

# CABINET AGENDA



**Tuesday 27<sup>th</sup> May 2008**

**at 9.00am**

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

MEMBERS: CABINET:

The Mayor, Stuart Drummond

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

**1. APOLOGIES FOR ABSENCE**

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

**3. MINUTES**

To receive the Record of Decision in respect of the meeting held on 12<sup>th</sup> May 2008  
(previously circulated)

**4. BUDGET AND POLICY FRAMEWORK**

- 4.1 Final 2007/2008 Outturn Strategy – *Chief Financial Officer*
- 4.2 Corporate Plan 2008/09 – *Assistant Chief Executive*

**5. KEY DECISIONS**

- 5.1 Primary Capital Programme – *Director of Children's Services*
- 5.2 Pay and Grading Structure and Single Status Agreement – *Corporate Management Team*

**6. OTHER ITEMS REQUIRING DECISION**

- 6.1 Resident Permit Cost Increases – *Director of Neighbourhood Services*
- 6.2 Selective Licensing of Private Landlords and their Properties – *Director of Regeneration and Planning Services*

**7. ITEMS FOR DISCUSSION / INFORMATION**

7.1 Audit Commission Annual Audit and Inspection Letter 2006/07 – *Chief Executive*

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

No items

# CABINET REPORT

27<sup>th</sup> May, 2008



**Report of:** Chief Financial Officer

**Subject:** FINAL 2007/2008 OUTTURN STRATEGY

---

## SUMMARY

### 1. PURPOSE OF REPORT

1.1 To enable Members to finalise the 2007/2008 Outturn Strategy.

### 2. SUMMARY OF CONTENTS

2.1 The report provides details of the provisional 2007/2008 revenue outturn position, the forecast level of General Fund Reserves at 31<sup>st</sup> March, 2008, capital programme outturn and BSF capital issues.

2.2 The report indicates that there has been an improvement in the stock of the Council's funds, but continued pressure on the flow of resources, although flows of resources are not in deficit as was the case in previous years. This will assist the Council to manage the financial position over the medium term and a detailed strategy can be developed as part of the 2009/2010 budget process.

2.3 In relation to BSF the report sets out the issues in relation to the demolition of buildings on the upper school site at Brierton Community School and proposals for funding these costs.

### 3. RELEVANCE TO CABINET

3.1 The report enables Cabinet to finalise the issues to be addressed in the final 2007/2008 Outturn Strategy.

### 4. TYPE OF DECISION

4.1 Budget and Policy Framework

### 5. DECISION MAKING ROUTE

5.1 Cabinet 27<sup>th</sup> May, 2008 and Council 26<sup>th</sup> June 2008.

### 6. DECISION(S) REQUIRED

6.1 Approve the proposals detailed in the report.

**Report of:** Chief Financial Officer

**Subject:** FINAL 2007/2008 OUTTURN STRATEGY

---

**1. PURPOSE OF REPORT**

1.1 To enable Members to finalise the 2007/2008 Outturn Strategy.

**2. BACKGROUND**

2.1 A detailed provisional Outturn Strategy for 2007/2008 was included in the Medium Term Financial Strategy, which was approved by your Committee on 4<sup>th</sup> February, 2008 and Council on 14<sup>th</sup> February, 2008.

2.2 The provisional Outturn Strategy indicated that after reflecting a variety of favourable and adverse variances it was expected that there would be a small net underspend in the order of £31,000. Members determined that if the final outturn is better than anticipated that these resources should be transferred to General Fund Balances.

2.3 Since that time a number of additional factors have been identified and proposals for addressing these issues are set out in this report.

**3. FINAL 2007/2008 OUTTURN STRATEGY**

3.1 The provisional outturn for departmental and corporate budgets is more favourable than previously anticipated, owing to a lower overspend on departmental budgets and a higher underspend on corporate budgets. In total there is a net underspend of £0.726m as detailed in **Appendix A**.

3.2 A number of additional items also need to be reflected in the 2007/2008 Outturn Strategy. These issues are also detailed below. After reflecting these issues there is a net contribution to General Fund Balances of £0.636m (inclusive of the underspend identified in paragraph 3.1).

**Adverse/  
(Favourable)  
Variance  
£'000**

Departmental Outturn

1,265

Members have previously been advised that with the exception of the Chief Executive's department all departmental budgets were forecasting overspends. The total value of these overspends was previously estimated to be £1.46m. The provisional outturn for these areas is a net overspend of £1.265m. Details of this figure and the previous forecasts are provided in Appendix A.

Corporate Budgets (including Centralised Estimates and Collection Fund)

(1,991)

It was previously reported that Corporate Budgets would underspend by £1.491m. The provisional outturn for these areas is a net underspend of £1.991m. Details of this figure and the previous forecasts are provided in Appendix A.

( 726)

Review of Bad Debts Provision

( 300)

New accounting regulations have recently been issued and these regulations apply to the 2007/2008 financial year. One of the new regulations relates to the calculation of the Bad Debts Provision. As a result of this change the value of the Bad Debts Provision as at 31<sup>st</sup> March, 2008, has been reassessed and needs to be reduced by £0.3m. This amount is therefore available to support expenditure in 2007/2008.

On the downside this change reduces future year's flexibility to meet new potential Bad Debts. It also means that the adequacy of the Bad Debts provision will need to be reviewed on an annual basis and will result in annual budget pressures. Assuming current trends continue the Council will raise new debt of £15m each year and will need to make an annual increase in the Bad Debts Provision of £0.1m. This amount will be a budget pressure in 2008/2009 and future years.

Benefit Subsidy Income

( 450)

The Benefit Subsidy regulations which have applied for 2007/2008 have had a beneficial impact for Hartlepool. However, during the final quarter of 2007/2008 this benefit has reduced as there has been an increase in the number of new benefit claimants. The change reflects the deterioration in the economic outlook and is a trend which is unfortunately likely to continue during 2008/2009. This will therefore reduce the ongoing benefit of the Benefit Subsidy regulations for Hartlepool.

At this stage it is not possible to forecast the position for 2008/2009. However, it is expected that there will be a reduced benefit. It is suggested that any ongoing benefit should in the first instance be earmarked for the Bad Debts provision, as this will protect front line services.

Housing Hartlepool Equal Pay Indemnity

250

As part of the Housing Stock transfer agreement the Council provided an indemnity to Housing Hartlepool in respect of Equal Pay claims. A number of Equal Pay claims have been submitted by staff that transferred to Housing Hartlepool from the Council. Negotiations are currently ongoing with Stefan Cross who is representing these employees, to determine the Council's liability. As no provision has previously been made for these liabilities it is suggested that the resources are set aside as part of the 2007/2008 closure strategy. It is expected that a settlement will be reached in the next few months.

