

### Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

**Formal/informal prematures:** The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter. These are 'formal premature complaints'. We now also include 'informal' premature complaints here, where advice is given to the complainant making an enquiry that their complaint is premature. The total of premature complaints shown in this line *does not include* the number of resubmitted premature complaints (see below).

**Advice given:** These are enquiries where the LGO Advice Team has given advice on why the Ombudsman would not be able to consider the complaint, other than the complaint being premature. For example, the complaint may clearly be outside the Ombudsman's jurisdiction. It also includes cases where the complainant has not given enough information for clear advice to be given, but they have, in any case, decided not to pursue the complaint.

**Forwarded to the investigative team (resubmitted prematures):** These are cases where there was either a formal premature decision, or the complainant was given informal advice that their case was premature, and the complainant has resubmitted their complaint to the Ombudsman after it has been put to the council. *These figures need to be added to the numbers for formal/informal premature complaints (see above) to get the full total number of premature complaints. They also needed to be added to the 'forwarded to the investigative team (new)' to get the total number of forwarded complaints.*

**Forwarded to the investigative team (new):** These are the complaints that have been forwarded from the LGO Advice Team to the Investigative Team for further consideration. The figures may include some complaints that the Investigative Team has received but where we have not yet contacted the council.



## Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2008/09 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2008/09 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

**MI reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

**LS (local settlements):** decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

**M reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

**NM reps:** where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

**No mal:** decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

**Omb disc:** decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

**Outside jurisdiction:** these are cases which were outside the Ombudsman's jurisdiction.

## Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

## Table 4. Average local authority response times 2008/09

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

## LGO Advice Team

Enquiries and complaints received	Adult care services	Children and family services	Education	Housing	Planning and building control	Transport and highways	Other	Total
Formal/informal premature complaints	0	0	2	0	3	1	3	9
Advice given	0	0	1	0	0	2	2	5
Forwarded to investigative team (resubmitted prematures)	0	0	0	1	1	0	2	4
Forwarded to investigative team (new)	2	1	0	0	1	2	1	7
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>25</b>

## Investigative Team

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Total
01/04/2008 / 31/03/2009	0	1	0	0	5	3	2	11

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
1/04/2008 / 31/03/2009	5	21.2
2007 / 2008	8	25.9
2006 / 2007	12	26.8

## Average local authority response times 01/04/2008 to 31/03/2009

Types of authority	<= 28 days %	29 - 35 days %	> = 36 days %
District councils	60	20	20
Unitary authorities	56	35	9
Metropolitan authorities	67	19	14
County councils	62	32	6
London boroughs	58	27	15
National park authorities	100	0	0

## FINANCE AND PERFORMANCE PORTFOLIO



**Report of:** Chief Financial Officer

**Subject:** Counter Benefit Fraud Report 2009/10

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### 1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide accountability to the portfolio holder on the performance and effectiveness of the Council's arrangements for discharging its benefit counter fraud responsibilities.

### 2. SUMMARY OF CONTENTS

The report provides details of the Council's benefits fraud responsibilities, the framework of controls and operational activities that the Council deploys and evidence of the range of counter fraud activity and outcomes including formal sanctions that the Council has achieved.

### 3. RELEVANCE TO PORTFOLIO MEMBER

The report provides accountability from a performance management perspective to the relevant portfolio holder.

### 4. TYPE OF DECISION

Non Key decision.

### 5. DECISION MAKING ROUTE

- 5.1 Finance and Performance Portfolio Holder only.

### 6. DECISION REQUIRED

Note the report.

**Report of:** Chief Financial Officer

**Subject:** Counter Benefit Fraud Report 2009/10

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## **1. PURPOSE OF REPORT**

The purpose of the report is to provide accountability to the portfolio holder on the performance and effectiveness of the Council's arrangements for discharging its benefit counter fraud responsibilities.

## **2. BACKGROUND**

- 2.1. The Council annually processes and pays around £46m of housing and council tax benefit on behalf of the Department for Work and Pensions (DWP). Inherent in this administrative responsibility is a requirement to operate effective administrative procedures and verification arrangements to minimise the risk of fraud and error entering the system.
- 2.2. In addition, the Council has a responsibility to ensure that as part of its Internal Security framework it has in place a series of controls to ensure that any risk of internal fraud is minimised. In this regard, the Council ensures compliance with DWP best practice and the operation of effective control and security over:
  - IT systems
  - payment and accounting mechanisms
  - recruitment
  - post opening
- 2.3. This report focuses on the Council's Counter Benefit Fraud arrangements i.e. the procedures and processes for dealing with the detection and investigation of fraud and demonstrates the action taken against identified fraud.

## **3. COUNTER BENEFIT FRAUD ARRANGEMENTS**

### **3.1. Fraud Referrals**

- 3.1.1 The Council recognises the importance of effective arrangements for ensuring claim processing staff only refer appropriate potential fraud cases for investigation to minimise the risk of any waste of scarce investigation resources. Effective referral arrangements also serve to give an indication of types of fraud which are becoming prevalent in the area and reaffirm the Council's reputation for rigour in claims processing.
- 3.1.2 The Council ensures effective arrangements by undertaking ongoing referral fraud awareness training of its processing staff; providing comprehensive feedback to the officer referrer when a fraud is proven and by providing

regular general feedback to processing staff on the activities and success of fraud investigations activity.

- 3.1.3 The Council also appreciates the importance of encouraging referrals from all possible sources by providing a Benefit Fraud Hotline Service to allow the public or staff to report suspicions. An answer phone service is available outside of the working hours and this number is actively promoted by the Council. In addition the council's own website allows members of the public to report their suspicions on line. In 2008/09 170 cases of suspected fraud were referred by members of the public resulting in several successful sanction cases.

## **3.2. Interventions Activity**

- 3.2.1. The DWP operates arrangements with local authorities to find fraud and error in live claims by the use of data matching and risk analysis. Every month a detailed breakdown of the Council's benefit cases are passed to the DWP's Housing Benefit Matching Service (HBMS) who match the Council's records with other DWP records to ensure the information the Council holds (and on which benefit is paid) is correct. Any mis-matches or differences in the data are identified and reported back to the Council for investigation.
- 3.2.2. The Council receives monthly from the HBMS a list of high risk cases from which a sample will receive an Interventions Review by the Council. This review may take the form of a postal review or a visit to the claimant where the claimant is required to provide details of their current financial / home circumstances.
- 3.2.3. Interventions activity is designed to identify fraud and error in live benefit claims that are in payment. However, in order to minimise incorrectness in the benefits caseload the council encourages customers to report changes of circumstances on time and manages the caseload by finding and actioning unreported changes of circumstances.
- 3.2.4. Where customers fail to report changes, interventions are a means of identifying them by proactively reviewing claims most likely to have had an unreported change. These are normally selected through some form of risk assessment, or in response to a predicted change that has been diary dated but not reported by the customer.

## **3.3. Quality Fraud Investigations**

- 3.3.1. With limited capacity the Council's arrangements are concerned with ensuring that investigations are focussed to make best use of counter fraud resources and to ensure that each case is thoroughly investigated and proper consideration given to recommending closure or a sanction. The Council's arrangements comply with a number of good practices as defined by the DWP by:

- operating a Code of Conduct for investigators
  - evaluating all referrals received using a scoring matrix to determine whether a full investigation is appropriate
  - ensuring all Council Benefit Investigation staff have attained the Professionalism in Security (PINS) qualification.
  - tracking all fraud referrals and progress on them by individual investigator
  - ensuring all Investigation Staff are trained in effective interviewing techniques and on standards of evidence required for the application of formal sanctions
  - ensuring interviews are carried out under caution in accordance with the Police and Criminal Evidence Act when the investigator has grounds to suspect that a person has committed an offence
  - ensuring all investigation staff have been formally legally authorised to obtain relevant information from external organisations
- 3.3.2 The Council recently purchased a benefit fraud case management system (INCASE) which aids the investigator, allowing them more time to devote to their investigations and will improve efficiency savings while maintaining the quality of service provided.
- 3.3.3 The system has the ability to store centrally information relating to fraud cases, enabling information to be retrieved quickly and easily with built in workflows reducing the likelihood of administrative procedural errors. Storage of high quality data means better intelligence to work with, leading to improved investigation results.
- 3.3.4 Information can be analysed quickly and easily, enabling the manager to track all cases allocated to named investigators and check on progress. The system also ensures that the security and integrity of investigation information is secured at all times.

### **3.4 Joint Working with DWP Investigation Staff**

- 3.4.1. The Council embraces closer working with the DWP on investigations activity. A Service Level Agreement is in place (subject to quarterly review) which defines each organisation's responsibilities and assistance commitments when investigating fraud cases. These coordination arrangements maximise the application of available scarce investigation resources and assist in ensuring consistency in investigation standards and the sharing of good practice.
- 3.4.2. In 2008/09 a total of 42 cases were jointly investigated by the Council and the DWP. Whilst some of these cases are still being investigated, 14 cases have

resulted in the imposition of sanctions the majority of which have been prosecutions with an overpayment value of £105,323. We currently have 18 completed cases awaiting court action with a collective overpayment figure of £188,651.47.

- 3.4.3. Punishments imposed by the courts for benefit fraud offences have been varied, ranging from a fine to community orders. Two cases resulted in suspended custodial sentences and one case where the offender received 9 months in custody for committing benefit fraud.

## 4 SANCTIONS ACTIVITY

- 4.1. In cases of fraudulent activity, the overpayment of benefit that has occurred is repayable by the claimant. In addition, the Council must determine in accordance with its Prosecution and Sanctions Framework what action is appropriate. This framework provides consistency for decision making and the options available include:

- a formal caution (which is subsequently recorded on the DWP database)
- an administrative penalty which is 30% of the value of the overpayment and is payable in addition to the overpayment
- prosecution

- 4.2. The level of sanctions achieved in 2008/09 was sustained at a similar level to 2007/08. In addition in 2008/09 significant resources were deployed on training and development and investigating some complex cases. Furthermore 19 prosecution cases are currently being taken through the court process, but are not included in the figures shown below as the cases haven't been closed.

### **Sanctions Achieved 2008/09 and 2007/08**

	2008/09	2007/8
Number of Cautions	33	48
Number of Administrative Penalties	21	24
Number of Prosecutions	13	6
Total	67	78

## 5 RECOMMENDATION

- 5.1. The portfolio holder is requested to note the Council's arrangements and performance in 2008/9 on Counter Benefit Fraud activity.

**FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009**Report of:** Assistant Chief Executive**Subject:** VIEWPOINT – CITIZEN'S PANEL RESULTS

---

**SUMMARY****1.0 PURPOSE OF REPORT**

- 1.1. To inform the Portfolio Holder of the results of the 28<sup>th</sup> phase of Viewpoint, Hartlepool Borough Council's citizen's panel, that was distributed in April 2009.

**2.0 SUMMARY OF CONTENTS**

- 2.1 A report of the results from the latest Viewpoint questionnaire that included: Cleveland Police – listening to local people; Highways management; Adult Education; Council owned public toilets; E-safety and young people; and The future of Viewpoint

- 2.2 Key findings are:

- Viewpoint members felt that the police understand the problems of their local area, are dealing with these problems well, and that the police do an excellent or good job in their local area. However, members do not feel they have a say at all about local policing.
- Residents were dissatisfied with the condition of roads and pavements, but were satisfied with the condition of road signs, street lights and the winter gritting service.
- Viewpoint members would be encouraged to do more adult learning courses if the cost was reduced.
- Residents thought that Hartlepool council owned public toilets had suitable access for people with disabilities, but did not think they smelt nice.
- People felt that sex offenders using the internet to meet young people, and young people seeing sexually explicit and inappropriate pictures were high e-safety risks that can affect young people.
- Finally, Viewpoint members were very positive about both the Viewpoint questionnaire and newsletter. Members said they read most of the newsletters, and thought they are easy to read, informative, well laid out, and useful.



**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 14<sup>th</sup> July 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

---

## **1. PURPOSE OF REPORT**

- 1.1 To inform the Portfolio Holder of the results from the 28<sup>th</sup> phase of Viewpoint that was distributed to panel members in April 2009.

## **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:

- Cleveland Police – listening to local people
- Highways management
- Adult Education
- Council owned public toilets
- E-safety and young people
- The future of Viewpoint

- 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 120 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 28 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 28**

- 3.1 The latest survey was carried out in April 2009, 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 1385 individuals. A response rate of 70 per cent was achieved with 953 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 (25) 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 28 was the ninth 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 28, 277 members expressed an interest in filling out their surveys online, and 96 members completed their surveys online.

#### **Cleveland Police – listening to local people**

- 3.6 Viewpoint members were most likely to say they would like to receive information from Cleveland Police through local newspapers (62%) and leaflets distributed to their homes (58%).
- 3.7 Members said they would like to receive information about how to contact the police and other partners responsible for community safety (71%).
- 3.8 The majority (51%) of Viewpoint members do not think they have a say at all about local policing.
- 3.9 The majority (62%) of Viewpoint members feel the local police understand most or some of the problems of their local area.
- 3.10 Four out of ten Viewpoint members feel the police are dealing with the problems well in their local area.
- 3.11 Four out of ten members think the police do an excellent or good job in their local neighbourhood. A third of respondents (34%) felt the police perform a fair job in their local area.

#### **Highways management**

- 3.12 The majority of Viewpoint members said they were dissatisfied or very dissatisfied with the condition of roads and pavements in both their local neighbourhood and in Hartlepool as a whole.
- 3.13 However, Viewpoint members were more likely to say they were either satisfied or very satisfied with the condition of road signs, street lights and the winter gritting service in their local neighbourhood and in Hartlepool as a whole.
- 3.14 Results were split when Viewpoint members were asked how satisfied or dissatisfied they were with the litter collection service. Four out of ten members were satisfied or very satisfied with this in their local neighbourhood, and a similar number were dissatisfied or very dissatisfied. Viewpoint members were more dissatisfied with the litter collection service in Hartlepool as a whole (48%).

**Adult Education**

- 3.15 Three quarters of Viewpoint members have taken part in learning since leaving school, and over half would be interested in taking part in adult learning in the future.
- 3.16 Viewpoint members said they would be encouraged to do more adult learning courses if the cost was reduced (45%) or if more information about the courses was available (42%).
- 3.17 Members felt these courses should be held at local schools and local community centres.
- 3.18 Viewpoint members said they thought people would like to see information about adult learning in newspaper adverts (71%) and on leaflets / flyers (61%).

**Council owned public toilets**

- 3.19 Half of Viewpoint members had used a council owned public toilet in the past year. We asked these members what they thought about the last council owned public toilet they used.
- 3.20 In general, the majority of Viewpoint members thought that Hartlepool council owned public toilets had suitable access for people with disabilities, but did not think that Hartlepool council owned public toilets smelt nice.
- 3.21 Overall, only nine per cent of Viewpoint members would rate the condition and standard of the public toilets owned by Hartlepool Borough Council as good or excellent. Three out of ten members felt the condition and standard of the public toilets owned by the council is average (27%), poor (33%) or they have no opinion (32%).

**E-safety and young people**

- 3.22 Viewpoint members felt that sex offenders using the internet to meet young people, and young people seeing sexually explicit and inappropriate pictures were high e-safety risks that can affect young people.
- 3.23 Viewpoint members felt that educating young people on e-safety would help keep them safe from e-safety risks.
- 3.24 Members thought that parents would like to receive information on what they can do at home to protect their children (91%). Members thought this information should be sent out through leaflets from schools.

### **The future of Viewpoint**

- 3.25 The vast majority (93%) of Viewpoint members felt that the latest Viewpoint survey was easy or very easy to fill in.
- 3.26 Two thirds of Viewpoint members feel they make a difference to the way the council does things by being part of Viewpoint.
- 3.27 The majority of Viewpoint members read most of the Viewpoint newsletters. Members felt the newsletters are easy to read, informative, well laid out, and are useful.

## **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), Viewpoint 24 (March 2008), Viewpoint 25 (May 2008), and Viewpoint 26 (July 2008). The feedback from the Emergency Planning department was included in the newsletter which accompanied the questionnaire for Viewpoint 29 (June 2009). All other feedback has been included in the newsletter that accompanies Viewpoint 30, which will be mailed out in October 2009. This newsletter is twice the standard size in order to accommodate the extra feedback obtained, and has been attached as **Appendix B**.

### **Emergency Planning, Viewpoint 24, March 2008**

- 4.3 The majority (84%) of Viewpoint members had not visited the Cleveland Emergency Planning Unit website. In order to raise awareness of the website, the Emergency Planning Unit have:
- Included the website address at training events and at public awareness presentations, and on various promotional materials (cup placemats, leaflets and portable display units);
  - Published an article in the Hartbeat magazine entitled 'do you know the risks in your area';
  - Publicised the website via radio interviews during the 'What If?' campaign led by BBC Tees in February 2006. See [www.bbc.co.uk/tees/local\\_radio/emergencies/](http://www.bbc.co.uk/tees/local_radio/emergencies/) for more information.