Interest Equalisation Reserve

400

Previous reports have advised Members that if resources were available it would be prudent to establish an Interest Equalisation Reserve to protect the Council from interest rate volatility. Council on 13<sup>th</sup> February, 2007, approved the establishment of this reserve to a maximum of £0.4m, although the need to fund the reserve at that time was not significant and no funds were transferred. As Members will be aware the Government and the Bank of England have recently taken additional action to address concerns arising from the credit crunch. This action clearly demonstrates that these problems are

more wide spread than initially thought and will take longer to resolve.

In view of this position it would now be prudent to transfer this amount to help protect the Council's financial position during the current market volatility.

Shopping Centre and Land Charges Income 110

It has previously been reported that there was a risk these income targets would not be achieved. The level of Shopping Centre income was £70,000 less than budgeted and there was a shortfall in Land Charges income of £40,000. Although in total this is not as bad as initially feared market conditions for both are difficult and variable. Land charges income in particular continues at significant risk.

Single Status Implementation Costs 80

A provision of £150,000 was established as part of the 2006/2007 Outturn Strategy to meet the costs of undertaking detailed Job Evaluations. This has been more complex and taken longer than initially anticipated.

Net Contribution to General Fund Balances 636

**4. GENERAL FUND BALANCES**

- 4.1 It has previously been reported that the Council needs to maintain uncommitted General Fund Balances equivalent to 3% of the net budget requirement. It would be prudent to calculate this figure on the basis of the net budget for 2010/2011 as this will future proof the Medium Term Financial Strategy and avoid the need for in-year contributions in 2009/2010 and 2010/2011. On this basis the minimum requirement is £3.2m.
- 4.2 The level of General Fund Balances at 31<sup>st</sup> March, 2008, will increase as a result of the net underspend against the 2007/2008 budget. In addition, the General Fund Balances will benefit from the repayment of the Bonus Buy Out Loan and from a reduction in the cost of Equal Pay Protection.
- 4.3 On the downside Members have previously been advised that General Fund Balances will need to meet the cost of Equal Pay claims arising from Employment Tribunal cases submitted by employees or their legal representative. It was not previously possible to quantify this potential liability as the number and value of case was uncertain. There is now an increasing probability that these

cases will be settled in the current financial year. Therefore, for planning purposes it would be prudent to anticipate a cost to the General Fund of £0.76m.

- 4.4 After reflecting the above factors it is anticipated that General Fund Balances will exceed the minimum requirement as summarised below:

	<u>£'000</u>
Balance 01.04.07	2,709
<u>Add</u>	
Contribution from 2007/2008 Outturn	636
Repayment of Bonus Buy Out Loan	800
Reduction in Equal Pay Protection Cost	700
<u>Less</u>	
Earmarked for potential Equal Pay Employment	
Tribunal claims	<u>(760)</u>
Forecast Balance 31.03.08	4,085
<u>Less</u>	
Minimum 3% Requirement	<u>3,200</u>
Net Uncommitted General Fund Balances	<u>885</u>

- 4.5 This provides a degree of cover for the Council to meet the risks it might face in 2008/2009, in particular, for its income streams.

## 5. CAPITAL PROGRAMME – 2007/08 OUTTURN

- 5.1 Members have previously determined to invest £3.6m over the three years 2007/08 to 2009/10 to fund high local priorities which do not fall within the areas attracting Government funding. Details proposals for the annual allocations have been proposed by the Strategic Capital Resource and Asset Programme Team (SCRAPT), based on a thorough project evaluation process and scoring of individual projects against defined criteria.
- 5.2 The actual costs of schemes undertaken during 2007/08 are £160,000 less than anticipated and the main favourable items include:
- Demolition of Bridge Youth Centre – this scheme has cost £65,000 less than anticipated owing to quotations being more favourable than anticipated and a lower level of asbestos which needed to be disposed of.
  - Replacement of roofs at the Brinkburn Centre, the Brough Hall and Stranton Crematoria – these schemes have cost less than budgeted as the extent of works required was less than anticipated. In total there has been a reduction in the cost of these schemes of £80,000.



- 5.3 On the downside the scheme to refurbish War Memorials is expected to cost £23,000 more than anticipated. It is suggested that part of the underspend identified in paragraph 5.2 is allocated to meet these additional costs. If Cabinet supports this proposal this issue will need to be referred to Council for approval.
- 5.4 Members may wish to allocate the remaining resources of £137,000 to fund the refurbish of toilet facilities within the Civic Centre. These works would include the provision of more female toilet facilities to address the changes in the Council's workforce which have occurred since the Civic Centre was built and more significant health and safety and disabled access issues. This scheme was the first reserve on the existing list of schemes to be funded in 2007/08 if additional resources were available. The works, if approved, need to be progressed as soon as possible to integrate with works already taking place. This proposal will also need to be referred to Council for approval.

## **6.0 BUILDING SCHOOLS FOR THE FUTURE**

- 6.1 At your meeting on 31<sup>st</sup> March 2008 Members determined that following closure the Brierton Community school be retained to facilitate the development of a community campus.
- 6.2 This proposal will necessitate the demolition of buildings on the upper school site. The costs of demolishing the buildings at the Brierton upper School site currently occupied by Access to Learning are not eligible expenditure for Building Schools for the Future purposes at this time. Therefore, provision for funding these costs will need to come from the Council's own resources. At this stage no funding has been set aside for this issue.
- 6.3 It is expected that these works will be completed in 2008/09. The initial budget cost of demolishing these buildings is £410,000, although it is anticipated that owing to the type of construction and the materials used these costs will need to be confirmed by tender. It is expected that detailed costings will be known later in the year.
- 6.4 In order to enable the demolition of the upper school site to be completed as soon as practical following closure a strategy for funding these costs needs to be developed. In the medium term it is suggested that these costs need to be ring-fenced and funded from capital receipts arising from the BSF programme and the rationalisation of the schools estate. However, these resources will not be available in the current financial year, when the demolition needs to take place. Therefore, as a temporary measure it is suggested that these costs be funded by advancing part of the remaining 2009/10 capital resources of £709,000, allocated for

schemes identified by SCRAP T. If Cabinet supports this proposal this issue will need to be referred to Council for approval.

## **7. CONCLUSION**

- 7.1 The report indicates that there has been an improvement in the stock of the Council's funds, but continued pressure on the flow of resources, although flows of resources are not in deficit as was the case in previous years. This position will assist the Council to manage this position over the medium term and a detailed strategy can be developed as part of the 2009/2010 budget process.
- 7.2 In relation to capital there are a number of issues which Cabinet may wish to refer to Council for approval.