- 4.4 Viewpoint members thought the 'prepare for emergencies' leaflet is a good idea, and two thirds thought this leaflet should be circulated every year. The Emergency Planning Unit is planning to issue either a calendar leaflet or 'Z' card leaflet every year.
- 4.5 Based on what Viewpoint members thought should be included in this leaflet, the latest 'Prepare for Emergency' leaflet includes useful contact telephone numbers, nuclear emergency procedures, and gas leak / chemical procedures.

#### **Trading Standards, Viewpoint 23, October 2007**

- 4.6 In October 2007 we asked Viewpoint members what they thought the main trading standards responsibilities should be for Hartlepool for the next year. The views and concerns of local residents expressed through Viewpoint were combined with other sources of information such as trader's views, government requirements, evidence of complaint trends and the degree of risk that each of the subject headings poses to the health or wealth of the public. This has helped the Trading Standards Department to identify where the majority of their time and resources should be spent.
- 4.7 The high priority areas for the next year will be underage sales (such as the sale of alcohol and tobacco to children), rogue traders (such as cowboy builders) and toy and product safety. The medium risks are phoney prize winning letters and home working scams, false descriptions on goods and services, and counterfeit goods. Finally, the low priorities are weights and measures, misleading pricing, and loan sharks. Although Viewpoint members felt 'Loan Sharks' should be a top priority, it became a low priority for Hartlepool over the next year as there is a special task force based in Middlesbrough which tackles loan sharks across the North East Region.

#### **Tall Ships' Races, Viewpoint 24, March 2008**

- 4.8 Viewpoint members said they would like more information about the entertainment and attractions of the Tall Ships Races, where people will park, and where the ships will be birthed.
- 4.9 Detailed information will not be available about the entertainment and attractions of the Tall Ships' Races until closer to the time. However, when the information is available, the Tall Ships team will advertise it through the council's magazine Hartbeat, in the Hartlepool mail, and through their website [www.hartlepooltallships2010.co.uk](http://www.hartlepooltallships2010.co.uk). The opening times of the event will be 11am to 11pm every day between 7 - 10 August 2010.
- 4.10 Over the last year, the Tall Ships' team have done a lot to promote the Park and Ride Scheme, including press releases and features in the

Hartlepool main about transport arrangements in general. The council have also discussed transport arrangements with bus operators.

- 4.11 Finally, the Tall Ships team have produced a full colour site plan to show all of the key locations where ships will be berthed. This can be accessed through the Tall Ships' Races website [www.hartlepooltallships2010.co.uk](http://www.hartlepooltallships2010.co.uk), or by calling 01429 523420.
- 4.12 Given the overall level of interest in the event, the Tall Ships' team have included an article in every edition of Hartbeat to ensure there is regular information about different aspects of the event. They are also approaching neighbouring councils to try and include information in their community magazines in the run-up to the event.

#### **Closed circuit television (CCTV) cameras, Viewpoint 25, May 2008**

- 4.13 In May 2008, we asked Viewpoint members some questions about Closed Circuit Television (CCTV) in Hartlepool.
- 4.14 We asked if members thought the CCTV monitoring service should continue to be provided by the council, or should another agency provide the service. A third of members thought the council should continue to provide this service, and so the Community Safety and Prevention Team have decided that Housing Hartlepool will continue to monitor CCTV on behalf of the council.
- 4.15 Six out of ten members felt that Cleveland Police should contribute financially to help run CCTV cameras in Hartlepool. In response to this, the police have agreed to provide a dedicated police officer within the monitoring centre.
- 4.16 We wanted to know where members thought the council could find more money to help run CCTV cameras in Hartlepool. The following is a list of what Viewpoint members thought, and is also a list of what the Community Safety and Prevention Team said they are going to do:
- Ask local businesses and other organisations to contribute financially (60%)
  - Remove existing cameras from some areas and put them in areas with higher levels of crime or anti-social behaviour (47%)
  - Earn income from running other organisation's cameras for them (e.g. schools, hospitals and business sites) (44%)
- 4.17 We asked Viewpoint members where they think CCTV cameras should be sited. Two thirds of members said they should be sited in areas with high levels of nuisance and anti-social behaviour. As a result, the Community Safety and Prevention Team have recently installed a new fixed camera in Turnbull Street, in Dyke House Ward.



- 4.18 We explained how in Middlesbrough town centre there are ‘talking cameras’ where the person monitoring a camera can inform a member of the public they have been recorded committing an illegal or anti-social act (e.g. dropping litter or allowing their dog to foul). We asked if Viewpoint members would support the introduction of ‘talking cameras’ in Hartlepool and eight out of ten members said they would. As a result, the Community Safety and Prevention Team are going to install ‘talking cameras’ as a trial at two locations in the town centre in the next couple of months.

### **Sports and recreation, Viewpoint 26, July 2008**

- 4.19 Two thirds of Viewpoint members said they do not feel they take part in enough sport and physical activity and a similar number said they would like to take part in more physical activity.
- 4.20 Due to a government grant and funding from the Primary Care Trust, leisure facilities now offer free swims to individuals over 60 with Active Cards (which are available free for over 60’s) and under 16’s in order to encourage more people to take up swimming.
- 4.21 Also, the ‘Women’s Begin 2’ programme has now started, and has been very popular. The ‘Women’s Begin 2’ programme is an 8 to 10 week course, covering aerobics, badminton, running and swimming.
- 4.22 The Walks Programme now has five walks available per week, ranging from a beginners level to something more challenging.
- 4.23 Viewpoint members also told us that better changing facilities, more information on what to do, and cheaper admission prices would encourage them to do more sport and recreation activities. The Sport and Recreation section reported the following to Viewpoint members:
- The pool side changing facilities at Mill House Leisure Centre are to be re-developed after a successful grant application to Sport England. A unisex ‘changing village’ will be built in its place, after consultation with users. The reception area will also be redeveloped. All works are due to start in September 2009 and are expected to be completed by 1<sup>st</sup> April 2010.
  - The Sports and Recreation team are currently working on a marketing plan to increase awareness of activities and services available in Hartlepool. They are also developing the Sport and Recreation branding so Hartlepool residents will be able to recognise this easily. Also, information about sport and recreation in Hartlepool has been covered in the press more in the last year than in previous years.
  - Finally, the Sports and Recreation team report that the admission prices and charges in Hartlepool for sport and recreation are among

some of the lowest in the region. The council is continuing to strive to keep costs down for individuals, and in some cases activities are offered free of charge, such as the Cyber Active programme. This programme offers people the use of a Nintendo Wii kit at West View and Owton Manor community Centre as well as at Mill House Leisure Centre.

#### **Sports development holiday programmes, Viewpoint 26, July 2008**

- 4.24 We told Viewpoint members how the Sports Development Team runs holiday activities for young people aged between five and sixteen years of age. These activities are linked to local clubs and groups so that young people attending can choose to continue their involvement after the organised sessions.
- 4.25 We asked Viewpoint members where they think people would want to see information about these Holiday Programmes, and they said thought people would want to see this information in local newspapers. In the run up to the October half term and Easter holidays, these holiday programmes were advertised in the Hartlepool Mail.

#### **Hartlepool weight management service, Viewpoint 26, July 2008**

- 4.26 Three quarters of Viewpoint members thought people would like to find out about the Hartlepool Weight Management Service through local newspapers and the council magazine. Information about this service has appeared in the Hartlepool Mail, Northern Echo and Hartbeat. Leaflets and posters are also available in all doctors' surgeries and Health Centres and will shortly be appearing through the 'LifeChannel' in hospital and doctors waiting rooms.
- 4.27 Key suggestions from Viewpoint members around what sorts of things should be covered at weight management sessions have been taken into consideration. This includes information about balanced eating, portion sizes, eating on a budget, cooking skills, the nutritional content of foods, exercise and health risks. However, the sessions are also tailored to the needs and wants of each particular group.
- 4.28 Based on the sorts of support Viewpoint members expected the weight management service to offer, the service offers regular weigh-in opportunities and advice, one-to-one support through signposting to NHS Health Trainers, opportunities to try out new physical activity options, advice on exercise opportunities and progression and access to cooking skills training. Subsidised gym membership is also offered through Active Cards and support signing up to local fitness facilities.

#### **Children and young people plan 2009-2010, Discussion Group, October 2008**

4.29 In September 2008 some members took part in a discussion group about the Children and Young People's Plan 2009-2020. There are five themes to the Children and Young Peoples Plan, and attendees were asked what their priority was for each theme. Detailed below are the main priorities identified for these themes that will be targeted through the Children and Young Peoples Plan 2009-2020:

- **Be Healthy:** Tackle teenage pregnancy and sexual health in partnership with children, young people, parent's and carer's
- **Stay Safe:** Earlier intervention and more availability of preventative services are needed to prevent families reaching crisis point
- **Enjoy and Achieve:** The council should stop selling of land and for houses and keep some for land for Children's Play areas
- **Make a Positive Contribution:** Involve children and young people, parent's and carer's in the planning and development of services
- **Achieve Economic Well-being:** There needs to be better access to a range of affordable activities for all ages and abilities

#### **Council website, Discussion Group, October 2008**

4.30 In October 2008, some Viewpoint members took part in discussion groups about the council's website. All the information collected from these discussion groups and from other consultations will be used to help completely redesign the council's website, which will be re-launched in late 2009. More information will follow in a future newsletter about the new council's website. Key findings from these discussion groups were:

- Text size needs to be made larger, and more pictures would be welcome
- The website needs to be more clear and concise, less busy and with less (but relevant) information
- More buttons, icons and dropdowns would help people find information
- We were told that there are a lot of dead links and clicking does not always return information and that some members felt the links go around in circles
- The link terminology is a problem and users were unsure where information should be; this increased the amount of clicking, searching and time to find relevant information
- Attendees felt the category list down the left hand side of the website was a nuisance and took up too much space

4.31 On the positive side, discussion group attendees were impressed with the range of information on the council's website, they felt the website was easy to get into, and they were positive about the search engine and the A to Z.

**5. RECOMMENDATIONS**

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

## Corporate Strategy



### 28<sup>th</sup> Viewpoint Survey Results Report

Lisa Anderson  
June 2009

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# 1. Introduction

## Background

- 1.1 Viewpoint, Hartlepool Borough Council's citizens' panel, is one of the ways 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 2009 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 1400 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 April 2009.

## 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 the community priorities are for future council activities
- 1.4 The specific areas covered in this phase of Viewpoint included:
  - Cleveland Police – listening to local people
  - Highways management
  - Adult Education
  - Council owned public toilets
  - E-safety and young people
  - The future of Viewpoint



## 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, a 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 2009 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 Place Survey was carried out in 2008, 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 1385 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 April 2009 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 1385 active members of the panel.

### **Response rates**

- 2.8 We achieved a response rate of 70 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 1360 with a total of 953 questionnaires being returned. See table 2.1 for more information.

**Table 2.1 Response rates**

	<b>Number of cases</b>
Total sample	1385
Unsuitable / ineligible cases	25
Total possible sample	1360
<b>Completed questionnaires</b>	<b>953</b>
No response	407
<b>Response rate</b>	<b>70%</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 953 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

#### **Cleveland Police – listening to local people**

- 3.1 Viewpoint members were most likely to say they would like to receive information from Cleveland Police through local newspapers (62%) and leaflets distributed to their homes (58%).
- 3.2 Members said they would like to receive information about how to contact the police and other partners responsible for community safety (71%).
- 3.3 The majority of Viewpoint members (51%) do not think they have a say at all about local policing.
- 3.4 The majority (62%) of Viewpoint members feel the local police understands most or some of the problems of their local area.
- 3.5 Four out of ten Viewpoint members feel the police are dealing with the problems well in their local area.
- 3.6 Four out of ten members think the police do a good or excellent job in their local neighbourhood. A third of respondents (34%) felt the police perform a fair job in their local area.

#### **Highways management**

- 3.7 The majority of Viewpoint members said they were dissatisfied or very dissatisfied with the condition of roads and pavements in both their local neighbourhood and in Hartlepool as a whole.
- 3.8 However, Viewpoint members were more satisfied with the condition of road signs, street lights and the winter gritting service in their local neighbourhood and in Hartlepool as a whole.
- 3.9 Results were split when we asked Viewpoint members how satisfied or dissatisfied they were with the litter collection service. Four out of ten members were satisfied or very satisfied with this in their local neighbourhood, and a similar number were dissatisfied or very dissatisfied. Viewpoint members were more dissatisfied with the litter collection service in Hartlepool as a whole (48%).

### **Adult Education**

- 3.10 Three quarters of Viewpoint members have taken part in learning since leaving school, and over half would be interested in taking part in adult learning in the future.
- 3.11 Viewpoint members said they would be encouraged to do more adult learning courses if the cost was reduced (45%) or if more information about the courses was available (42%).
- 3.12 Respondents felt these courses should be held at local schools and local community centres.
- 3.13 Viewpoint members said they thought people would like to see information about adult learning in newspaper adverts (71%) and on leaflets / flyers (61%).

### **Council owned public toilets**

- 3.14 Half (50%) of Viewpoint members told us they had used a council owned public toilet in the past year. We asked these members what they thought about the last council owned public toilet they used.
- 3.15 In general, the majority of Viewpoint members thought that Hartlepool council owned public toilets had suitable access for people with disabilities, but did not think the public toilets smelt nice.
- 3.16 Overall, only nine per cent of Viewpoint members would rate the condition and standard of the public toilets owned by Hartlepool Borough Council as good or excellent. Three out of ten members felt the condition and standard of the public toilets owned by Hartlepool Borough Council is average (27%), poor (33%) or they had no opinion (32%).

### **E-safety and children and young people**

- 3.17 Viewpoint members felt that the e-safety risk of sex offenders using the internet to meet young people, and young people seeing sexually explicit and inappropriate pictures were high e-safety risks that can affect young people.
- 3.18 Viewpoint members felt that educating young people on e-safety would help keep them safe from e-safety risks.
- 3.19 Members thought parents would like to receive information on what they can do at home to protect their children (91%), and that this information should be sent out through leaflets from schools.

### **The future of Viewpoint**

- 3.20 The vast majority (93%) of Viewpoint members felt that the latest Viewpoint survey was easy or very easy to fill in.
- 3.21 Two thirds of Viewpoint members feel they make a difference to the way the council does things by being part of Viewpoint.
- 3.22 Over three quarters of Viewpoint members read most of the Viewpoint newsletters which are sent out with their Viewpoint survey. The vast majority (98%) of Viewpoint members feel the newsletters are easy to read.
- 3.23 Viewpoint members feel the newsletter is informative (97%) and is well laid out (95%).
- 3.24 Nine out of ten members find the Viewpoint newsletter either very or fairly useful.

## 4. Cleveland Police – listening to local people

- 4.1 We told Viewpoint members how Cleveland Police would like to know if members feel they have a say about what happens with local policing, if they feel the police understand the problems in their local area, and how well they think the police deal with these problems. They also wanted to know how members would like to get information from Cleveland Police, and what information they want from them. Some of these questions were asked in previous Viewpoint surveys. Where this is the case, comparisons will be drawn.

### Receiving information from Cleveland Police

- 4.2 First of all, we asked Viewpoint members to tell us how they would like to get information from Cleveland Police about what is happening in their area. Viewpoint members were more likely to say they would like to receive this information through local newspapers (62%) and leaflets distributed to their homes (58%). See table 4.1 for more information.

**Table 4.1 How would you like to get information from Cleveland Police about what is happening in your area?**

	%	(No.)
Local newspapers	62	(707)
Leaflets distributed to your home	58	(669)
Council magazines / newspapers	40	(453)
Internet	27	(303)
Through Ringmaster (Neighbourhood Watch)	26	(299)
Local radio	25	(290)
Leaflets and posters distributed in public places	23	(263)
Contact with police staff	19	(222)
Other	2	(20)
<b>Total</b>	<b>100</b>	<b>(1143)</b>

- 4.3 Younger Viewpoint members were more likely to say they would like to receive information from Cleveland Police through leaflets delivered to their home (63%) than older Viewpoint members (51%). Older Viewpoint members were more likely to say they would like to get information through council magazines and newspapers (45%) than younger Viewpoint members (32%). See appendix 2 for definitions of older and younger Viewpoint members.

- 4.4 Next, Viewpoint members were asked to tell us what information they would like to get from Cleveland Police. Seven out of ten (71%) members said they would like to get information about how to contact the police and other partner organisations responsible for community safety. Over half (53%) of Viewpoint members said they would like to receive information about the policing priorities for the year ahead. See table 4.2 for more information.

**Table 4.2 And what information would you like to get from Cleveland Police?**

	<b>%</b>	<b>(No.)</b>
How to contact the police and other partners responsible for Community Safety	71	(799)
Policing priorities for the year ahead	53	(595)
Information on where your local police office is	41	(464)
Local policing community events	40	(451)
How the police are performing against set targets over the last year	33	(368)
Consultation results and outcomes	31	(354)
How to register a complaint against the police	18	(207)
How you can volunteer your time to work with police	11	(123)
Other	2	(17)
<b>Total</b>	<b>100</b>	<b>(1129)</b>

- 4.5 Men were more likely to say they would like to get information about the policing priorities for the year ahead (59%) than women (47%). Women were more likely to want information about how to contact the police and other partners responsible for community safety (75%) than men (66%).