## **8. RECOMMENDATIONS**

- 8.1 It is recommended that Members:
- i) Approve the final 2007/2008 Outturn Strategy detailed in paragraph 3.0 and authorise the Chief Financial Officer to finalise the accounts if any further issues arise, provided they do not affect the net position;
  - ii) Note the position of the General Fund Reserves detailed in paragraph 4.4, including the proposal to develop a strategy for using the uncommitted resources as part of the 2009/2010 budget process.
  - iii) Determine if they wish to seek Council approval to allocate the capital underspend identified in paragraph 5.2 to fund the additional cost of refurbishing War Memorials (£23,000) and the programme of works to toilet facilities in the Civic Centre (£137,000).
  - iv) Determine if they wish to seek Council approval to advance £410,000 of the remaining 2009/10 capital resources allocated for schemes identified by SCRAP T to fund the costs of demolishing the building on the upper school site at Brierton, subject to this amount being repaid from capital receipts arising from the rationalisation of the schools estate.

**APPENDIX A****SUMMARY OF OUTTURN 2007/2008**

	<b>Adverse/(Favourable) Variance</b>	
	<b>Forecast Reported 04/02/08 £'000</b>	<b>Provisional Outturn  £'000</b>
<u>Departmental Budgets</u>		
Adult & Community Services (1)	695	815
Children's Services	227	185
Chief Executives Department (2)	0	0
Neighbourhood Services (3)	442	140
Regeneration & Planning (4)	<u>96</u>	<u>125</u>
Total Departmental Budgets	1,460	1,265

1. The increase reflects further demographic pressures in relation to Learning Disability placements.
2. The outturn is after reflecting Managed Revenue Underspends for Corporate Strategy (£40,000), Accountancy and Audit (£116,000), Revenues and Benefits (£110,000) and Human Resources (£7,000). Detail proposal for using these resources will be reported to a future Cabinet meeting.
3. This final position is better than anticipated owing to a reduction in Street Lighting energy costs. This reduction reflects negotiations with the electricity company covering charges for 2007/2008 and the previous two years. It was not anticipated that these negotiations would achieve a net reduction in costs, as negotiations were also ongoing to agree charges for new lighting columns within new housing developments. However, these negotiations have now been complete and the Council has received a net backdated benefit for the last 3 years.
4. The increase in the overspend is owing to the costs of the Seaton Meadows planning appeal and the continuing trend of planning application fees being less than the budgeted income target.

**Adverse/(Favourable)  
Variance**

<b>Forecast Reported 04/02/08 £'000</b>	<b>Provisional Outturn £'000</b>
---	--

Corporate Budgets (including Centralised  
Estimates and Collection Fund)

The key issues in relation to corporate outturns are set out below. A number of other issues have not yet been finalised, although it is anticipated these issues will be neutral.

<ul style="list-style-type: none"> <li>Centralised Estimates</li> </ul> <p>The final outturn was more favourable than anticipated owing to a reduction in the interest credited to the Bad Debts provision, which was not required in 2007/08 owing to a change in the basis for calculating the Bad Debts Provision. This provided a benefit to Centralised estimates of £0.1m. The cost of Unsupported Prudential Borrowing were also £0.1m less than anticipated as capital expenditure was incurred latter than expected. Therefore, the repayment costs have commenced a year latter than anticipated. The remaining increase is owing to higher investment income on reserves and cashflow.</p>	(1,600)	(2,060)
<ul style="list-style-type: none"> <li>Strategic Contingency</li> </ul>	( 150)	( 150)
<ul style="list-style-type: none"> <li>Provision for Increased Energy Costs</li> </ul>	( 300)	( 330)
<ul style="list-style-type: none"> <li>Employers Pension Contributions Holding Account</li> </ul>	( 110)	( 110)
<ul style="list-style-type: none"> <li>Designated Authority Costs</li> </ul>	( 55)	( 65)
<ul style="list-style-type: none"> <li>Planning Delivery Grant</li> </ul>	( 104)	( 104)
<ul style="list-style-type: none"> <li>Efficiency Savings</li> </ul>	405	405
<ul style="list-style-type: none"> <li>Collection Fund</li> </ul>	423	423
<b>Total Corporate Budgets</b>	<b>(1,491)</b>	<b>(1,991)</b>
<b>Net Forecast Underspend</b>	<b>(31)</b>	<b>( 726)</b>

# CABINET REPORT

27 May 2008



**Report of:** Assistant Chief Executive  
**Subject:** Corporate Plan 2008/09

---

## SUMMARY

### 1. PURPOSE OF REPORT

To enable Cabinet to consider and comment on the proposed Corporate Plan for 2008/09.

### 2. SUMMARY OF CONTENTS

As in previous years the Corporate Plan is presented in two parts. Part 1, attached at **Appendix A**, is the main plan, which describes the Council's priorities for 2008/9, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people. Part 2 of the plan, attached at **Appendix B**, will again contain detailed supporting information relating to performance statistics that the Council is required to publish.

However, due to the fact the Government has abolished the suite of Best Value Performance Indicators (BVPs) and introduced a new set of National Indicators (NIs) the format of Part 2 has been amended. This will now be presented in two sections, with section A detailing the BVPI outturn figures for 2007/08, together with any future targets for these indicators. Section B will list all of the new National Indicators and, where possible, future targets for these indicators.

As in previous years at this stage there are still a small number of BVPs to be finalised. The corporate PI collection process is continuing to address this, and all PI information will be available and included in the final report to Council on 19 June. Cabinet will be given a further opportunity to view the Corporate Plan at its meeting on 9 June.

### 3. RELEVANCE TO CABINET

The Corporate Plan is part of the Council's Budget and Policy Framework. It is a key document that sets out the Council's priorities and contribution to achieving the Community Strategy aims. The Corporate Plan has been developed in conjunction

with the Local Area Agreement (LAA) to ensure the outcomes included in the LAA are embedded in the Council's Corporate Plan.

The Corporate Plan is an important document because it formally communicates the council's vision and priorities.

**4. TYPE OF DECISION**

Budget and Policy Framework.

**5. DECISION MAKING ROUTE**

The production of the Corporate Plan by 30 June each year is a statutory requirement.

Both Cabinet and Scrutiny Coordinating Committee have had a number of opportunities to comment on and shape the Corporate Plan, most recently at Cabinet on 28 April and Scrutiny Coordinating Committee on 14 March 2008. Scrutiny Coordinating Committee will also consider the plan at its meeting on 30 May 2008 and an update will be presented to Cabinet on 9 June.

**6. DECISION(S) REQUIRED**

Cabinet is asked to: -

(i) approve Parts 1 and 2 of the Corporate Plan 2008/9-2010-11.

(ii) agree to receive final version of the Corporate Plan at its meeting on 9 June 2008.

Report of: Assistant Chief Executive

Subject: Corporate Plan 2008/9

---

## 1 PURPOSE OF REPORT

1.1 To enable Cabinet consider and comment on the proposed Corporate for 2008/09.

## 2 BACKGROUND

2.1 As part of the Government's programme to modernise local government the Council must approve and publish its' Corporate Plan by 30 June 2008. The Corporate Plan is the Council's top level plan and sets out the top level priorities and how the Council will help deliver the Community Strategy aims.