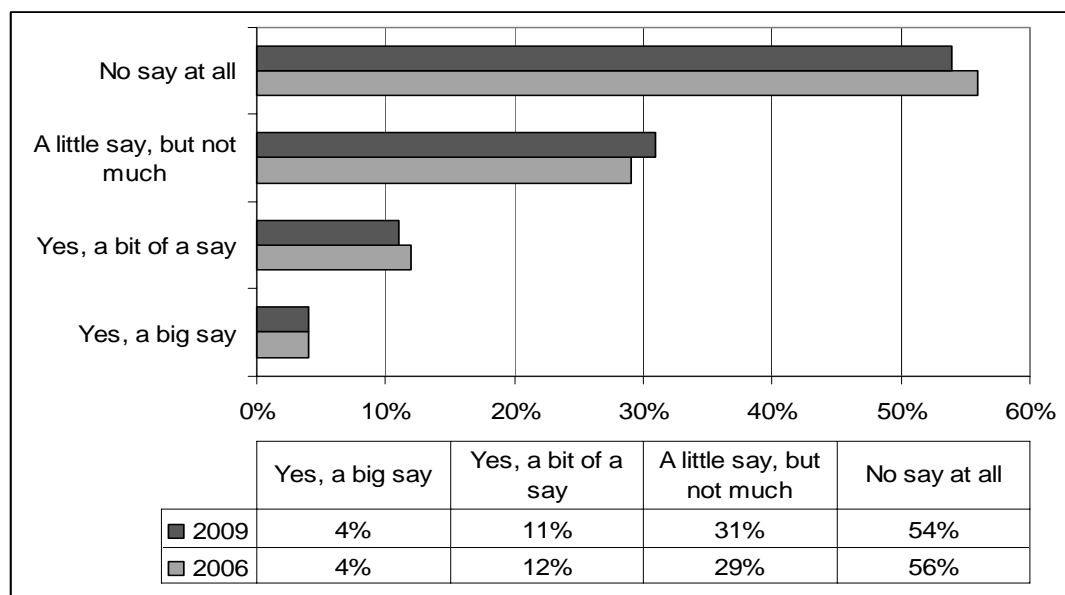
## Having a say about local policing

- 4.6 We asked Viewpoint members if they think they have a say about what happens with local policing. This question was originally included in Viewpoint 20 in July 2006. The results received in 2006 and in 2009 are similar. In both 2006 and 2009 over half of respondents did not think they had any say at all about local policing, and three out of ten members felt they have a little say over local policing, but not much. See table 4.3 and chart 4.1 for more information.

**Table 4.3 Do you think you have a say about what happens with local policing?**

	2009 %	2006 %
Yes, I think I have a big say about what happens with local policing	4	4
Yes, I think I have a bit of a say about what happens with local policing	11	12
Maybe have a little say over local policing, but not much	31	29
No, don't think I have any say at all about local policing	54	56
<b>Total (No.)</b>	<b>(1096)</b>	<b>(1084)</b>

**Chart 4.1 Do you think you have a say about what happens with local policing?**



- 4.7 Younger Viewpoint members were more likely to think they do not have a say at all about local policing (60%) than older Viewpoint members (49%).



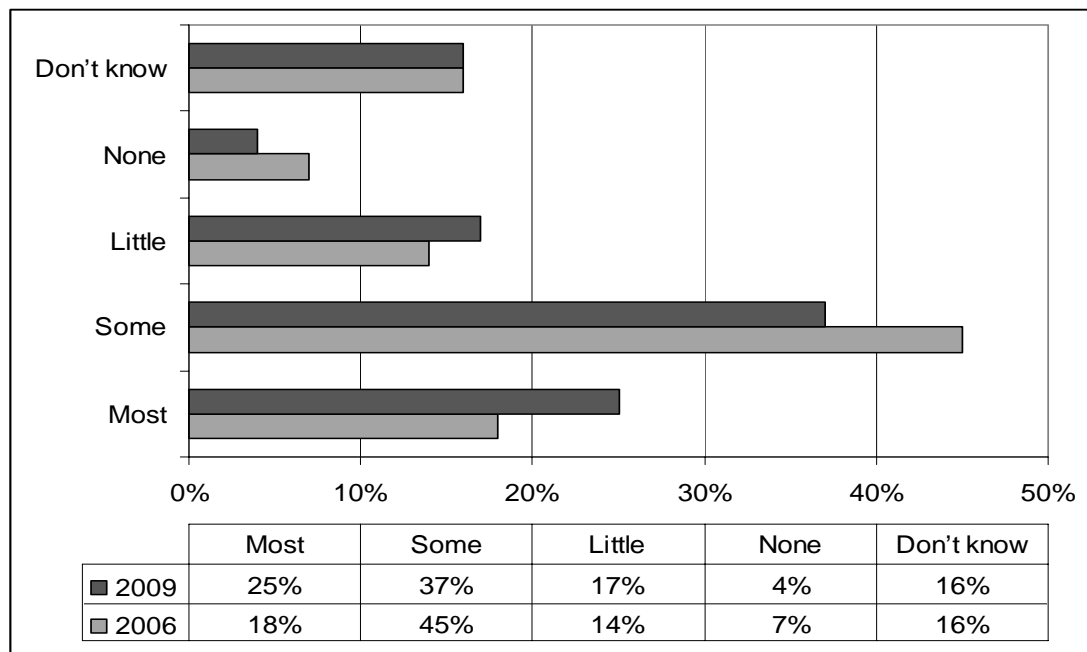
## Understanding problems in local area

- 4.8 Next, we wanted to know how well Viewpoint members feel the local police understand the problems of their area. Again, this question was repeated from Viewpoint 20 (July 2006). The results received in 2006 and in 2009 are again similar. In both 2006 and in 2009 six out of ten members felt the local police understand some or most issues in their local area. There has been a shift away from members thinking the police have some understanding in 2006, to them understanding most issues in 2009. See table 4.4 and chart 4.2 for more information.

**Table 4.4 How well do you feel the local police understand the problems of your area?**

	2009 %	2006 %
Understand most issues	25	18
Some understanding	37	45
Little understanding	17	14
No understanding	4	7
Don't know	16	16
<b>Total (No.)</b>	<b>(1174)</b>	<b>(1166)</b>

**Chart 4.2 How well do you feel the local police understand the problems of your area?**



- 4.9 Viewpoint members from the South area of Hartlepool were most likely to think the police understand most of the problems in the area (31%) than members from the Central (24%) of the North (21%) area of Hartlepool.

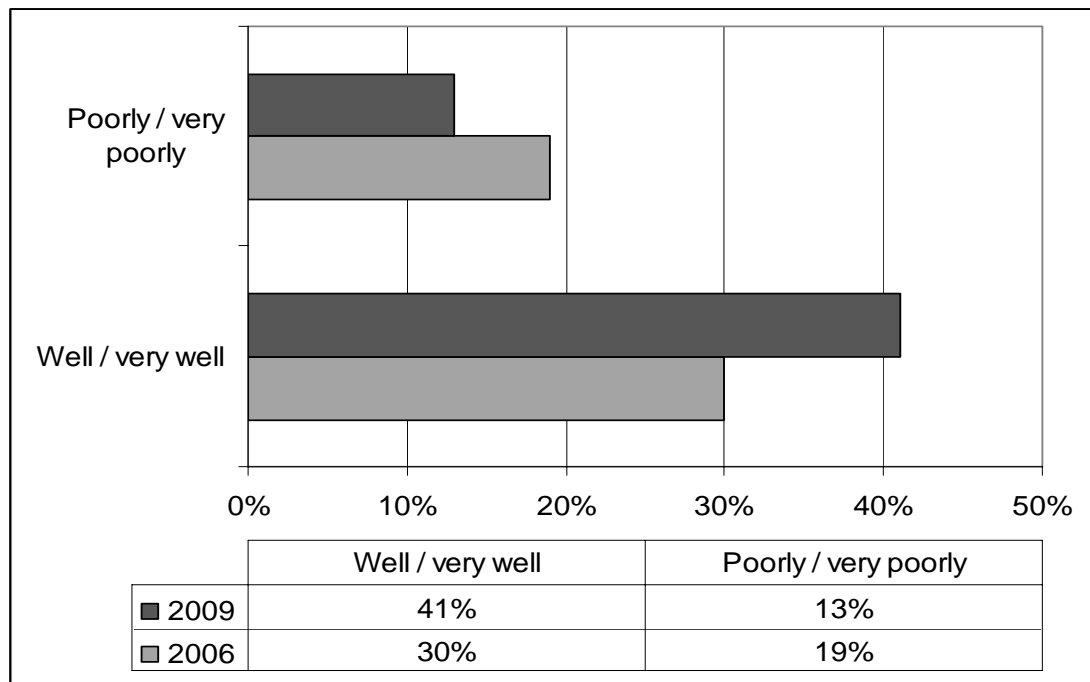
## Dealing with problems in local area

- 4.10 We asked members to tell us how well they feel the local police are dealing with the problems in their local area. In 2009, four out of ten (41%) respondents said they thought the local police are dealing with the problems in their local areas either well or very well. This is increase from three out of ten (30%) in 2006. See table 4.5 and chart 4.3 for more information.

**Table 4.5 How well do you feel the local police are dealing with the problems in your local area?**

	2009 %	2006 %
Very well	8	3
Well	32	26
Neither well nor poorly	31	33
Poorly	9	13
Very poorly	4	7
Don't know	16	18
<b>Total (No.)</b>	<b>(1172)</b>	<b>(1172)</b>

**Chart 4.3 How well do you feel the local police are dealing with the problems in your local area?**



- 4.11 Viewpoint members from the South area of Hartlepool were more likely to think the police are dealing with problems in their local area well or very well (46%), than respondents from the Central (39%) or the North (38%) area of Hartlepool.

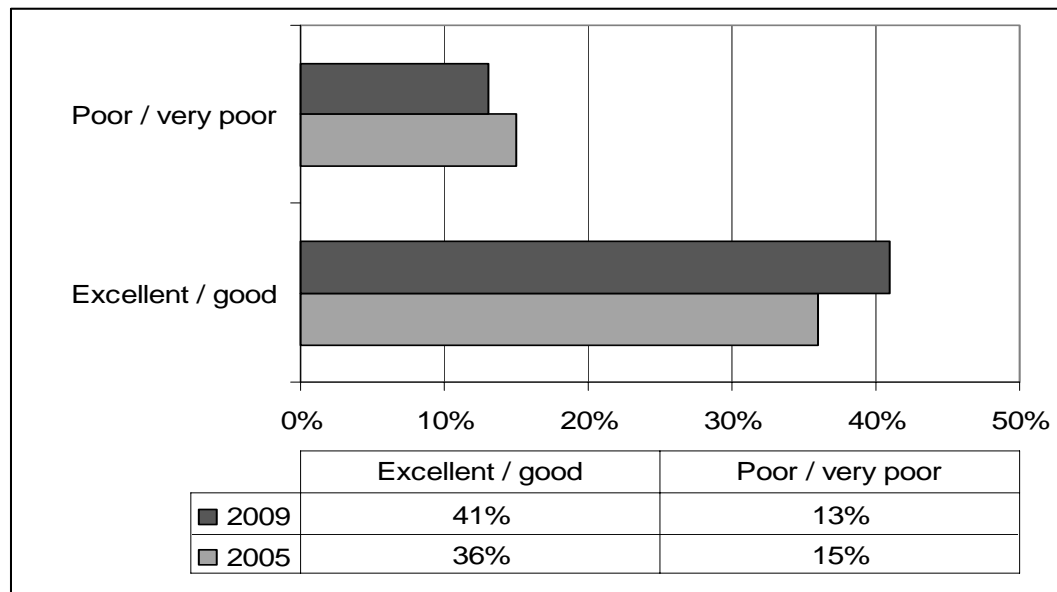
## How the police perform their job

- 4.12 Finally, we wanted to know how well members think the police perform their job. This question was originally included in Viewpoint 16 (April 2005), and the results received in 2005 and 2009 are largely similar. In 2009, four out of ten (41%) members felt the police perform a good or excellent job in Viewpoint members local neighbourhoods. This is an increase from 36% in 2005. See table 4.6 and chart 4.4 for more information.

**Table 4.6 Taking everything into account, what is your opinion on how the police perform their job in your local n/hood?**

	2009 %	2005 %
Excellent	6	7
Good	35	28
Fair	34	39
Poor	10	9
Very poor	3	5
Don't know	11	11
<b>Total (No.)</b>	<b>(1178)</b>	<b>(1200)</b>

**Chart 4.4 Taking everything into account, what is your opinion on how the police perform their job in your local n/hood?**



- 4.13 Viewpoint members from the South area of Hartlepool were more likely to think the police do an excellent or good job in their local neighbourhood (47%) than members from the Central (39%) or the North (39%) areas of Hartlepool.

## 5. Highways management

- 5.1 We told Viewpoint members how the council is responsible for the up keep of the majority of roads, pavements and road signs across the borough. The council was interested in finding out people's views and opinions of the service provided both in their local neighbourhood and across Hartlepool as a whole. Some of these questions have been included in previously Viewpoint surveys in 2000, 2002, and 2007. Where appropriate, comparisons will be made between the datasets.
- 5.2 Overall, Viewpoint members were dissatisfied with the condition of roads and pavements in their local neighbourhood and in Hartlepool as a whole. They were satisfied with the condition of road signs, street lights and the winter gritting service. Satisfaction with the litter collection service in local neighbourhoods was mixed. However, members were less likely to be satisfied with the litter collection service in Hartlepool as a whole. See table 5.1 and 5.2 for more information.

**Table 5.1      How satisfied or dissatisfied are you with the following in your local neighbourhood?**

	Satisfied %	Dissatisfied %
Condition of roads	29	57
Condition of pavements	34	47
Condition of road signs	66	10
Condition of street lights	72	12
Winter gritting service	55	32
Litter collection service	44	41

**Table 5.2      How satisfied or dissatisfied are you with the following in Hartlepool as a whole?**

	Satisfied %	Dissatisfied %
Condition of roads	17	67
Condition of pavements	22	52
Condition of road signs	62	9
Condition of street lights	72	9
Winter gritting service	62	18
Litter collection service	30	48

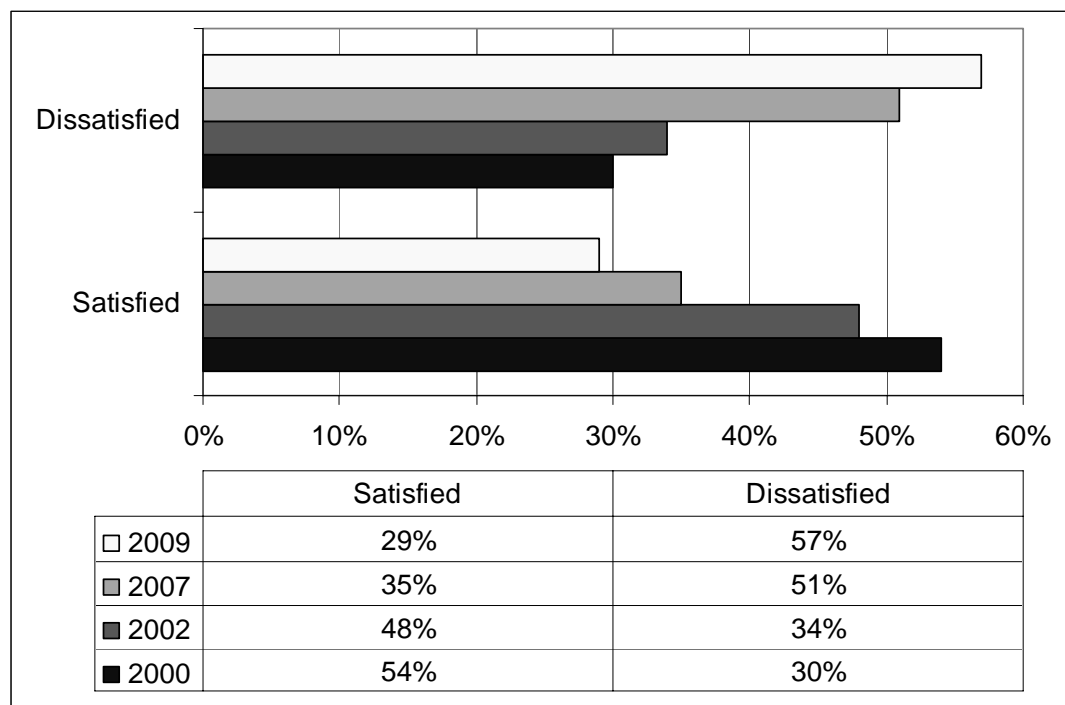
## Condition of roads in local neighbourhood

- 5.3 We asked Viewpoint members to tell us how satisfied or dissatisfied they are with the condition of roads in their local neighbourhood. In 2009, only 29 per cent of members were either satisfied or very satisfied with the condition of roads in their local neighbourhood. Satisfaction with roads in local neighbourhoods has been decreasing since 2000. See table 5.3 and chart 5.1 for more information.

**Table 5.3 How satisfied or dissatisfied are you with the condition of the roads in your local neighbourhood?**

	2009 %	2007 %	2002 %	2000 %
Very satisfied	3	7	4	8
Satisfied	26	57	44	46
Neither satisfied nor dissatisfied	14	25	18	17
Dissatisfied	30	8	24	20
Very dissatisfied	27	3	10	10
<b>Total (No.)</b>	<b>(1179)</b>	<b>(1179)</b>	<b>(626)</b>	<b>(670)</b>

**Chart 5.1 How satisfied or dissatisfied are you with the condition of the roads in your local neighbourhood?**



- 5.4 Viewpoint members with one or more cars in their household were more likely to say they are dissatisfied with the condition of roads in their local neighbourhood (60%) than members without a car (45%).

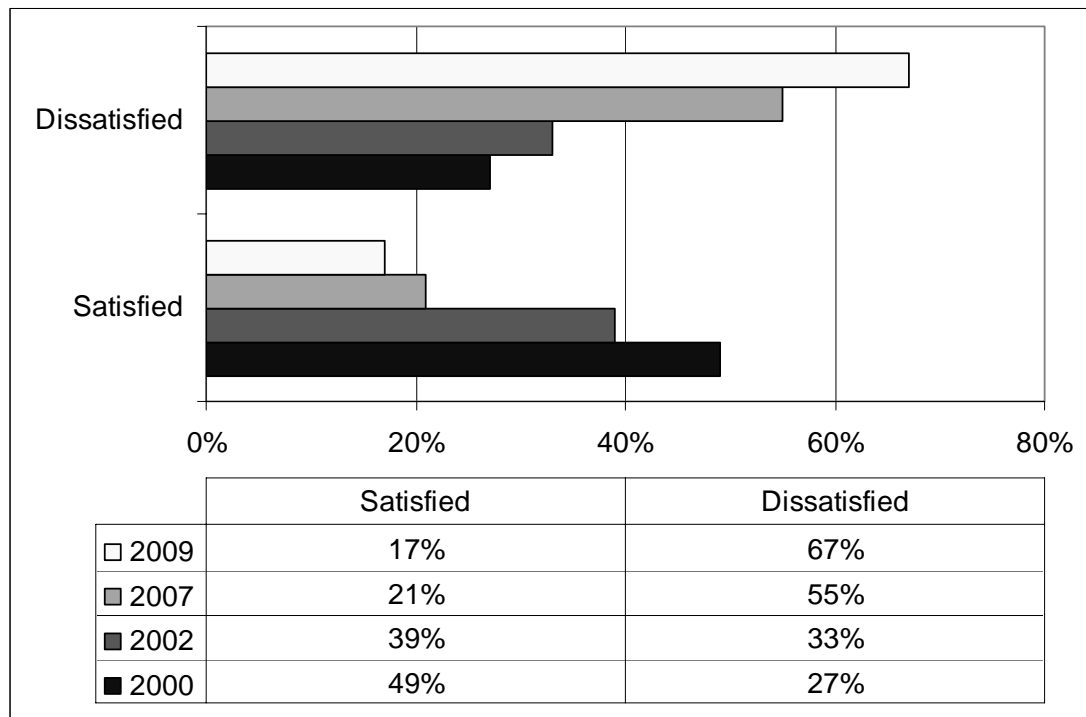
## Condition of roads in Hartlepool as a whole

- 5.5 Next, we asked Viewpoint members to tell us how satisfied or dissatisfied they are with the condition of roads in Hartlepool as a whole. In 2009, 67 per cent of Viewpoint members told us they were either dissatisfied or very dissatisfied with the condition of roads in Hartlepool as a whole. Again, satisfaction with the condition of roads has been decreasing since 2000. See table 5.4 and chart 5.2 for more information.

**Table 5.4 How satisfied or dissatisfied are you with the condition of the roads in Hartlepool as a whole?**

	2009 %	2007 %	2002 %	2000 %
Very satisfied	1	2	2	4
Satisfied	16	20	37	45
Neither satisfied nor dissatisfied	16	23	29	25
Dissatisfied	37	35	26	19
Very dissatisfied	30	20	7	8
<b>Total (No.)</b>	<b>(1173)</b>	<b>(1160)</b>	<b>(613)</b>	<b>(653)</b>

**Chart 5.2 How satisfied or dissatisfied are you with the condition of the roads in Hartlepool as a whole?**



- 5.6 Again, Viewpoint members with one or more cars in the household were more likely to say they are dissatisfied or very dissatisfied with the condition of roads in Hartlepool as a whole (70%) than members without a car (56%).

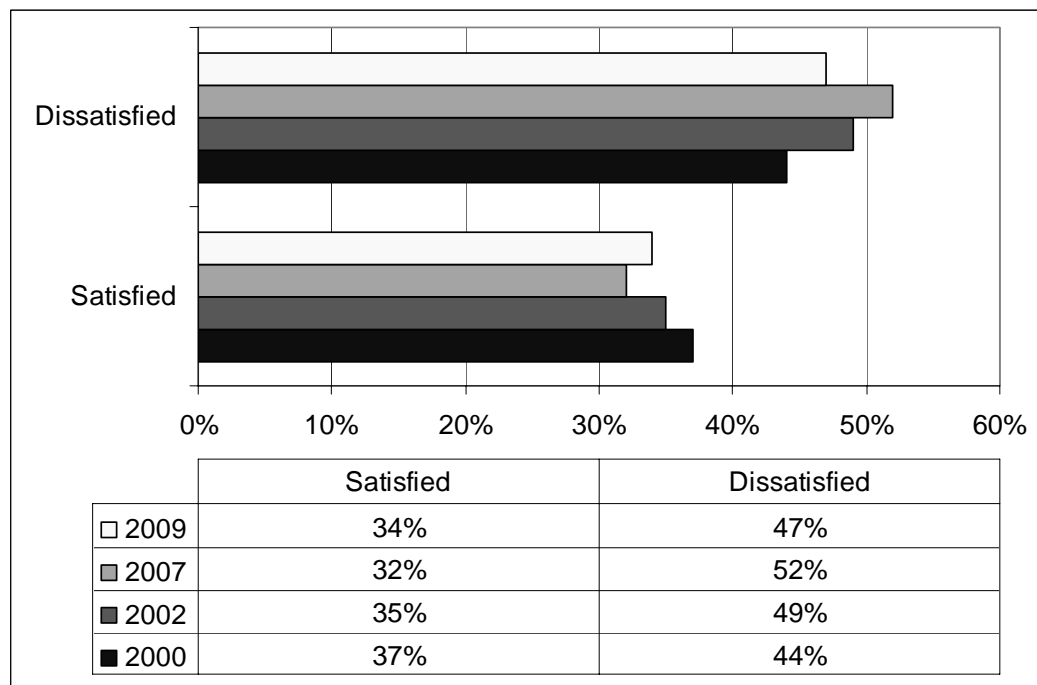
## Condition of pavements in local neighbourhood

- 5.7 We asked members to tell us how satisfied or dissatisfied they are with the condition of pavements in their local neighbourhood. In 2009, a third (34%) of members were satisfied or very satisfied with the condition of pavements in their local neighbourhood. These results are similar to responses received in previous years. See table 5.5 and chart 5.3 for more information.

**Table 5.5 How satisfied or dissatisfied are you with the condition of pavements in your local neighbourhood?**

	2009 %	2007 %	2002 %	2000 %
Very satisfied	3	3	4	5
Satisfied	31	29	31	32
Neither satisfied nor dissatisfied	20	16	15	16
Dissatisfied	30	34	35	32
Very dissatisfied	17	18	14	12
<b>Total (No.)</b>	<b>(1179)</b>	<b>(1180)</b>	<b>(630)</b>	<b>(670)</b>

**Chart 5.3 How satisfied or dissatisfied are you with the condition of pavements in your local neighbourhood?**



- 5.8 Viewpoint members from the South area of Hartlepool were more likely to say they are dissatisfied or very dissatisfied with the condition of pavements in their local neighbourhood (52%) than members from the Central (46%) or the North (42%) area of Hartlepool.

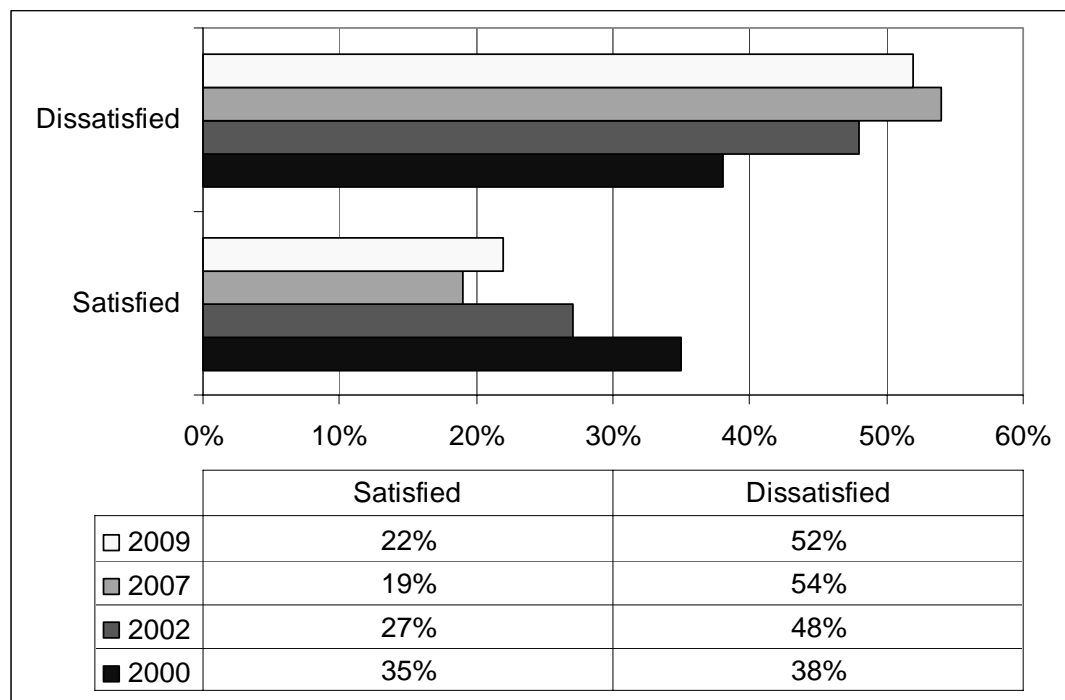
## Condition of pavements in Hartlepool as a whole

- 5.9 Next, we asked members to tell us how satisfied or dissatisfied they are with the condition of pavements in Hartlepool as a whole. In 2009, one in five (22%) respondents were either satisfied or very satisfied with the condition of pavements in Hartlepool as a whole. This is a reduction from the results received in 2000 (35%). See table 5.6 and chart 5.4 for more information.

**Table 5.6 How satisfied or dissatisfied are you with the condition of pavements in Hartlepool as a whole?**

	2009 %	2007 %	2002 %	2000 %
Very satisfied	1	1	2	3
Satisfied	20	18	25	32
Neither satisfied nor dissatisfied	26	27	25	28
Dissatisfied	36	38	37	29
Very dissatisfied	16	16	11	9
<b>Total (No.)</b>	<b>(1150)</b>	<b>(1153)</b>	<b>(612)</b>	<b>(650)</b>

**Chart 5.4 How satisfied or dissatisfied are you with the condition of pavements in Hartlepool as a whole?**



- 5.10 Viewpoint members from the South area of Hartlepool were more likely to be dissatisfied or very dissatisfied with the condition of pavements in Hartlepool as a whole (57%) than members from the Central (49%) or the North (52%) areas of Hartlepool.



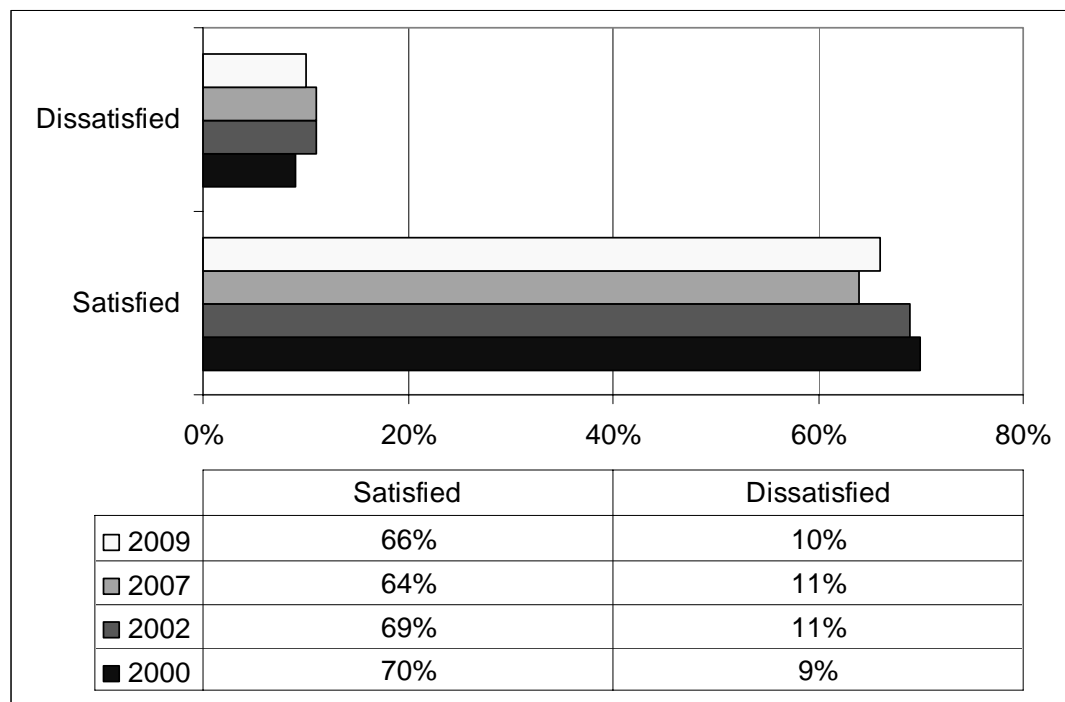
## Condition of road signs in local neighbourhood

5.11 We asked Viewpoint members to tell us how satisfied or dissatisfied they are with the condition of road signs in their local neighbourhood. In 2009, two thirds (66%) of Viewpoint members were satisfied or very satisfied with the condition of road signs in their local neighbourhood. These results are similar to previous results. See table 5.7 and chart 5.5 for more information.

**Table 5.7 How satisfied or dissatisfied are you with the condition of road signs in your local neighbourhood?**

	2009 %	2007 %	2002 %	2000 %
Very satisfied	7	7	7	11
Satisfied	59	57	62	59
Neither satisfied nor dissatisfied	25	25	20	21
Dissatisfied	7	8	9	8
Very dissatisfied	2	3	2	2
<b>Total (No.)</b>	<b>(1160)</b>	<b>(1164)</b>	<b>(622)</b>	<b>(655)</b>

**Chart 5.5 How satisfied or dissatisfied are you with the condition of road signs in your local neighbourhood?**



5.12 There was no real difference to report upon from the detailed results.

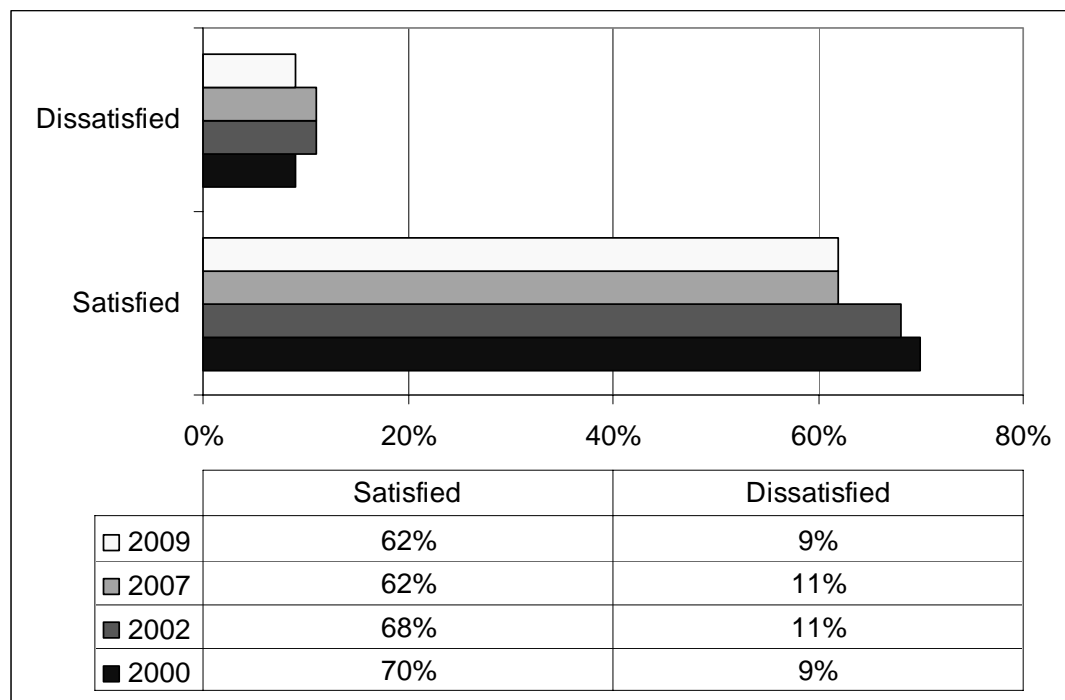
### Condition of road signs in Hartlepool as a whole

- 5.13 Next, we asked members to tell us how satisfied or dissatisfied they are with the condition of road signs in Hartlepool as a whole. In 2009, 62 per cent of Viewpoint members were satisfied or very satisfied with the condition of road signs in Hartlepool as a whole. This is a small reduction from results obtained in 2000 (70%). See table 5.8 and chart 5.6 for more information.