2.2 The Corporate Plan is an important document because it formally communicates the Council's vision and priorities. It has been developed in conjunction with the Local Area Agreement, negotiations for which are still ongoing with Government Office North East.

2.3 As in previous years the plan is arranged around the Community Strategy themes, which have been adopted by the Council as corporate themes. It also includes a section dedicated to organisational development activities.

2.4 Work commenced in November 2007, and draft proposals have been considered by Cabinet on 7 January, 18 February and 28 April 2008. Scrutiny Coordinating Committee has considered the proposals on 18 January and 14 March, and will be given another opportunity on the 30 May. In addition, the draft plan was considered by all of the Service Scrutiny Forums between 22 February and 4 March. A verbal report of Scrutiny Coordinating Committees' meeting on 30 May will be given to Cabinet at its meeting on 9 June.

2.5 The Corporate Plan outcomes and actions approved by Council in June will be incorporated into the Council's performance management system and progress reported quarterly to Cabinet.

2.6 As in previous years the focus of the Corporate Plan for 2008/9 is on priority activities for improvement at a strategic level rather than day to day service delivery outcomes. The operational service delivery outcomes are picked up through Departmental plans which are reported to individual portfolio holders.

## 3 THE CORPORATE PLAN

3.1 As in previous years the plan will be produced in 2 parts. Part 1, attached at **Appendix A**, describes the Council's overall aims, contributions to the Community Strategy aims and organisational development priorities.

- 3.2 Part 2, attached at **Appendix B**, will continue to contain the detailed supporting information relating to performance statistics which the Council is required to publish. However, due to the abolition of the Best Value Performance Indicators (BVPIs) and the introduction of a new suite of National Indicators the format of Part 2 has been amended this year.
- 3.3 Part 2a includes the 2007/08 outturn information for all BVPIs that were collected in 2007/08, together with a number of key local Performance indicators. Where these indicators are being retained in 2008/09, either as new National Indicators, or as local indicators, targets for 2008/09, 2009/10 and 2010/11 are included.
- 3.4 Part 2b provides a list of all of the new National Indicators that have been introduced from 1 April 2008 for both the Council and partners. As a number of these indicators are new (some have been previously collected – as a BVPI for example) it has not been possible to set targets for all of these indicators. Where it has been possible targets for 2008/09, 2009/10 and 2010/11 have been included.
- 3.5 At this stage there are a small number of Performance Indicators where the outturn information for 2007/08 and targets for future years is unknown. This is unavoidable as some indicators are more complex and are reliant from information being provided from external sources (for example Social Care indicators). The 'missing' information is currently being collected as part of the corporate performance indicator collection process and will be included in the Corporate Plan for consideration at Cabinet on 9 June and at Council on 19 June.

#### **4 TIMETABLE**

- 4.1 Final approval of the 2008/09 Corporate Plan will be sought at the full Council meeting on 19 June 2008. Prior to this Cabinet will be given another opportunity to consider the proposals on 9 June. The plan will then be published prior to the statutory deadline of 30 June 2008.

#### **5 RECOMMENDATION**

- 5.1 Cabinet is asked to: -

(i) approve Parts 1 and 2 of the Corporate Plan 2008/9-2010-11.

(ii) agree to receive final version of the Corporate Plan at its meeting on 9 June 2008.



## **4.2 Appendix A**

Corporate Plan 2008/9-2010/11

## Part 1 Contents

1. Introduction.....	1
a) Context .....	1
b) Audience for the plan .....	2
c) How this Plan is set out.....	2
d) Feedback.....	3
2. Priority Outcomes for Improvement 2008/9 to 2010/11 .....	4
a) Factors taken into account in designing the Corporate Plan.....	4
b) Consultation and working in partnership.....	4
c) External drivers, including Government policy initiatives .....	5
d) Community Strategy aims and priority outcomes .....	7
e) Developing the organisation aims and priority outcomes.....	24
3. Medium Term Financial Strategy 2008/9 to 2010/11 and detailed budget for 2008/9.....	27
a) Issues and assumptions addressed in the MTFS .....	27
b) Detailed budget for 2008/9.....	30
4. Managing Performance and Risk.....	36
a) Performance Management Framework.....	36
b) Risk Management Arrangements.....	38
5. Detailed plans .....	40

# 1. Introduction

## a) Context

Hartlepool Borough Council, for the sixth 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 first time, the Council achieved the top rating **Improving Strongly** for the delivery services.

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

Independent analysis has named Hartlepool as the most improved Unitary Authority in 2006/07 – and the figures certainly stack up – we had over 45% of national indicators in the top quartile, which is significantly higher than the average for all single tier authorities of 29%. This was achieved by improvements to 62% of PIs and a further 12% were already performing at maximum and therefore could not improve. These results confirm significant and consistent improvement since 2003/04 when only 25% of indicators were above the best quartile breakpoint.

Our overall Council remains:

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

However, the environment in which we operate is a constantly changing one in terms of policy, statute, expectations and aspirations with regard to central government, local people and businesses.

The Council continues to work hard to build and improve upon the successes of the previous year to ensure that we maintain our focus and deliver upon a challenging programme of improvement. This Corporate Plan is our strategic planning document setting out priorities and targets for improvements in the 2008/9 financial year. The Corporate Plan is part of the effective systems we have in place to measure performance; identify opportunities for improvement; and to take steps to improve any areas that are under performing. The

outcomes, priorities and targets included in the Plan guide the allocation of Council resources – financial, physical assets and staff – to achieve our plans.

**b) Audience for the plan**

The Plan provides clarity and focus on the priorities of the Council. It is a resource for councillors, managers and staff within the authority, setting out where we are going in terms of the outcomes we want to achieve and the targets that have been set for both national and local improvement priorities. It is also a resource for the Council's public, private and voluntary sector partners, and regional and national government setting out the Council's contribution to improving local services and how we are developing as an organisation.

**c) How this Plan is set out**

The Corporate Plan is set out in two parts.

**Part 1**

- **Priority Outcomes for Improvement** – describes the factors taken into account in establishing the Council's priority outcomes for improvements providing the context to what we are doing and how we are organising ourselves.
- **Medium Term Financial Strategy 2008/9 to 2010/11 and detailed budget for 2008/9** - sets out the overall shape of the Council's budget for the next 3 years and how resources are allocated in 2008/9 between services to deliver Council and community priorities.
- **Performance and Risk Management** – describes how the Council will undertake performance and risk management.
- **Our more detailed plans** - this section identifies those specific actions to be undertaken to deliver our priorities, with key milestones and performance indicators and targets shown, which will be used to help measure our progress. It also sets out our longer term ambitions for the Borough (5-10 years time) as a consequence of undertaking these actions.