**Table 5.8 How satisfied or dissatisfied are you with the condition of road signs in Hartlepool as a whole?**

	2009 %	2007 %	2002 %	2000 %
Very satisfied	7	5	6	10
Satisfied	56	56	62	60
Neither satisfied nor dissatisfied	29	27	22	22
Dissatisfied	7	8	8	7
Very dissatisfied	2	2	3	2
<b>Total (No.)</b>	<b>(1148)</b>	<b>(1160)</b>	<b>(616)</b>	<b>(644)</b>

**Chart 5.6 How satisfied or dissatisfied are you with the condition of road signs in Hartlepool as a whole?**



- 5.14 Viewpoint members with one or more cars in the household were more likely to be satisfied or very satisfied with the condition of road signs in Hartlepool as a whole (64%) than members without a car (54%).

### Condition of street lights in local neighbourhood

- 5.15 We asked Viewpoint members to tell us how satisfied or dissatisfied they are with the condition of street lights in their local neighbourhood. Over three quarters (75%) of Viewpoint members told us they were either satisfied or very satisfied with the condition of street lights in their local neighbourhood. See table 5.9 for more information.

**Table 5.9 How satisfied or dissatisfied are you with the condition of street lights in your local neighbourhood?**

	<b>%</b>	<b>(No.)</b>
Very satisfied	13	(155)
Satisfied	62	(736)
Neither satisfied nor dissatisfied	12	(145)
Dissatisfied	8	(92)
Very dissatisfied	5	(53)
<b>Total</b>	<b>100</b>	<b>(1181)</b>

- 5.16 The detailed results show that older Viewpoint members are more likely to be satisfied or very satisfied with the condition of street lights in their local neighbourhood (85%, compared to 72% for younger Viewpoint members).

### Condition of street lights in Hartlepool as a whole

- 5.17 Next, we asked members to tell us how satisfied or dissatisfied they are with the condition of street lights in Hartlepool as a whole, and 72 per cent said they were either satisfied or very satisfied with this. See table 5.10 for more information.

**Table 5.10 How satisfied or dissatisfied are you with the condition of street lights in Hartlepool as a whole?**

	<b>%</b>	<b>(No.)</b>
Very satisfied	9	(105)
Satisfied	63	(718)
Neither satisfied nor dissatisfied	19	(219)
Dissatisfied	6	(70)
Very dissatisfied	3	(31)
<b>Total</b>	<b>100</b>	<b>(1143)</b>

- 5.18 Again, older Viewpoint members were more likely to be satisfied or very satisfied with the condition of street lights in Hartlepool as a whole (81%) than younger Viewpoint members (64%).

### Winter gritting service in local neighbourhood

- 5.19 We asked Viewpoint members to tell us how satisfied or dissatisfied they are with the winter gritting service in their local neighbourhood. Over half (55%) of respondents said they were satisfied or very satisfied with this service in their local neighbourhood. See table 5.11 for more information.

**Table 5.11 How satisfied or dissatisfied are you with the condition of the winter gritting service in your local neighbourhood?**

	2009 %	(No.)
Very satisfied	10	(117)
Satisfied	45	(523)
Neither satisfied nor dissatisfied	13	(156)
Dissatisfied	20	(228)
Very dissatisfied	12	(145)
<b>Total</b>	<b>100</b>	<b>(1171)</b>

- 5.20 Viewpoint members from the South area of Hartlepool were more likely to say they were satisfied or very satisfied with the winter gritting service in their local neighbourhood (66%) than members from the Central (50%) or the North (50%) areas of Hartlepool.

### Condition of the winter gritting service in Hartlepool as a whole

- 5.21 Next, we asked Viewpoint members how satisfied or dissatisfied they are with the winter gritting service in Hartlepool as a whole. Over six out of ten (63%) members said they were satisfied or very satisfied with this service in Hartlepool as a whole. See table 5.12 for more information.

**Table 5.12 How satisfied or dissatisfied are you with the condition of the winter gritting service in Hartlepool as a whole?**

	2009 %	(No.)
Very satisfied	10	(117)
Satisfied	53	(611)
Neither satisfied nor dissatisfied	19	(216)
Dissatisfied	14	(160)
Very dissatisfied	4	(49)
<b>Total</b>	<b>100</b>	<b>(1152)</b>

- 5.22 Viewpoint members from the South area of Hartlepool were more likely to say they are satisfied or very satisfied with the winter gritting service in Hartlepool as a whole (69%) than members from the Central (62%) or the North (59%) areas of Hartlepool.

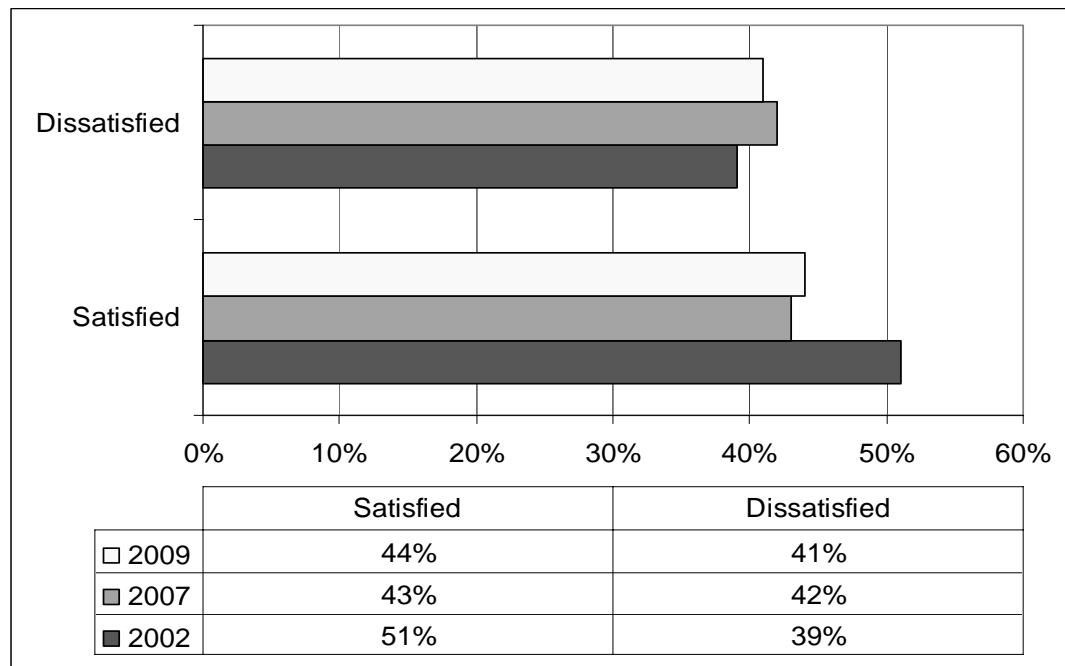
### Satisfaction with litter collection service in local neighbourhood

- 5.23 We asked Viewpoint members to tell us how satisfied or dissatisfied they are with the litter collection service in their local neighbourhood. In 2009, 44 per cent of Viewpoint members were satisfied or very satisfied with the litter collection service in their local neighbourhood. This is similar to figures received in 2007 (43%) but a reduction on satisfaction levels received in 2002 (51%). See table 5.13 and chart 5.11 for more information

**Table 5.13 How satisfied or dissatisfied are you with the litter collection service in your local neighbourhood?**

	2009 %	2007 %	2002 %
Very satisfied	9	6	9
Satisfied	35	37	42
Neither satisfied nor dissatisfied	15	15	11
Dissatisfied	27	26	27
Very dissatisfied	14	16	12
<b>Total (No.)</b>	<b>(1174)</b>	<b>(1181)</b>	<b>(637)</b>

**Chart 5.11 How satisfied or dissatisfied are you with the litter collection service in your local neighbourhood?**



- 5.24 Viewpoint members from the South area of Hartlepool were more likely to say they were satisfied or very satisfied with the litter collection service in their local neighbourhood (51%) than members from the Central (42%) or the North (41%) areas of Hartlepool.

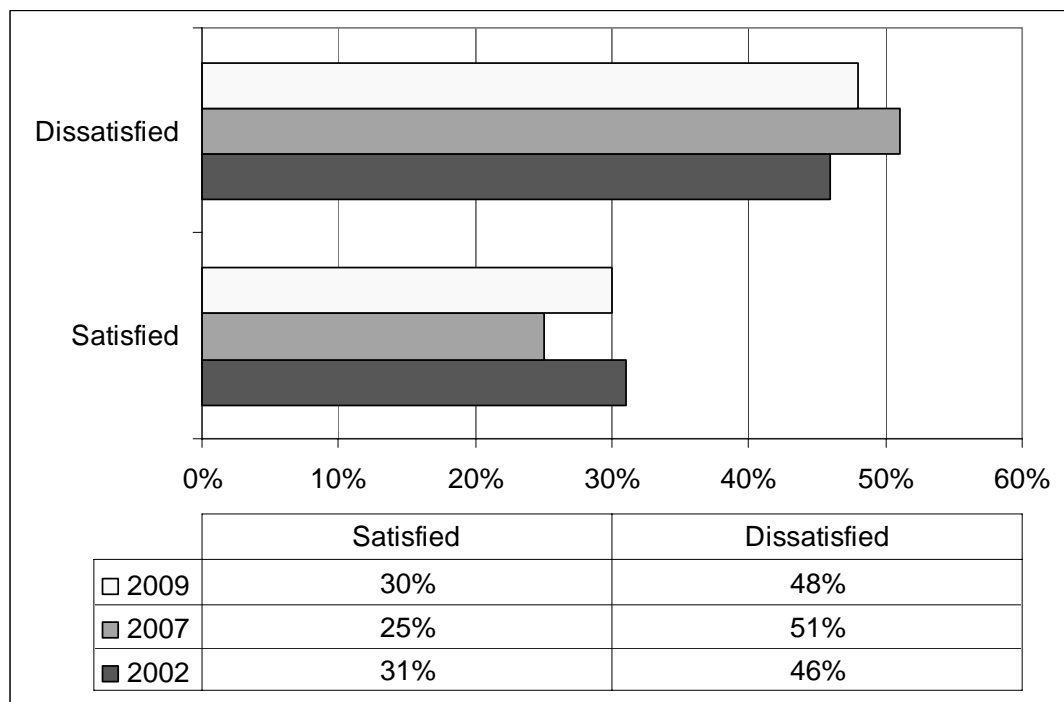
### Satisfaction with litter collection service in Hartlepool as a whole

- 5.25 Next, we asked members to tell us how satisfied or dissatisfied they are with the litter collection service in Hartlepool as a whole. In 2009, three out of ten (30%) Viewpoint members were either satisfied or very satisfied with the litter collection service in Hartlepool as a whole. This is similar to previous results. See table 5.14 and chart 5.12 for more information.

**Table 5.14 How satisfied or dissatisfied are you with the litter collection service in Hartlepool as a whole?**

	2009 %	2007 %	2002 %
Very satisfied	5	2	3
Satisfied	25	23	28
Neither satisfied nor dissatisfied	22	24	23
Dissatisfied	32	35	31
Very dissatisfied	16	16	15
<b>Total (No.)</b>	<b>(1134)</b>	<b>(1147)</b>	<b>(612)</b>

**Chart 5.12 How satisfied or dissatisfied are you with the litter collection service in Hartlepool as a whole?**



- 5.26 Viewpoint members from the Central area of Hartlepool were more likely to say they are dissatisfied or very dissatisfied with the litter collection service in Hartlepool as a whole (55%) than members from the South (44%) or the North (44%) areas of Hartlepool.

### Why people are dissatisfied with highways management

- 5.27 If Viewpoint members told us they are dissatisfied with any aspect of the highway management services asked about in this section, we asked them to tell us why this was. In total, 624 comments were received. Some Viewpoint members thought there is a problem with litter being left around schools and fast food outlets (232 comments). See table 5.15 for more information.

**Table 5.15** If you have answered dissatisfied to any of the above questions, please use the space provided below to tell us why you are dissatisfied and where the problems are?

	No. of comments
Litter everywhere, especially around schools and fast food outlets	(232)
Potholes in many roads	(70)
Much rubbish dropped / left behind by bin men	(67)
Poor road surfaces	(62)
Litter not collected / litter bins not emptied	(33)
Lack of gritting of side roads	(30)
Lack of litter bins	(28)
Poor condition of pavements / many broken paving stones	(24)
Dog fouling on pavements	(18)
Other	(60)
<b>Total</b>	<b>(624)</b>

## 6. Adult Education

- 6.1 The council's Adult Education service provides a range of learning opportunities for adults at various locations across the town. We wanted to know if Viewpoint members had used this service and what their views and opinions were on this subject.

### **Taking part in adult learning**

- 6.2 First of all, we asked Viewpoint members to tell us if they had taken part in any learning since leaving school, and over three quarters (77%) of Viewpoint members told us they had.

- Yes - 77 per cent (907 respondents)
- No - 23 per cent (278 respondents)

- 6.3 Younger Viewpoint members were more likely to tell us they had taken part in some form of learning since leaving school (92%) than older Viewpoint members (54%). See appendix 2 for definition of older and younger Viewpoint members.

- 6.4 Next, we asked members if they would be interested in taking part in any adult learning in the future, and over half (51%) of Viewpoint members said they would.

- Yes - 51 per cent (601 respondents)
- No - 35 per cent (410 respondents)
- Don't know - 15 per cent (176 respondents)

- 6.5 Younger Viewpoint members were more likely to say they would be interested in taking part in adult learning in the future (65%) than older Viewpoint members (24%).



## Learning opportunities

- 6.6 The Viewpoint members who told us they would be interested in taking part in adult learning in the future were asked what type of learning opportunities they would be interested in. These Viewpoint members told us they would be interested in training to get a qualification (50%), learning for it's own sake (41%), and in computer and internet skills (40%). See table 6.1 for more information.

**Table 6.1 What type of learning opportunities would you be interested in?**

	<b>2009 %</b>	<b>(No.)</b>
Training to get a qualification	50	(296)
Learning for it's own sake	41	(244)
Computer and internet skills	40	(239)
Foreign languages	29	(173)
Arts and crafts	26	(156)
Learning online	26	(152)
NVQs	21	(122)
Distance learning	15	(89)
Office and accounting skills	14	(85)
Updating your English and/or maths skills	13	(76)
Independent living skills (healthy cooking, budgeting, etc)	13	(75)
Life skills (confidence building, assertiveness, etc)	13	(75)
Skills for working with children	11	(64)
Skills to work in health and social care	11	(63)
Learning with your family	9	(54)
Job search skills	9	(51)
Drop ins	5	(28)
Other	1	(6)
<b>Total</b>	<b>100</b>	<b>(593)</b>

- 6.7 Younger Viewpoint members were more likely to say they would be interested in training to get a qualification (77%) than older Viewpoint members (2%). Also, men were more likely to say they would be interested in computer and internet skills training (48%) than women (34%). Similarly, older Viewpoint members were more interested in computer with internet skills training (56%) than younger Viewpoint members (28%).

- 6.8 We then asked Viewpoint members to tell us about any learning opportunities they would like to do which were not listed in the previous question. In total, 83 suggestions were made including DIY and practical skills, gardening and plants, and sports. See table 6.2 for full results.

**Table 6.2 Please use the space below to tell us about any learning opportunities you would like to do that are not listed above.**

	<b>No. of comments</b>
DIY / practical skills	(7)
Gardening / plants	(7)
Sports	(7)
History	(6)
Cookery	(5)
Woodwork	(4)
Sign language	(4)
Other	(43)
<b>Total</b>	<b>(83)</b>

### Encouraging people to do more adult learning courses

- 6.9 We told Viewpoint members how the Adult Education service is always trying to improve its services. We wanted to know what would encourage Viewpoint members to do more adult learning courses.
- 6.10 Viewpoint members told us they would be encouraged to do more adult learning courses if the cost was reduced (45%) and if there was more information available about the courses (42%). See table 6.3 for more information.

**Table 6.3 The Adult Education service is always trying to improve its services. Would any of the following changes encourage you to do more adult learning courses?**

	%	(No.)
Reduced cost	45	(504)
More information about courses available	42	(472)
More convenient opening times of venues	31	(355)
More centres offering courses in the local neighbourhood	30	(343)
Wider range of subjects on offer	29	(328)
More weekend courses introduced	25	(277)
More self study courses with tutor support, e.g. online courses	24	(267)
None of these / not interested in doing more courses	24	(275)
More one day courses / workshops on offer	23	(258)
Better transport links to venues	11	(119)
Other	1	(8)
<b>Total</b>	<b>100</b>	<b>1131</b>

- 6.11 Younger Viewpoint members were more likely to say they would be encouraged to take part in more adult learning if the cost was reduced (60%) than older Viewpoint members (20%). Younger Viewpoint members were also more likely to suggest the majority of these suggestions to encourage them to do more adult learning than members from any other age group.

## Venues for adult learning courses

- 6.12 We asked Viewpoint members where they think these courses should be held. Viewpoint members told us they thought these courses should take place in local schools (76%) and in local community centres (73%). See table 6.4 for more information.

**Table 6.4 Where do you think these courses should be held?**

	<b>%</b>	<b>(No.)</b>
Local schools	76	(808)
Local community centres	73	(775)
Local libraries	55	(583)
Local churches	21	(221)
Local youth clubs	16	(172)
Children's centres	14	(146)
Local colleges (suggested in the other category)	2	(22)
Other	1	(16)
<b>Total</b>	<b>100</b>	<b>1063</b>

- 6.13 Viewpoint members from the Central area of Hartlepool were more likely to suggest these courses be held in local schools (80%) than members from the South (73%) or the North (75%) areas of Hartlepool. Members from the South area of Hartlepool were more likely to suggest these courses take place in local community centres (77%) than members from the Central (71%) or the North (72%) areas of Hartlepool.

### Information on adult learning courses

- 6.14 We then asked Viewpoint members to tell us how they think people would want to see information on adult learning opportunities and courses. Seven out of ten (71%) members thought people would want to see information on adult learning in newspaper articles, and six out of ten (61%) members thought people would like to see this information on leaflets and flyers. See table 6.5 for more information.

**Table 6.5      How do you think people would want to see information on adult learning opportunities and courses?**

	<b>%</b>	<b>(No.)</b>
Newspaper adverts	71	(783)
Leaflets / Flyers	61	(676)
Brochures	53	(579)
Online / website	43	(475)
Posters	39	(434)
Other	1	(9)
<b>Total</b>	<b>100</b>	<b>(1102)</b>

- 6.15 Older Viewpoint members were more likely to think people would want to see this information in newspaper adverts (72%) than younger Viewpoint members (67%). Younger Viewpoint members were more likely to think people would want to see this information through leaflets / flyers (68%) than older members (47%).

- 6.16 Finally, we asked viewpoint members to tell us where they think people would like to get this information from. Eight out of ten (80%) Viewpoint members thought people would like to receive this information through the Hartlepool Mail, and two thirds (66%) of Viewpoint members suggested Hartbeat. See table 6.6 for more information.

**Table 6.6 And where do you think people would like to get this information from?**

	<b>%</b>	<b>(No.)</b>
Hartlepool Mail	80	(890)
Hartbeat	66	(737)
Libraries	57	(635)
Course prospectus delivered to every household	44	(486)
Local shops	37	(406)
Doctors surgeries	33	(371)
Community centres	33	(365)
Local radio	32	(352)
Civic centre	28	(315)
Council's website ( <a href="http://www.hartlepool.gov.uk">www.hartlepool.gov.uk</a> )	26	(293)
Local schools	26	(285)
Hartlepool Star	21	(236)
Other	1	(6)
<b>Total</b>	<b>100</b>	<b>(1112)</b>

- 6.17 Younger Viewpoint members were more likely to think people would like to get this information from course prospectus' delivered to every household (53%) than older Viewpoint members (29%). Younger Viewpoint members were also more likely to think this information should be included on the councils website (36%) than older Viewpoint members (11%).

## 7. Council owned public toilets

- 7.1 The council was interested in Viewpoint members views and opinions about the public toilets for which it is responsible. Presently there are five blocks of council owned public toilets, which are located at Ward Jackson Park, Rossmere Park, the Lighthouse (Headland), Crofts Gardens (Headland), and Seaton Carew. We explained to Viewpoint members that there are also other toilets across the town which are privately owned, e.g. those in the shopping centre, cafes, etc, but that we wanted them to just think about those facilities that the council is responsible for when they answered the questions in this section.

### How often Viewpoint members have used council owned public toilets

- 7.2 First of all, we asked Viewpoint members how often, on average, they had used council owned public toilets in the last 12 months. Half (50%) of Viewpoint members said they had not used a council owned public toilet in the past year. A third (32%) of Viewpoint members told us they use council owned public toilets between once a month and once a year. See table 7.1 for more information.

**Table 7.1 Thinking about the last 12 months, on average how often have you used council owned public toilets?**

	%	(No.)
Three or more times a week	2	(24)
One to two times a week	6	(75)
One to two times a monthly	12	(136)
One to two times a year	20	(237)
Less than once a year	10	(113)
Have not used a council owned public toilet in the past year	50	(585)
<b>Total</b>	<b>100</b>	<b>1170</b>

### Which council owned public toilets have been used

- 7.3 The Viewpoint members who told us they had used a council owned public toilet once a year or more were asked to tell us which council owned public toilet they have used in the last 12 months.
- 7.4 A third of Viewpoint members told us they had used the council owned public toilet at Seaton Carew, and a quarter of members said they had used the council owned public toilet at Ward Jackson Park. See table 7.2 for more information.

**Table 7.2 Thinking about the last 12 months, on average how often have you used council owned public toilets?**

	%	(No.)
Seaton Carew	34	(197)
None of the above	28	(163)
Ward Jackson Park (not at the café)	24	(137)
Croft Gardens (Headland)	19	(111)
Lighthouse (Headland)	18	(106)
Don't know / can't remember	9	(51)
Rossmere Park	7	(39)
<b>Total</b>	<b>100</b>	<b>(583)</b>

- 7.5 Viewpoint members from the Central area of Hartlepool were more likely to say they had used the council owned public toilet at Ward Jackson Park (28%) than members from the North (25%) or the South (16%) areas of Hartlepool. Members from the North area of Hartlepool were more likely to say they had used the council owned public toilets at Croft Gardens (31%, compared to 11% for South and 15% for Central), and at the Lighthouse (26%, compared to 13% for South and 15% for Central).



### **Thoughts about council owned public toilets – overall score**

- 7.6 Viewpoint members were presented with a list of statements to think about in relation to Hartlepool Council owned public toilets. We asked Viewpoint members to tell us if they agreed or disagreed with these statements.
- 7.7 An average score was then calculated based on these results. The benefit of expressing the results in this way instead of just looking at responses received for ‘strongly agree’ and ‘strongly disagree’ responses, is that the final figure takes into consideration all the responses, including those received for ‘agree’ and ‘disagree’.

#### *Overall Score - Methodology*

- 7.8 First of all, an average score was calculated for each level of agreement, where a ‘strongly agree’ response was given a weighting of 2, an ‘agree’ response was given a weighting of 1, a ‘disagree’ response was given a weighting of -1, and a ‘strongly disagree’ response was given a weighting of -2.
- 7.9 This average score was then expressed as a percentage of the maximum average score that could be obtained. Therefore, if everyone strongly agreed with a certain statement about Hartlepool council owned public toilets, then this statement would have a score of 100%. Similarly, if everyone strongly disagreed with a statement about council owned public toilets then it would have a score of 0%.

#### *Overall Score - Results*

- 7.10 In general, Viewpoint members thought that Hartlepool council owned public toilets had suitable access for people with disabilities (overall score: 60%). Viewpoint members did not think Hartlepool council owned public toilets smelt nice (overall score: 33%). See table 7.3 for more information.

**Table 7.3 Thinking about the last Hartlepool Council owned public toilet you visited, please tell us if you agree or disagree with the following statements.**  
OVERALL SCORE RESULTS

Hartlepool Council owned public toilet...	Overall score %
... had suitable access for people with disabilities	60
... was clean	49
... had good hand washing facilities	47
... had plenty of toilet paper	44
... had baby changing facilities	44
... had good hand drying facilities	44
... smelt nice	33

### Thoughts about council owned public toilets – individual analysis

- 7.11 The discussion above looked at the overall score calculated for each of the seven statements about council owned public toilets. What will follow will be a discussion of each of the seven statements in detail.
- 7.12 Overall, Viewpoint members were more likely to agree or strongly agree with the statements 'Hartlepool Council owned public toilet had suitable access for people with disabilities' (45%) and 'Hartlepool Council owned public toilet was clean' (41%). Members were more likely to disagree or strongly disagree with the statement 'Hartlepool Council owned public toilet smelt nice' (59%). See table 7.4 for more information.

**Table 7.4 Thinking about the last Hartlepool Council owned public toilet you visited, please could you tell us if you agree or disagree with the following statements.**

Hartlepool Council owned public toilet...	Agreed %	Disagreed %
... had suitable access for people with disabilities (N=530)	45	16
... was clean (N=551)	41	34
... had good hand washing facilities (N=542)	36	36
... had good hand drying facilities (N=532)	31	39
... had plenty of toilet paper (N=536)	30	37
... had baby changing facilities (N=525)	23	29
... smelt nice (N=537)	13	59

*HBC owned public toilet was clean (N=551)*

- 7.13 Four out of ten (41%) Viewpoint members agreed or strongly agreed with the statement 'Hartlepool Council owned public toilet was clean' and a third (34%) of respondents disagreed or strongly disagreed with this statement.

• Strongly agree	-	5 per cent	(27 respondents)
• Agree	-	36 per cent	(200 respondents)
• Neither agree nor disagree	-	19 per cent	(105 respondents)
• Disagree	-	19 per cent	(107 respondents)
• Strongly disagree	-	15 per cent	(82 respondents)
• Don't know	-	6 per cent	(31 respondents)

- 7.14 Older Viewpoint members were more likely to agree or strongly agree with this statement (60%) than younger Viewpoint members (28%). See appendix 2 for definition of older and younger Viewpoint member. Also, Viewpoint members with children were less likely to agree or strongly agree that the last council owned public toilet they visited was clean (32%) than members without children (46%). See Appendix 2 for definition of Viewpoint members with children.

*HBC owned public toilet smelt nice (N=537)*

- 7.15 Six out of ten (59%) Viewpoint members disagreed or strongly disagreed with the statement 'Hartlepool Council owned public toilet smelt nice'. A fifth (22%) of Viewpoint members neither agreed nor disagreed with this statement.

• Strongly agree	-	2 per cent	(12 respondents)
• Agree	-	11 per cent	(58 respondents)
• Neither agree nor disagree	-	22 per cent	(118 respondents)
• Disagree	-	34 per cent	(180 respondents)
• Strongly disagree	-	25 per cent	(134 respondents)
• Don't know	-	7 per cent	(36 respondents)

- 7.16 Viewpoint members with children were more likely to disagree or strongly disagree that the last council owned public toilet they visited smelt nice (65%) than members without children (54%).

*HBC owned public toilet had plenty of toilet paper (N=536)*

- 7.17 Four out of ten (37%) Viewpoint members disagreed or strongly disagreed with the statement 'Hartlepool Council owned public toilet had plenty of toilet paper', and three out of ten (30%) members agreed or strongly agreed with this statement.

• Strongly agree	-	3 per cent	(15 respondents)
• Agree	-	27 per cent	(143 respondents)
• Neither agree nor disagree	-	16 per cent	(84 respondents)
• Disagree	-	21 per cent	(113 respondents)
• Strongly disagree	-	16 per cent	(88 respondents)
• Don't know	-	17 per cent	(93 respondents)

- 7.18 Men were more likely to tell us they did not know if the last council owned public toilet they visited had plenty of toilet paper (26%, compared to 7% for women). Women were more likely to agree or strongly agree with this statement than men (35% and 24% respectively).

*HBC owned public toilet had good hand washing facilities (N=542)*

- 7.19 An equal number of Viewpoint members agreed (agreed or strongly agreed) and disagreed (disagreed or strongly disagreed) with the statement 'Hartlepool Council owned public toilet had good hand washing facilities' (36%). A fifth of Viewpoint members neither agreed nor disagreed with this statement.

• Strongly agree	-	4 per cent	(21 respondents)
• Agree	-	33 per cent	(176 respondents)
• Neither agree nor disagree	-	21 per cent	(113 respondents)
• Disagree	-	18 per cent	(100 respondents)
• Strongly disagree	-	17 per cent	(93 respondents)
• Don't know	-	7 per cent	(39 respondents)

*HBC owned public toilet had good hand drying facilities (N=532)*

- 7.20 Four out of ten (39%) Viewpoint members disagreed or strongly disagreed with the statement 'Hartlepool Council owned public toilet had good hand drying facilities', and three out of ten (31%) members agreed or strongly agreed with this statement. A fifth (22%) of Viewpoint members neither agreed nor disagreed with this statement.

• Strongly agree	-	3 per cent	(14 respondents)
• Agree	-	29 per cent	(154 respondents)
• Neither agree nor disagree	-	22 per cent	(115 respondents)
• Disagree	-	20 per cent	(105 respondents)
• Strongly disagree	-	19 per cent	(103 respondents)
• Don't know	-	8 per cent	(49 respondents)

*HBC owned public toilet had suitable access for people with disabilities (N=530)*

- 7.21 Viewpoint members were most likely to be positive about the statement 'Hartlepool Council owned public toilet had suitable access for people with disabilities', with 45 per cent of Viewpoint members agreeing or strongly agreeing with this statement. However, a fifth (21%) of Viewpoint members said they did not know if the last council owned public toilet they visited had suitable access for people with disabilities.

• Strongly agree	-	8 per cent	(42 respondents)
• Agree	-	37 per cent	(198 respondents)
• Neither agree nor disagree	-	18 per cent	(93 respondents)
• Disagree	-	10 per cent	(52 respondents)
• Strongly disagree	-	6 per cent	(33 respondents)
• Don't know	-	21 per cent	(113 respondents)

- 7.22 Viewpoint members without a disability were more likely to neither agree nor disagree (19%) with this statement or say they don't know (23%) if the last council owned public toilet they visited had suitable access for people with disabilities (compared to 11% and 15% respectively for members with a disability). Viewpoint members with a disability were more likely to agree or strongly agree with this statement (52%) than members without a disability (44%). They were, however, also more likely to disagree or strongly disagree with this statement than members without a disability (23% and 15% respectively).

*HBC owned public toilet had baby changing facilities (N=525)*

- 7.23 Over a third (35%) of Viewpoint members did not know if the last council owned public toilet they visited had baby changing facilities. Two out of ten (23%) members said the last council owned public toilet they visited had baby changing facilities and three out of ten (29%) told us they did not.

• Strongly agree	-	5 per cent	(27 respondents)
• Agree	-	18 per cent	(92 respondents)
• Neither agree nor disagree	-	14 per cent	(73 respondents)
• Disagree	-	14 per cent	(71 respondents)
• Strongly disagree	-	15 per cent	(80 respondents)
• Don't know	-	35 per cent	(183 respondents)

- 7.24 Viewpoint members with children were more likely to disagree or strongly disagree with this statement (37%) than members without children (23%).

### Overall opinion on council owned public toilets

- 7.25 We asked Viewpoint members to tell us how they rate the condition and standard of the public toilets owned by Hartlepool Borough Council generally. This question was originally included in Viewpoint 5 in May 2001.
- 7.26 Overall, in 2009 only nine per cent of Viewpoint members would rate the condition and standard of the public toilets owned by Hartlepool Borough Council as good or excellent. This is a reduction from 16 per cent in 2001. In 2009 a third (33%) of Viewpoint members thought the condition and standard of the public toilets owned by Hartlepool Borough Council was poor, which is an increase from 22 per cent in 2001. See table 7.5 for more information.

**Table 7.5 Generally, how would you rate the condition and standard of the public toilets owned by Hartlepool Borough Council**

Hartlepool Council owned public toilet...	2009	2001
Excellent	1	2
Good	8	14
Average	27	36
Poor	33	22
Don't know / have no opinion	32	25
<b>Total (No.)</b>	<b>(1123)</b>	<b>(634)</b>

- 7.27 Younger Viewpoint members were more likely to think the condition and standard of the public toilets owned by Hartlepool Borough Council are poor (44%) than older Viewpoint members (16%).

### Thoughts and comments about council owned public toilets

- 7.28 Finally, we asked Viewpoint members to let us know any other thoughts or comments they have about council owned public toilets. In total 275 comments were received. Viewpoint members told us that more toilets are needed, especially at the marina (104 comments), and that the current toilets are not clean and are in a poor state (104 comments). See table 7.6 for more information.

**Table 7.6      Please use the space below to let us know any other thoughts or comments you have about council owned public toilets.**

	<b>No. of comments</b>
Need more toilets, especially at the marina	(104)
Toilets are not clean / in disgraceful condition	(104)
Don't use the public toilets	(22)
Often they are locked / closed	(15)
Should be manned / have attendants	(10)
Lack of security / fear of crime	(6)
Toilets at Croft are good	(5)
Generally good	(5)
They are often dark	(4)
Other	(25)
<b>Total</b>	<b>(275)</b>



## 8. E-safety and young people

- 8.1 We told Viewpoint members how more than ever before, young people are using services such as chat rooms, instant messaging (MSN), blogs and social networking sites (Facebook / My Space) to communicate with their friends. This can be using desktop and laptop computers, mobile phones, other handheld devices such as personal digital assistants (PDA) and interactive games consoles, both fixed and handheld. We wanted to know what Viewpoint members think are the main e-safety risks for young people, and what they think can be done to help combat the problem.