The detailed plans are grouped into 9 sections – one for each of the 8 Community Strategy Themes, and one relating to Organisational Development activities that are designed to improve the way in which we work and provide Council services.

Section	Corporate Plan Section	Page Nos.
1	Jobs and the Economy	8
2	Lifelong Learning and Skills	10
3	Health and Well-being	12
4	Community Safety	14
5	Environment	16
6	Housing	18
7	Culture and Leisure	20
8	Strengthening Communities	22
9	Organisational Development	24

## **Part 2**

Part 2 contains the detailed supporting information relating to performance statistics and other information, which the Council is required to publish to meet the Local Government Act 1999 requirement to produce a Best Value Performance Plan (BVPP). This section includes the Best Value (BV) performance indicators for 2007/8 and where appropriate targets for 2008/9, 2009/10 and 2010/11.

### ***d) Statement on Contracting***

Regulations from the Department for Communities Local Government state that local authorities must include in the Best Value Performance Plan a statement on procurement involving transfer of staff. The Council confirms that it has complied with the Code of Practice on Workforce Matters in Local Authority Service Contracts for all transfers that have taken place in the relevant period and that it will continue to do so.

### ***e) Feedback***

Please let us know if you have any comments / suggestions for improvement on this Corporate Plan. Our contact details are below:

David Hunt, Policy and Performance Team, [david.hunt@hartlepool.gov.uk](mailto:david.hunt@hartlepool.gov.uk),  
Tel: 01429 284073

## **2. Priority Outcomes for Improvement 2008/9 to 2010/11**

### ***a) Factors taken into account in designing the Corporate Plan***

The Corporate Plan is a three year plan for 2008/9-2010/11 and fits with the Government's Comprehensive Spending Review (CSR) for the same period. The Plan must take account of a wide range of factors:

- stakeholder and partner consultation, including Member priorities, audit and inspection recommendations
- consultation with the public
- external drivers, including Government policy initiatives,
- funding variations and requirements to improve efficiency capital investment plans and their revenue implications
- risk assessments and contingency planning, including maintaining adequate financial reserves
- expected developments in services.

There have been a number of significant developments:

- The review of the 2002 Community Strategy, following intensive consultation with public and partners, has progressed well and is now expected to be completed in July 2008.
- Central Government announced the results of the 2007 CSR, progressed the introduction of new style Local Area Agreements and a new set of national performance indicators which will be used by central government to hold local councils and our partners to account when the Comprehensive Area Assessment (CAA) inspection regime replaces CPA in 2009.
- In addition 2008 is the first year central government has told the Council its grant funding for the forthcoming and the two subsequent years. This will allow the Council to plan ahead.

### ***b) Consultation and working in partnership***

We recognise the importance of working in partnership with a range of public, private, and voluntary sector organisations that provide services to local residents. In many instances these services complement each other. A Local Strategic Partnership (the Hartlepool Partnership) was created in 1999 as a way for organisations delivering services to local people and businesses to plan and work together to deliver better and improved services.

In April 2002 Hartlepool Borough Council and the Hartlepool Partnership, adopted a first Community Strategy. The purpose of this strategy is to set out the Community's aspirations and priorities, and to integrate and improve the delivery of services, so that they better reflect the needs of the local community. The Strategy was subject to detailed consultation using a range of methods, providing opportunities to shape the final outcome and ensuring that

it is supported by the public and all partners. A major review of the Community Strategy is now nearing completion and is scheduled to be completed by July 2008. The early stages of this review have supported a revised vision and this is included below.

The Partnership's proposed long-term vision, looking 20 years ahead is:

**'Hartlepool will be a thriving, respectful, inclusive, healthy, ambitious and outward looking community, in an attractive and safe environment, where everyone is able to realise their potential.'**

The goal is

*"To regenerate Hartlepool by promoting economic social and environmental well-being in a sustainable manner."*

Eight Community Strategy themes and priority aims have been identified through consultation and these are used by Hartlepool Borough Council and Hartlepool Partnership to forward plan and prioritise actions. Consultation has given a clear indication of public priorities

### ***c) External drivers, including Government policy initiatives***

Central Government introduced Public Service Agreements (PSAs) in the 1998 Comprehensive Spending Review (CSR). The agreements are used by Government to drive major improvements in public services. Over the past two years the Government has been reviewing PSAs, working with frontline professionals, the public and external experts to renew the agreement for the 2007 CSR period 2008-11. New PSAs set out the key priority outcomes the Government wants to achieve in the next spending period (2008-2011). Thirty new PSAs setting a vision for continuous improvement have been identified and twenty two of the PSAs strongly relate to the Hartlepool Partnership priority aims. These are set out in the table below. These have also influenced the shape of Hartlepool's Local Area Agreement.

The Corporate Plan sets out how the Council will address them within the local, Hartlepool context.

**The 2008 Community Strategy themes, priority aims and links to Government Public Service Agreement Priorities:**

<b>Theme</b>	<b>Priority Aim</b>	<b>Government PSA Priorities</b>
1 Jobs and the Economy	Develop a more enterprising, vigorous and diverse local economy that will attract new investment, enable local enterprises and entrepreneurs to be globally competitive and create more employment opportunities for local people.	1. Raise the productivity of the UK economy 2. Improve the skills of the population, on the way to ensuring a world-class skills base by 2020 6. Deliver the conditions for business success in the UK 7. Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions 8. Maximise employment opportunity for all
2 Lifelong Learning and Skills	All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.	10. Raise the educational achievement of all children and young people 11. Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers 14. Increase the number of children and young people on the path to success 16. Increase the proportion of socially excluded adults in settled accommodation and employment, education or training
3 Health and Well-being	Work in partnership with the people of Hartlepool to promote and ensure the best possible health and well-being.	9. Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020 12. Improve the health and well-being of children and young people 17. Tackle poverty and promote greater independence and well-being in later life 18. Promote better health and well-being for all 19. Ensure better care for all 25. Reduce the harm caused by Alcohol and Drugs
4 Community Safety	Make Hartlepool a safer place by reducing crime and anti-social behaviour, and tackling drugs and alcohol misuse.	13. Improve children and young people's safety 23. Make communities safer
5 Environment	Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.	5. Deliver reliable and efficient transport networks that support economic growth 27. Lead the global effort to avoid dangerous climate change 28. Secure a healthy natural environment for today and the future
6 Housing	Ensure that there is access to good quality and affordable housing in sustainable neighbourhoods and communities where people want to live	20. Increase long term housing supply and affordability
7 Culture and Leisure	Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.	22. Get more children and young people taking part in high quality PE and sport
8 Strengthening Communities	Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.	15. Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief 21. Build more cohesive, empowered and active communities



#### ***d) Community Strategy aims and priority outcomes***

The Council has adopted a twin track approach to identifying priorities for inclusion in the Corporate Plan.