### **E-safety risks – Overall score**

- 8.2 Viewpoint members were presented with a list of e-safety risks and were asked to tell us if they thought they were high, medium, or low risks.
- 8.3 An average score was then calculated based on these results. The benefit of expressing the results in this way instead of just looking at responses received for 'high' risks is that the final figure takes into consideration all the responses, including those received for 'medium', and 'low' risks.

### *Overall Score – Methodology*

- 8.4 First of all, an average score was calculated for each e-safety risk where a 'high risk' was given a weighting of 3, a 'medium risk' was given a weighting of 2, and a 'low risk' was given a weighting of 1.
- 8.5 This average score was then expressed as a percentage of the maximum average score that could be obtained. Therefore, if everyone thought a certain area of risk was a high risk for Hartlepool, this risk would have a score of 100% and if everyone thought a area of risk was a low risk for Hartlepool, it would have a score of 0%.

*Overall Score – Results*

- 8.6 Overall, Viewpoint members felt that sex offenders using the internet to meet young people (overall score: 89%), and seeing sexually explicit and inappropriate pictures (overall score 86%) were high e-safety risks that can affect young people.
- 8.7 Viewpoint members were least likely to think that children playing violent computer games was an e-safety risk. However, this area of e-safety risk still received an overall score of 70%. See table 8.1 for full results.

**Table 8.1** Listed below are a number of areas of e-safety risks that can affect children and young people. We would like to know which of these you feel are high risks for children and young people, and which you feel are low risks.

**OVERALL SCORE RESULTS**

	Overall score %
Sex offenders using the internet to meet young people	89
Seeing sexually explicit and inappropriate pictures	86
People lying to others online	79
Bullying through text messages	78
Viruses and pop-ups	77
Bullying using the internet	75
Playing violent computer games	70

## E-safety risks – Individual Analysis

- 8.8 The discussion above looked at the overall score calculated for each of the seven potential e-safety risks for children and young people. What will follow will be a discussion of each of the seven areas of e-safety risks in detail.
- 8.9 Overall, as with the ‘overall score’ calculations, the two areas of e-safety risks that Viewpoint members felt are a high risk for children and young people are ‘sex offenders using the internet to meet young people’ (74%) and ‘seeing sexually explicit and inappropriate pictures’ (69%). Viewpoint members were least likely to select ‘Playing violent computer games’ as a high risk (50%). See Table 8.2 for more information.

**Table 8.2** Listed below are a number of areas of e-safety risks that can affect children and young people. We would like to know which of these you feel are high risks for children and young people, and which you feel are low risks.  
INDIVIDUAL SCORE RESULTS

	High risk %	Medium risk %	Low risk %	Don't know %
Sex offenders using the internet to meet young people	74	13	4	9
People lying to others online	59	25	7	9
Bullying using the internet	51	29	7	13
Bullying through text messages	51	29	7	13
Seeing sexually explicit and inappropriate pictures	69	19	3	9
Viruses and pop-ups	53	29	6	13
Playing violent computer games	50	27	14	9

### *Sex offenders using the internet to meet young people (N=1160)*

- 8.10 Viewpoint members were most likely to think that sex offenders using the internet to meet young people was a high e-safety risk for young people than any other e-safety risk we asked about (74%).
- High risk - 74 per cent (863 respondents)
  - Medium risk - 13 per cent (145 respondents)
  - Low risk - 4 per cent (49 respondents)
  - Don't know - 9 per cent (103 respondents)
- 8.11 Women were more likely to think this e-safety risk was a high risk (77%) than men (71%).

*People lying to others online (N=1144)*

- 8.12 Six out of ten (59%) Viewpoint members thought that this e-safety risk was a high risk for young people. A quarter (25%) of members thought this e-safety risk is a medium risk for young people.

• High risk	-	59 per cent	(681 respondents)
• Medium risk	-	25 per cent	(288 respondents)
• Low risk	-	7 per cent	(78 respondents)
• Don't know	-	9 per cent	(97 respondents)

- 8.13 The detailed results again show that women were more likely than men to consider this e-safety risk a high risk (65% and 53% respectively).

*Bullying using the internet (N=1147)*

- 8.14 Over half (51%) of Viewpoint members thought this e-safety risk was a high risk for young people. Three out of ten (29%) members felt it was a medium e-safety risk.

• High risk	-	51 per cent	(582 respondents)
• Medium risk	-	29 per cent	(330 respondents)
• Low risk	-	7 per cent	(82 respondents)
• Don't know	-	13 per cent	(153 respondents)

- 8.15 Women were more likely to think this e-safety risk is a high risk (58%) than men (43%). Viewpoint members with children were more likely to think this safety risk is a medium risk (35%) than members without children (26%). See appendix 2 for definition of Viewpoint members with children.

*Bullying through text messages (N=1136)*

- 8.16 Over half (51%) of Viewpoint members thought that this e-safety risk was a high risk for young people. Three out of ten (29%) members felt it was a medium e-safety risk.

• High risk	-	51 per cent	(582 respondents)
• Medium risk	-	29 per cent	(332 respondents)
• Low risk	-	7 per cent	(75 respondents)
• Don't know	-	13 per cent	(147 respondents)

- 8.17 Women were more likely to think this e-safety risk is a high risk (56%) than men (46%). Also, Viewpoint members with children were less likely to think this e-safety risk is a high risk compared to members without children (46% and 54% respectively) and more likely to think of it as a medium risk (38% and 25% respectively).

*Seeing sexually explicit and inappropriate pictures (N=1155)*

8.18 Seven out of ten members thought this e-safety risk was a high risk for young people. One in five (19%) members thought it was a medium risk.

- High risk - 69 per cent (792 respondents)
- Medium risk - 19 per cent (218 respondents)
- Low risk - 3 per cent (38 respondents)
- Don't know - 9 per cent (107 respondents)

8.19 Again, women were more likely to think this e-safety risk is a high risk than men (72% and 65% respectively).

*Viruses and pop-ups (N=1131)*

8.20 Just over half (53%) of Viewpoint members thought this e-safety risk was a high risk for young people. Three out of ten (29%) members thought it was a medium e-safety risk

- High risk - 53 per cent (595 respondents)
- Medium risk - 29 per cent (329 respondents)
- Low risk - 6 per cent (64 respondents)
- Don't know - 13 per cent (142 respondents)

8.21 Viewpoint members with children were more likely to think this e-safety risk is a high risk (58% than members without children (50%).

*Playing violent computer games (N=1155)*

8.22 Half (50%) of Viewpoint members thought this e-safety risk was a high risk for young people. A quarter (27%) thought it was a medium risk.

- High risk - 50 per cent (580 respondents)
- Medium risk - 27 per cent (311 respondents)
- Low risk - 14 per cent (162 respondents)
- Don't know - 9 per cent (102 respondents)

8.23 Women were more likely than men to think this e-safety risk is a high risk (58% and 42% respectively). Members with children were less likely to think this e-safety risk is a high risk than members without children (41% and 56%), and more likely to think of it as a medium (34% and 23% respectively) or a low (21% and 10% respectively) risk.

### Keeping children safe from e-safety risks

- 8.24 Next, we wanted to know what you thought would help keep young people safe from e-safety risks. Viewpoint members were more likely to think that educating young people on e-safety would help keep them safe from these risks. See table 8.3 for more information.

**Table 8.3 What do you think would help keep children safe from e-safety risks**

	<b>%</b>	<b>(No.)</b>
Educating young people on e-safety	88	(998)
Implementing monitoring technology in schools	67	(764)
Remove computers from bedrooms and place them in family rooms	62	(708)
Educating people who come into contact with children about e-safety	62	(704)
The government should do more to censor the internet	58	(658)
Not allowing children to bring technology into schools (mobile phones, laptops, i-pods, etc)	53	(600)
Publish minimum standards relating to internet provision, for use by schools and member agencies	41	(467)
Other	3	(30)
<b>Total</b>	<b>100</b>	<b>1138</b>

- 8.25 Parents were less likely to think that removing computers from bedrooms would help keep children safe from e-safety risks (48%) than Viewpoint members without children (70%). Parents were also less likely to think that children should be stopped from bringing technology into schools (43% and 58% respectively).

### Information to help parents protect their children from e-safety risks

- 8.26 We asked Viewpoint members what information they think would help parents to protect their children from e-risks. The majority of members thought parents would like to know what they can do at home to protect their children (91%), or who to contact if they are worried about e-safety (82%). See table 8.4 for more information.

**Table 8.4 What information do you think would help parents to protect their children from e-risks? Information on...**

	%	(No.)
...what they can do at home to protect their children	91	(1005)
...who to contact if they are worried	82	(910)
...what are the main e-safety risks	72	(793)
...what the schools are doing to protect their children	70	(774)
...what the dangers are outside of home and school	66	(727)
Other (please specify)	1	(7)
<b>Total</b>	<b>100</b>	<b>(1104)</b>

- 8.27 Parents were less likely to say they would want to receive information about the dangers outside of home and school than members without children (59% and 70% respectively).
- 8.28 Next, we asked Viewpoint members how they think parents would want to get information about e-safety to help keep their children safe. Eight out of ten (80%) members thought parents would like to receive information through leaflets and information sent from schools. See table 8.5 for more information.

**Table 8.5 How do you think parents would want to get information about e-safety to help keep their children safe?**

	%	(No.)
Leaflets / information sent from schools	80	(889)
Meetings at schools	63	(704)
Newspaper / magazines / radio adverts	57	(630)
Through short training courses	28	(307)
Neighbourhood Watch (Ringmaster)	27	(300)
Other	2	(19)
<b>Total</b>	<b>100</b>	<b>(1111)</b>

- 8.29 Parents were less likely to say they would want to receive this information through meetings at schools (49%) than members without children (72%).

### Thoughts and comments about young people and e-safety

- 8.30 Finally, we asked Viewpoint members to let us know any other thoughts or comments they have about young people and e-safety. In total, 107 comments were received. Some Viewpoint members thought that there should be more education about the dangers for parents and children (60 comments). See table 8.6 for more information.

**Table 8.6 Please use the space below to let us know any other thoughts or comments you have about council owned public toilets.**

	<b>No. of comments</b>
More education about the dangers for parents / children	(60)
Should be parental responsibility	(22)
More surveillance of the internet	(22)
Too much worry about this	(10)
Other	(23)
<b>Total</b>	<b>(107)</b>



## 9. The future of Viewpoint

- 9.1 We reminded Viewpoint members that we send out three Viewpoint surveys a year, and with each survey we try to send out a newsletter. This newsletter describes the results from a recent survey, and also provides some feedback about what has been done with past survey results. We wanted to find out how easy Viewpoint members find it to fill in their Viewpoint surveys and also what they think of the Viewpoint newsletter.

### How easy it is to fill in Viewpoint surveys

- 9.2 First of all, we asked Viewpoint members to tell us how easy they found it to fill in the latest Viewpoint questionnaire. The vast majority (93%) of Viewpoint members told us they found the latest Viewpoint survey either easy or very easy to fill in.

• Very easy	-	62 per cent	(726 respondents)
• Easy	-	31 per cent	(361 respondents)
• Neither easy nor difficult	-	7 per cent	(88 respondents)
• Difficult	-	#	(3 respondents)
• Very difficult	-	#	(1 respondents)

# = less than 0.5%

- 9.3 Older Viewpoint members were least likely to say they found the latest Viewpoint survey either easy or very easy to fill in (86%) than members from any other age group (between 91% and 96%). See appendix 2 for definition of older and younger Viewpoint members. Also, Viewpoint members with a disability were less likely to say they found the survey easy or very easy to fill in (87%, compared to 93% for members without a disability).

## Making a difference

- 9.4 Next, we asked Viewpoint members to tell us if they feel they make a difference to the way the council does things by being part of Viewpoint. Two thirds of Viewpoint members (67%) felt they made either a small or big difference to the way the council does things by being part of Viewpoint. See table 9.1 for more information.

**Table 9.1 Do you feel you make a difference to the way the council does things by being part of Viewpoint.**

	<b>%</b>	<b>(No.)</b>
Yes, I feel I make a big difference	11	132
I feel I make a small difference	56	657
I don't feel like I make a difference at all	19	230
Don't know	14	161
<b>Total</b>	<b>100</b>	<b>(1179)</b>

## Changes or improvements to the questionnaire

- 9.5 We asked Viewpoint members to let us know any changes or improvements they thought we could make to the Viewpoint questionnaire. In total 39 suggestions were received. Some Viewpoint members suggested the surveys should have more space to write in comments (13). See table 9.2 for more information.

**Table 9.2 Can you suggest any changes or improvements we could make to the questionnaire?**

	<b>No. of comments</b>
Need more space to write in comments	(13)
Include more results / feedback	(5)
Provide incentives for completion / council tax rebate	(4)
Use cheaper paper	(2)
Other	(15)
<b>Total</b>	<b>(39)</b>

## Reading Viewpoint newsletters

9.6 We told Viewpoint members how we always try to include a newsletter with the Viewpoint surveys we send them. This newsletter includes results from the latest Viewpoint surveys and some information about what has been done with past Viewpoint results.

9.7 We asked Viewpoint members to tell us if they read the Viewpoint newsletters when they receive them. Over three quarters of Viewpoint members told us they read most of the Viewpoint newsletters when they receive them, and a further 19 per cent told us they read some of the newsletter. Only three per cent of Viewpoint members told us they do not read the newsletter at all.

- Read most of it - 77 per cent (892 respondents)
- Read some of it - 19 per cent (223 respondents)
- Not read it at all - 3 per cent (38 respondents)

9.8 Viewpoint members from the South area of Hartlepool were more likely to say they read most of the Viewpoint newsletters (82%) than members from the Central (76%) or the North (74%) areas of Hartlepool. Also, older Viewpoint members are more likely to say they read most of the newsletter (92%) than younger Viewpoint members (61%).

9.9 For the Viewpoint members who told us they read some or most of the Viewpoint newsletter, we asked them to tell us if they find it easy to read. The vast majority (98%) of Viewpoint members told us they find the Viewpoint newsletter easy to read.

- Yes, it is easy to read - 98 per cent (1078 respondents)
- No, it is not easy to read - 2 per cent (26 respondents)

## Statements about the Viewpoint newsletter

- 9.10 We asked Viewpoint members to think about the Viewpoint newsletter, and tell us if they agree or disagree with various statements. Overall, the vast majority of Viewpoint members felt the newsletter is informative (97%) and is laid out well (95%). Two thirds of Viewpoint members felt there was enough detail in the report. See table 9.3 for more information.

**Table 9.3 Thinking about the Viewpoint newsletter, please tell us whether you agree or disagree with the following statements?**

	Agree %	Disagree %
The newsletter is informative (N=1078)	97	3
There isn't enough detail (N=948)	34	66
It is well laid out (N=1006)	95	5

## How useful members find the Viewpoint newsletter

- 9.11 Next, we asked Viewpoint members to tell us how useful they find the Viewpoint newsletter. Overall, nearly nine out of ten (89%) Viewpoint members found the Viewpoint newsletter either fairly or very useful.
- Very useful - 26 per cent (285 respondents)
  - Fairly useful - 63 per cent (703 respondents)
  - Not very useful - 9 per cent (100 respondents)
  - Not at all useful - 2 per cent (20 respondents)
- 9.12 Women were more likely to think the Viewpoint newsletter was either fairly or very useful (92%) than men (86%). Also, older Viewpoint members were more likely to think the Viewpoint newsletter is fairly or very useful (93%) than younger Viewpoint members (84%).

### Changes or improvements to the newsletter

- 9.13 Finally, we asked Viewpoint members to let us know any changes or improvements they thought we could make to the Viewpoint newsletter. In total 45 suggestions were made. Some Viewpoint members suggested the Viewpoint newsletter could include more details. See table 9.4 for more information.

**Table 9.4 Can you suggest any changes or improvements we could make to the newsletter?**

	<b>No. of comments</b>
More details	(17)
Include the results of what has changed	(15)
Use cheaper paper	(2)
Provide more contact details / emergency numbers	(2)
Other	(9)
<b>Total</b>	<b>(45)</b>

## Appendix 1: Background information on respondents

**Table A1 Age of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
17 to 34	28	(331)	16	(150)
35 to 44	20	(238)	17	(164)
45 to 54	18	(211)	20	(193)
55 to 64	14	(165)	23	(216)
65 years plus	21	(255)	24	(227)
No answer	-	-	#	#
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(953)</b>

- = no response

# = less than 0.5%

**Table A2 Sex of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
Female	53	(634)	54	(510)
Male	47	(566)	46	(443)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(953)</b>

**Table A3 Location of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
North	32	(382)	29	(280)
Central	38	(457)	39	(373)
South	30	(361)	31	(300)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(953)</b>

**Table A4      Employment status of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
Working	55	(662)	51	(489)
Not working	45	(538)	49	(463)
No answer	-	-	#	#
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(953)</b>

- = no response

# = less than 0.5%

**Table A5      Car ownership of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
No car	21	(252)	19	(184)
One or more car	79	(944)	80	(765)
No answer	#	#	#	#
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(953)</b>

# = less than 0.5%

**Table A6      Disability of respondent**

	Weighted		Unweighted	
	%	(No.)	%	(No)
Yes – disabled	15	(178)	17	(166)
No – not disabled	84	(1010)	82	(778)
No answer	1	(12)	1	(9)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(953)</b>

**Table A8      Socio Economic Group of respondent**

	<b>Weighted</b>		<b>Unweighted</b>	
	<b>%</b>	<b>(No.)</b>	<b>%</b>	<b>(No)</b>
AB	22	(260)	21	(203)
C1	29	(346)	28	(264)
C2	24	(283)	25	(236)
DE	19	(232)	20	(190)
Don't know / no answer	7	(79)	6	(60)
<b>Total</b>	<b>100</b>	<b>(1200)</b>	<b>100</b>	<b>(953)</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

## **Appendix 3: Full results**

## Welcome to the Autumn 2009 Viewpoint newsletter

### This newsletter includes:

- **Results from Viewpoint 28, which asked you about:**

- ☒ The future of Viewpoint
- ☒ E-safety and young people
- ☒ Adult education
- ☒ Council owned public toilets
- ☒ Highways management
- ☒ Cleveland Police—listening to people

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

- ☒ Trading standards
- ☒ Tall Ships' Races 2010
- ☒ Weight management service
- ☒ Holiday programmes
- ☒ Sport and recreation
- ☒ Closed circuit television cameras

- **Feedback from Viewpoint discussion groups:**



- ☒ Children and young people's plan
- ☒ The council's website

### Viewpoint 28, April 2009

**Response rate: 70%**



### Questionnaires returned: 953

- 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 **70%** with **953** Viewpoint members returning their surveys.

### The future of Viewpoint

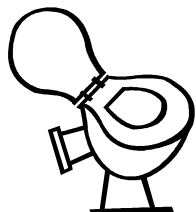
- The vast majority of you (93%) thought the latest Viewpoint survey was easy to fill in.
- Two thirds of you feel you make a difference to the way the council does things by being part of Viewpoint.
- Over three quarters of you read most of the Viewpoint newsletters which are sent out with your Viewpoint survey.
- The vast majority of you (98%) thought the newsletters are easy to read.
- Viewpoint members feel the newsletter is informative (97%) and is well laid out (95%).
- Nine out of ten members find the Viewpoint newsletter useful.

## E-safety and young people

- You felt the following were high e-safety risks that can affect young people:
  - ☒ sex offenders using the internet to meet people
  - ☒ young people seeing sexually explicit and inappropriate pictures
- You thought that educating young people on e-safety would help keep them safe from e-safety risks.
- Viewpoint members felt parents would like to receive information on what they can do at home to protect their children (91%), and that this information should be sent out through leaflets from schools.

## Council owned public toilets

- We asked you to think about the last Hartlepool council owned public toilet you visited, and tell us what you thought about it.
- Overall, you thought the last Hartlepool council owned public toilet you visited...
  - ☒ ... had suitable access for people with disabilities
  - ☒ ... was clean
- You did not think the last Hartlepool council owned public toilet you visited...



- ☒ ... smell nice
- ☒ ... had plenty of toilet paper
- ☒ ... had good hand drying facilities

- Only one in ten of you thought the condition and standard of the public toilets owned by Hartlepool council was good or excellent.
- Three out of ten members felt the condition and standard of the public toilets owned by Hartlepool Borough Council is average (27%), or poor (33%).

## Adult Education



- Three quarters of you have taken part in learning since leaving school, and over half would be interested in taking part in adult learning in the future.
- You told us you would be encouraged to do more adult learning courses if the cost was reduced or if more information about the courses was available.
- Viewpoint members felt adult learning courses should be held at local schools and local community centres.
- Finally, you said you would like to see information about adult learning in newspaper adverts and on leaflets / flyers.

## Highways management

- The majority of you were dissatisfied with the condition of roads and pavements in both your local neighbourhood and in Hartlepool as a whole.
- However, you were satisfied with the condition of road signs, street lights and the winter gritting service in your local neighbourhood and in Hartlepool as a whole.
- An equal number of people were satisfied and dissatisfied with the litter collection service in your local neighbourhood. However, more Viewpoint members were dissatisfied with the litter collection service in Hartlepool as a whole.

## **Cleveland Police—listening to local people**

- You told us you would like to receive information from Cleveland Police through local newspapers and through leaflets delivered to your homes.
- You said you would like to receive information about how to contact the police and other partners responsible for community safety.
- Over half of Viewpoint members do not feel they have a say at all about local policing.
- Six out of ten Viewpoint members feel the local police understands most or some of the problems of their local area.
- Four out of ten Viewpoint members feel the police are dealing with the problems well in their local area.
- Finally, four out of ten Viewpoint members think the police do an excellent or good job in their local neighbourhood, and a third of you feel the police perform a fair job in you local area.



## **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.

### **Trading standards (Viewpoint 23, October 2007)**

- In October 2007 we asked you what you thought the main trading standards responsibilities should be for Hartlepool for the next year.
- The views and concerns of local residents expressed through Viewpoint were combined with other sources of information such as trader's views, government requirements, evidence of complaint trends and the degree of risk that each of the subject headings poses to the health or wealth of the public. This has helped the Trading Standards Department to identify where the majority of their time and resources should be spent.
  - ☑ The high priority areas for the next year will be underage sales (such as the sale of alcohol and tobacco to children), rogue traders (such as cowboy builders) and toy and product safety.
  - ☑ The medium risks are phoney prize winning letters and home working scams, false descriptions on goods and services, and counterfeit goods.
  - ☑ Finally, the low priorities are weights and measures, misleading pricing, and loan sharks. Although Viewpoint members felt 'Loan Sharks' should be a top priority, it became a low priority for Hartlepool over the next year as there is a special task force based in Middlesbrough which tackles loan sharks across the North East Region.

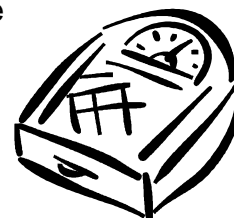
## **Tall ships' races (Viewpoint 24, February 2007)**



- You told us you would like more information about the entertainment and attractions of the Tall Ships Races, where people will park, and where the ships will be birthed.
- Detailed information will not be available about the entertainment and attractions of the Tall Ships' Races until closer to the time. However, when the information is available, the Tall Ships team will advertise it through the council's magazine Hartbeat, in the Hartlepool mail, and through their website [www.hartlepooltallships2010.co.uk](http://www.hartlepooltallships2010.co.uk). The opening times of the event will be 11am to 11pm every day between 7 - 10 August 2010.
- Over the last year, the Tall Ships' team have done a lot to promote the Park and Ride Scheme, including press releases and features in the Hartlepool main about transport arrangements in general. The council have also discussed transport arrangements with bus operators.
- Finally, the Tall Ships team have produced a full colour site plan to show all of the key locations where ships will be berthed. This can be accessed through the Tall Ships' Races website [www.hartlepooltallships2010.co.uk](http://www.hartlepooltallships2010.co.uk), or by calling 01429 523420.
- Given the overall level of interest in the event, the Tall Ships' team have included an article in every edition of Hartbeat to ensure there is regular information about different aspects of the event. They are also approaching neighbouring councils to try and include information in their community magazines in the run-up to the event.

## **Weight management service (Viewpoint 26 August 2008)**

- Three quarters of Viewpoint members thought people would like to find out about the Hartlepool Weight Management Service through local newspapers and the council magazine.
- Information about this service has appeared in the Hartlepool Mail, Northern Echo and Hartbeat. Leaflets and posters are also available in all doctors' surgeries and Health Centres and will shortly be appearing through the 'Life Channel' in hospital and doctors waiting rooms.
- Key suggestions from Viewpoint members around what sorts of things should be covered at weight management sessions have been taken into consideration. These include information about balanced eating, portion sizes, eating on a budget, cooking skills, the nutritional content of foods, exercise and health risks. However, the sessions are also tailored to the needs and wants of each particular group.
- Based on the sorts of support Viewpoint members expected the weight management service to offer, the service offers: regular weigh-in opportunities and advice, one-to-one support through signposting to NHS Health Trainers, opportunities to try out new physical activity options, advice on exercise opportunities and progression and access to cooking skills training. Subsidised gym membership is also offered through Active Cards and support signing up to local fitness facilities.



## Closed Circuit Television Cameras (Viewpoint 25, May 2008)



- In May 2008, we asked you some questions about Closed Circuit Television (CCTV) in Hartlepool.
- We asked you if you thought the CCTV monitoring service should continue to be provided by the council, or should another agency provide the service.
- A third of you thought the council should continue to provide this service, and so the Community Safety and Prevention Team have decided that Housing Hartlepool will continue to monitor CCTV on behalf of the council.
- Six out of ten members felt that Cleveland Police should contribute financially to help run CCTV cameras in Hartlepool.
- In response to this, the police have agreed to provide a dedicated police officer within the monitoring centre.
- We wanted to know where you think the council could find more money to help run CCTV cameras in Hartlepool.
- The following is a list of what Viewpoint members thought, and is also a list of what the Community Safety and Prevention Team said they are going to do:
  - ☒ Ask local businesses and other organisations to contribute financially (60%)
  - ☒ Remove existing cameras from some areas and put them in areas with higher levels of crime or anti-social behaviour (47%)
  - ☒ Earn income from running other organisation's cameras for them (e.g. schools, hospitals and business sites) (44%)
- We asked you where you think CCTV cameras should be sited and two thirds of you said they should be sited in areas with high levels of nuisance and anti-social behaviour.
- As a result, the Community Safety and Prevention Team have recently installed a new fixed camera in Turnbull Street, in Dyke House Ward.
- We told you how in Middlesbrough town centre there are 'talking cameras' where the person monitoring a camera can inform a member of the public they have been recorded committing an illegal or anti-social act (e.g. dropping litter or allowing their dog to foul).
- We asked you if you would support the introduction of 'talking cameras' in Hartlepool, and eight out of ten members told us they would.
- As a result, the Community Safety and Prevention Team are going to install 'talking cameras' as a trial at two locations in the town centre.



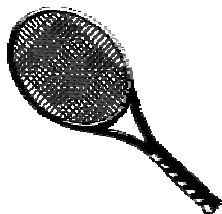
## School holiday programmes (Viewpoint 26, August 2008)



- We told you how the Sports Development Team runs holiday activities for young people aged between five and sixteen years of age. These activities are linked to local clubs and groups so that young people attending can choose to continue their involvement after the organised sessions.
- We asked you where you think people would want to see information about these holiday programmes, and you said you would want to see this information in local newspapers. In the run up to the October half term and Easter holidays, these holiday programmes were advertised in the Hartlepool Mail.


## Sport and recreation (Viewpoint 26, August 2008)

- Two thirds of you said you do not feel you take part in enough sport and physical activity and a similar number said they would like to take part in more physical activity.
  - ☑ Due to a government grant and funding from the Primary Care Trust, leisure facilities now offer free swims to individuals over 60 with Active Cards (which are available free for over 60's) and under 16's in order to encourage more people to take up swimming.
  - ☑ Also, the 'Women's Begin 2' programme has now started, and has been very popular. The 'Women's Begin 2' programme is an 8 to 10 week course, covering aerobics, badminton, running and swimming.
  - ☑ The Walks Programme now has five walks available per week, ranging from a beginners level to something more challenging.
- Viewpoint members also told us that better changing facilities, more information on what to do, and cheaper admission prices would encourage them to do more sport and recreation activities. The Sport and Recreation section are happy to report the following:
  - ☑ The pool side changing facilities at Mill House Leisure Centre are to be redeveloped after a successful grant application to Sport England. A unisex 'changing village' will be built in its place, after consultation with users. The reception area will also be redeveloped. All works are expected to be completed by 1<sup>st</sup> April 2010.
  - ☑ The Sports and Recreation team are currently working on a marketing plan to increase awareness of activities and services available in Hartlepool. They are also developing the Sport and Recreation branding so Hartlepool residents will be able to recognise this easily. Also, information about sport and recreation in Hartlepool has been covered in the press more in the last year than in previous years.
  - ☑ Finally, the Sports and Recreation team report that the admission prices and charges in Hartlepool for sport and recreation are among some of the lowest in the region. The council is continuing to strive to keep costs down for individuals, and in some cases activities are offered free of charge, such as the Cyber Active programme. This programme offers people the use of a Nintendo Wii kit at West View and Owton Manor community Centre as well as at Mill House Leisure Centre.





## Children and Young Peoples Plan Discussion Group (September 2008)

- In September 2008 some members took part in a discussion group about the Children and Young People's Plan 2009-2020. There are five themes to the Children and Young Peoples Plan, and attendees were asked what their priority was for each theme. Detailed below are the main priorities identified for these themes that will be targeted through the Children and Young Peoples Plan 2009-2020:
  - ☑ **Be Healthy:** Tackle teenage pregnancy and sexual health in partnership with children, young people, parent's and carer's.
  - ☑ **Stay Safe:** Earlier intervention and more availability of preventative services are needed to prevent families reaching crisis point.
  - ☑ **Enjoy and Achieve:** The council should stop selling of land and for houses and keep some for land for Children's Play areas.
  -  ☑ **Make a Positive Contribution:** Involve children and young people, parent's and carer's in the planning and development of services.
  - ☑ **Achieve Economic Well-being:** There needs to be better access to a range of affordable activities for all ages and abilities.

## Council's Website Discussion Group (October 2008)

- In October 2008, some Viewpoint members took part in discussion groups about the council's website. All the information collected from these discussion groups and from other consultations will be used to help completely redesign the council's website, which will be re-launched in late 2009. More information will follow in a future newsletter about the new council's website. Key findings from these discussion groups were:
  - ☑ Text size needs to be made larger, and more pictures would be welcome
  - ☑ The website needs to be more clear and concise, less busy and with less (but relevant) information
  - ☑ More buttons, icons and dropdowns would help people find information
  - ☑ We were told that there are a lot of dead links and clicking does not always return information and that some members felt the links go around in circles
  - ☑ The link terminology is a problem and users were unsure where information should be; this increased the amount of clicking, searching and time to find relevant information
  - ☑ Attendees felt the category list down the left hand side of the website was a nuisance and took up too much space
- On the positive side, discussion group attendees were impressed with the range of information on the council's website, they felt the website was easy to get into, and they were positive about the search engine and the A to Z.



**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.

**No online survey  
for Viewpoint 30**



- As I will be on maternity leave, there will be no online version of this Viewpoint survey.
- If you usually fill your survey out online please find the time to fill out the paper survey instead.
- There will be an online version of the next Viewpoint survey, which will hopefully be sent out in May 2010.
- Someone will be answering my phone calls and picking up my emails while I am away, so please contact us about Viewpoint as usual on the details provided.

**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 30th October 2009.  
Your views are important!**

## **FINANCE AND PERFORMANCE PORTFOLIO**

Report to Portfolio Holder

14<sup>th</sup> July 2009



**Report of:** Chief Personnel Officer

**Subject:** SINGLE STATUS AGREEMENT APPEALS

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### **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

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**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 Executive Member with responsibility for HR will be regularly advised of appeals received and progress made in dealing with them”.

- 2.3 Phased arrangement 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 or who for personal circumstances are unable to comply with deadlines.

**3. PROGRESS ON APPEALS**

- 3.1 Progress on appeals is shown in the following table. The number of appeals received has increased recently due to the deadline for schools having just passed.

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	3	12	61	0	2	75	0	0	0
Adult & Community Services	2	17	36	30	2	85	0	0	0
Children's Services	5	21	26	6	6	59	0	0	0
Neighbourhood Services	0	18	24	52	4	98	0	0	0
Regeneration & Planning Services	0	18	40	2	1	61	0	0	0
Schools	0	6	5	3	0	14	0	0	0
<b>Total</b>	<b>10</b>	<b>92</b>	<b>192</b>	<b>93</b>	<b>15</b>	<b>392</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.
- 4.2 Appeals will be prioritised in accordance with the Single Status Agreement as follows:

Priority	Type of Appeal	Due for Completion
<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/ Appeals from employees who leave the Council from areas where job losses are needed	December 2009
<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	September 2010
<b>Low</b>	Appeals received from current employees who gained initially	January 2011

<b>Very Low</b>	Former employees	March 2011
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- 4.3 Additional temporary resources have been allocated to assist with processing appeals. It should be noted that any increase in appeals as a result of recent or proposed restructures etc. could impact upon the ability to meet this timetable.
- 4.4 Discussions are on-going with trade union representatives regarding the appointment of an Independent Chair for the Appeals Panel.
- 4.5 The 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, the provisional timetable for processing them 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 Executive Member with responsibility for HR 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  
 Performance Portfolio report 17 April 2009

## 8. CONTACT OFFICER

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