Firstly the Council's service planning and budget processes, undertaken in conjunction with partners where appropriate through the LSP, have identified a number of priority outcomes for inclusion in the Corporate Plan. These address service delivery and organisational development issues.

Secondly, between November 2007 and March 2008 the Hartlepool Borough Council, its local partners and Central Government, represented by Government Office North East, have reviewed the evidence and agreed national Improvement Targets for inclusion in the 2008-2011 Local Area Agreement. Responsibility for these have been allocated between the local partners and integrated into the performance management arrangements of each partner. Progress will be monitored by GONE as well as the Hartlepool partners. Targets led by the Council are included in the Corporate Plan. Performance reporting and management will be handled through the existing corporate and departmental arrangements which include quarterly reporting to Cabinet.

The ten reward element targets identified in the earlier 2006-2009 LAA have also been integrated into the Corporate Plan. Achieving these targets will make the council eligible for payment of reward grant up to £3m.

The priority outcomes for 2008/9 relate to one of the Community Strategy aims, with specific actions and targets identified for each outcome. The outcomes are high-level descriptions of what we want to achieve and are in turn underpinned by other, more detailed, operational activities and statutory responsibilities that are described in departmental and service plans. There is a clear link therefore between the Community Strategy, the LAA and the Council's Corporate Plan, with outcomes for each Community Strategy theme helping us achieve our overall Council aim.

The Council continuously assesses risks and opportunities that might impact on the achievement of its objectives and seeks to balance the competing priorities and pressures. The following sections highlight the key factors that relate to each of the Community Strategy themes.

## **Jobs and the Economy - Current position**

The Audit Commission concluded “The Council has a strong approach to regeneration as a key driver for improving the quality of life in Hartlepool”  
Headline achievements in this area include:

- Driving forward the first phase of the Victoria Harbour project. At £1bn, this is Hartlepool’s biggest ever regeneration project which will transform 200 acres of former port land over the next 25 years to provide a mix of housing, business and leisure.
- Developing with UK Steel Enterprise a new business incubation system including a refurbished enterprise centre and new £3.5m innovation centre
- New business start-ups have increased, making Hartlepool joint 9<sup>th</sup> in the UK for new VAT registrations. Hartlepool is the only Tees Valley Authority to see an increase in registrations and has the fastest improving VAT stock per 10,000 head in the Tees Valley.
- The gap between the local and national employment rates reduced from 8.3% to 7.2% in 2006/7, down from 15.6% in 2002.

While excellent progress has been made, shown by the halving in the gap between local and national unemployment rates, there is still much to do. Unemployment at January 2008 was 4.3%, compared to the national average of 2.2%. The Community Strategy review consultation showed a clear consensus that Jobs and the Economy should be the top priority for action in the town with job creation mentioned by many.

In addition to pursuing the economic regeneration of the whole town, the Council is also prioritising the most deprived wards in the town through the Neighbourhood Renewal Strategy and the achievement of economic well-being for children and young people through the Children and Young People’s Plan.

The Council and our partners have identified four outcomes as priorities:

- Attract Investment
- Be Globally Competitive
- Create more employment opportunities for local people
- Achieve economic well-being for all children and young people ensuring that they are prepared for working life\* (Children and young people will achieve the qualifications, develop the skills and be given the necessary life experiences to enable them to lead full and active adult lives)

These will address the five main issues identified in Hartlepool’s Local Area Agreement:

- Outdated and unattractive business infrastructure

- Structural and infrastructure issues that affect long term growth potential
- Relatively low levels of productivity and employment
- Lack of skills, enterprise aspirations, poor employment offers and benefit dependency
- Young people's aspirations and participation in educational and training

In addition the Council has identified a further two outcomes:

- Promote Hartlepool's interests in economic regeneration policy-making at the national, regional and sub-regional levels
- Support and promote appropriate physical and economic regeneration and pursue external funding opportunities

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

In line with the importance placed on Jobs and the Economy for the quality of life of the town, the Council is continuing to fund regeneration and economic development activity to ensure the capacity is in place to take advantage of opportunities, such as bidding for funds. This remains an important local priority, particularly as competition for regional and European funding intensifies. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

## **Lifelong Learning and Skills – Current position**

Our Lifelong Learning and Skills theme targets children and young people as well as adult groups. The Council, since 1996, has recognised the importance of raising children's attainment for the longer term future of the town and has provided substantial additional funding in line with Government policy. This has been a Hartlepool success story over the past 10 years, recognised in the Joint Area Review of children's services. "Early years and childcare provision are good, and educational attainment continues to improve. Support for school improvement and provision for children with special education needs are particular strengths."

Headline achievements in this area include:

- Hartlepool schools achieved record-breaking GCSE results in 2007, with outcomes now in line with national averages compared with a 7% gap in 2003 for 5A\*-C passes (since 1996, when the authority was created, this represents a doubling of our attainment and eliminating a 13% gap with national averages).
- Improved performance at Key Stages 1 and 2 to above national averages and recognition by the Government as one of the most improved councils in the country for Key Stage 2 performance. These outstanding successes have been achieved with a spending level on raising attainment which is below similar councils.
- The £150m secured through the Building Schools for the Future and Primary Capital Programme to bring all our schools up to 21<sup>st</sup> century standards. Not afraid to make tough decisions, we have, following effective consultation, already proposed closing one of our six secondary schools.
- Children's Services was rated 'good' in its Joint Area Review, with services described as 'outstanding'.
- Adult education service was rated as "good" for management, achievement and standards and quality of provision

In this policy area Central Government policy is important. For children and young people, Government policy is driven by the priorities set out in Every Child Matters, in particular the priority Enjoy and Achieve – to raise achievement and standards of children and young people in the early years, primary and secondary phases of education. The importance attached to this is reflected by the 16 mandatory indicators targets against which all top tier councils are assessed.

While children and young peoples' education did not emerge as a main priority from the Community Strategy review consultation, adult education was mentioned by many.

For young people and adults, the Government's Further Education White Paper: Raising Skills, Improving Life Chances (March 2006) outlines its approach to tackle long standing skills weaknesses that undermine the levels of productivity on which the country's and Hartlepool's economic future depends.

The Council and our partners have identified two outcomes as priorities:

- Enjoy and Achieve\* (Raise the achievement and standards of children and young people in the early years, primary and secondary phases of education)
- Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice

These address the main issues identified in Hartlepool's Local Area Agreement:

- The gap between boys and girls education achievement
- The gap between educational achievement for children and young people living within disadvantaged neighbourhoods and the town average
- Overall low levels of academic and vocational achievement, in particular a high % of individuals with no qualifications and a low % of individuals with advanced and higher level skills and qualifications
- Lack of ambition and aspiration amongst large sections of the school leaver and adult population
- Limited enterprise education and entrepreneurial activity

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

Work on the priorities is backed by significant investments in school building and ICT facilities. The Council is undertaking a Schools Transformation Programme, spending £93m of Government Building Schools for the Future (BSF) funding by end of 2012 to create state of the art secondary school buildings. In addition the first £8.4m of the 14 year Government's Primary Capital Programme will be spent by 2011 aimed at rebuilding, remodelling or refurbishing primary schools. Local capital investment in schools and Children's Services of £5.1m is also planned for 2008/9.

Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

## **Health and Well-being - Current position**

The CPA identified good practice and significant progress, concluding that “The health needs of children and young people are addressed well” and that “Vulnerable children and young people are well safeguarded through effective action by all agencies.”

On adult health and well-being the CPA report recognised the challenging circumstances, stating “Health is improving in Hartlepool and people are living longer” but identified the extent of the challenge remaining to be addressed, noting the health gap with the nation as a whole “is widening and there is also health inequality within Hartlepool itself: the most deprived areas suffer poorer health than the affluent areas, with a difference of 13 years in male life expectancy between the best and the worst wards.”

Headline achievements in this area include:

- Good progress on the integration of services, for example, in older people’s services and mental health and for children and young people’s services through the Children’s Trust established from 1 April 2007
- Continued progress on effective joint delivery and provision of services and joint commissioning between the Council and PCT

The Community Strategy review consultation with the public identified Health and well-being as their third priority. Issues such as greater health education, healthy living and provision of health care facilities all emerged as being important.

For adult social care challenging but exciting times are ahead. Demographic change is bringing growing demand and budget pressures and these are reflected in the Council’s Medium Term Financial Strategy. There is a gap between people’s aspirations for services and what is on offer (Ipsos MORI Survey commissioned by DRC, EOC and Cover UK, July 2006).

Government policy as outlined in the White Paper Our Health, Our Care, Our Say confirms the vision set out in the Green Paper, Independence, Well-being and Choice. It envisages personalised care and support, ensuring people have the opportunity to make choices and take control. Government policy also envisages closer working between social care and health in order to deliver integrated care.

For children, Government policy is driven by the priorities set out in Every Child Matters, in particular the “Be Healthy” objective that aims to ensure children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs.

The Council and our partners have identified five outcomes as priorities:

- Improved Health

- Be Healthy\* (Children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs)
- Increased choice and control and retention of personal dignity
- Improved Mental Health and Well-being
- Easier Access to Services

These address the main issues identified in Hartlepool's Local Area Agreement:

- Higher than average mortality rates for cancer and cardiovascular disease. There is a high prevalence of lifestyle risk factors associated with both cancer and cardiovascular disease
- There are inequalities in the health experience of communities within Hartlepool, most starkly illustrated by the difference in life expectancy between the best and worst wards: over 13 years for men and almost 12 years for women
- A very high rate of teenage conception. In 2005 the under 18 conception rate for Hartlepool continued to rise to 78 per 1000 female population 15 - 17 years
- Designing services to enable people to be more independent, stay in their own homes and have more control over their packages of care and support. The personalisation agenda is also a key national policy.
- Closer working between social care and health service providers to improve services and efficiency

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

In financial terms health and well-being is the Council's major pressure for additional funding to meet demographic pressures. There is increasing demand for Learning Disability, Mental Health and Older People care services because of demographic trends and increasing need for services. There is increasing demand for residential placements and the number of people in Care Home is expected to continue increasing. The number of Looked After Children is increasing bringing associated increases in preventative work and Special Guardianship orders. The Council has agreed to fund these pressures. In total these pressures amount to £1.23m in 2008/9. A further £1.5m of pressures has been built into the MTFs for 2009/10 and 2010/11.

Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

## **Community Safety - Current position**

The Council and its partners to have had significant success in narrowing the gap between crime levels in Hartlepool and national averages and this was recognised in the recent CPA inspection by the Audit Commission saying “multi-agency work to reduce offending and anti-social behaviour is good.” In addition the ‘fear of crime’ has reduced.

In the Community Strategy review consultation the public identified Community Safety as their second highest priority. Consultation for the Safer Hartlepool Partnership and Police both identified action on anti-social behaviour as a priority. Community Safety has been a long standing local and national priority with the public wanting higher levels of policing and reduced crime.

The Government launched their Respect agenda in January 2006 with a particular focus on anti social behaviour and published its new strategy “Cutting crime: A new partnership 2008-2011” during summer 2007. This highlights both acquisitive crime and serious violent crime as particular issues nationally.

Community Safety remains a top priority for the Council. The Crime and Disorder Strategy 2005-8 sets out our approach on drugs, acquisitive crime, violence, reassurance, prevention of offending and anti-social behaviour.

Looking ahead the Council and our partners have identified five outcomes as priorities for the next three years:

- Reduced crime
- Reduced harm caused by illegal drugs and alcohol
- Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour
- Reduced anti-social and criminal behaviour through improved prevention and enforcement activities
- Stay safe\* (Children and young people will live, grow and learn in safety, where parents, carers and all adults take responsibility for their safety and well-being)

These address the main issues identified in the Safer Hartlepool Partnership’s strategic assessment conducted in November 2007 and identified in Hartlepool’s Local Area Agreement:

- Acquisitive crime (burglary and theft) and violent crime are the main problem crime types
- Alcohol misuse is a significant issue in Hartlepool, with problems associated with binge drinking and under-age drinking
- Getting offenders properly engaged in drug abuse treatment
- Communities still have significant concerns about anti-social behaviour and analysis shows a correlation between areas which are affected by



ASB, and those affected by criminal damage (vandalism) and deliberate fires.

- Fear of crime is much higher in some areas of the town, and therefore communities continue to need reassurance about what is happening in their neighbourhoods.
- Hartlepool has a high level of re-offending, when compared to the regional and national rates.
- During 2006/07 and 2007/08 there has been a significant rise in young people entering the youth justice system for the first time. A more targeted approach to service provision for these young people will be developed.
- Maintaining placement stability to provide the best possible chance for Looked after Children achieve their full potential.

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

## **Environment– Current position**

The CPA inspection report commented that “Environmental services are good, with effective action by the Council to keep the borough clean while reducing waste and increasing recycling.”

In the Community Strategy review consultation local people identified tidying local neighbourhoods, reducing the amount of litter and improvements to public transport as factors which many highlighted as improving quality of life and the local environment. The 2006 Best Value satisfaction surveys identified a drop in satisfaction with waste collection services. However, the survey was conducted when a substantial proportion of the residents had just moved from weekly to fortnightly collection of household waste with an extended recycling collection on the intervening week and were getting used to the new service and snags were still being sorted out.

Government policy in this area ranges from short to longer term targets which impact on the Council. These include statutory recycling targets, and an expectation that councils will contribute to combating climate change.

Looking ahead the Council and our partners have identified six outcomes as priorities for the next three years:

- Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment.
- Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces.
- Provide a sustainable, safe, efficient, effective and accessible transport system
- Make better use of natural resources and reduce the generation of waste and maximise recycling
- Prepare for the impacts of and secure local and global action to tackle climate change
- Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security

These address the main issues identified in Hartlepool’s Local Area Agreement:

- Meeting statutory recycling and composting targets to reduce the generation of waste and avoid EU fines
- The overall level of public satisfaction with street and environmental cleanliness and differences in satisfaction between neighbourhoods
- Accessibility of services through public transport, walking and cycling
- Making a contribution to addressing climate change

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

The Council is also actively addressing these issues by working with partners to provide additional funding, notably in waste reduction and recycling. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

## **Housing – Current Position**

The CPA inspection report commented that “The strategic approach to housing is good, with good community and partner involvement” and there is “good integration of housing and environmental improvements as key components of the regeneration of neighbourhoods.”

In the Community Strategy review consultation local people gave weight to the importance of Housing and this is being reflected as part of the Community Strategy review with Housing now identified as a separate theme and aim.

Government policy in this area ranges from short to longer term targets which impact on the Council. This includes targets on meeting the Decent Homes standard, balancing supply and demand for housing and improving the advice and support provided to homeless people.

All these issues are being addressed by the Council and with partners. The Council has taken action to achieve improvement, such as creating Hartlepool Housing to facilitate access to investment funds, ensuring Hartlepool can access a wide range of funding sources such as the Neighbourhood Renewal Fund.

Looking ahead the Council and our partners have identified three outcomes as priorities for the next three years:

- Balancing Housing Supply and Demand
- Improving the quality of existing housing
- Meeting the Housing Needs of Vulnerable People

These address the main issues identified in Hartlepool’s Local Area Agreement:

- Low and changing demand for some of the older housing in central Hartlepool
- A significant shortfall of affordable housing. Rising waiting lists for social housing and a low turnover of stock has put significant pressure on the social housing stock
- Further progress is required to meet the government’s target of bringing all social housing up to the Decent Homes Standard by 2010 and to increase the proportion of private housing in decent condition occupied by vulnerable residents to 70% by 2010 and 75% by 2016.
- The energy efficiency of housing stock needs to be improved to reduce fuel poverty and domestic CO2 emissions account for around 27% of the UK total
- Have support and services in place to ensure residents live as independently as possible and we can identify those who may need support

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

## **Culture and Leisure - Current position**

This is a lower priority for the public but the Council recognises that culture and leisure can support the delivery of the other Community Strategy themes.

The Department for Culture, Media and Sport's (DCMS) aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries and Hartlepool recognises this agenda as a key element to successful regeneration and how the associated activities can provide a positive local identity, help to develop individual pride and confidence in neighbourhoods and deliver a vibrant voluntary and community sector.

The Culture and Leisure theme also has strong linkages to other Community Strategy Themes. Its related activities have a key contribution to improved health and well-being; sport & physical activity and are also vital to social, economic and personal development and contribute to improved quality of life. It also provides diversionary activities that reduce antisocial behaviour and crime and complements lifelong learning, training and community spirit making a valuable contribution to delivering key outcomes in other theme areas.

The Council has identified additional resources to support key events such as the Maritime Festival in the run up to the Tall Ship Race in 2010. The Tall Ships Race is a major opportunity to boost economic growth and tourism but it requires investment. The budget strategy has set aside £0.8m from reserves to fund costs associated with the event to ensure the town maximises the opportunities from the event.

Looking ahead the Council and our partners have identified two outcomes as priorities for the next three years:

- Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport
- Cultural and leisure services, better meet the needs of the community, especially those from disadvantaged areas

These address the main issues identified in Hartlepool's Local Area Agreement:

- Relatively low levels of participation in sport activities and engagement in the arts and cultural activities
- It is recognised that the need for improvements to the cultural and sporting infrastructure of the town
- Address barriers to participation in culture and leisure opportunities which are strongly linked to poverty and disadvantage

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans.

The Council is also actively addressing these issues by working with partners to provide additional funding, notably in waste reduction and recycling. Further details of the financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

### **Strengthening Communities - Current position**

The Council's CPA report identified excellent consultation and engagement with local people, good use of data to enable identification of local needs and priorities. Nevertheless the Community Strategy review consultation found that people also wanted to be consulted more and to feel more involved.

The CPA inspection also concluded that the Council works well with the private and voluntary sectors but could make better use of the capacity of voluntary organisations to support its work. A scrutiny committee review also identified significant challenges ahead as reduced European funding is likely to impact heavily on the community and voluntary sector.

Government policy in this area relates to several wide ranging topics including neighbourhood renewal, promoting community cohesion and engagement, children and young people, making institutions more responsive and accountable, addressing diversity and equalities and preparing for emergencies.

Looking ahead the Council and our partners have identified seven outcomes as priorities for the next three years:

- To empower local people to have a greater voice and influence over local decision making and the delivery of services
- Make a positive contribution \* (Children and young people who live in Hartlepool are provided with the opportunity to participate fully in the life of the community)
- Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas
- Improving Financial Inclusion
- Freedom from discrimination or harassment

These address the main issues identified in Hartlepool's Local Area Agreement:

- The overall level of satisfaction with the local area
- Differences in satisfaction between neighbourhoods
- Participation and satisfaction with decision making and involvement in the community

In addition the Council has identified a further outcome:

- Ensure communities are well prepared to respond to emergency situations

The details of the actions and targets the Council has set itself to achieve the priorities are described in section 5. Detailed Plans. Further details of the



financial resources allocated to this aim are described in section 3. Medium Term Financial Strategy.

THEME PICTURE

### ***e) Developing the organisation aims and priority outcomes***

The ninth theme of the Corporate Plan is Organisational Development. This is about what the Council is doing to sustain and improve its capacity to deliver excellent, value for money services in the future.

The CPA 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
- Outstanding partnership working is achieving improved outcomes almost without exception across national and local priorities
- Excellent consultation and engagement with local people

The Council reserves have been established from a variety of one-off factors and these resources are earmarked to help the authority manage its services and one-off commitments over the next few years. These commitments include supporting the revenue budget and one-off costs arising from the implementation of Single Status.

The most recent 2007/8 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.

In terms of improving service delivery the Council achieved the top rating **Improving Strongly** for the first time. Only 17% of single tier authorities achieved this rating.

This shows the Council has a sound base for still stronger improvement. The agenda for the Council to address over the next three years is clearly broad and the development of the organisation is essential if we are to create the capacity to meet the challenges that lie ahead.

Looking ahead the Council has identified four priorities:

- Improving management and governance
- Improving access and understanding between the Council and the Public
- Improving Elected member and Workforce arrangements
- Improving efficiency and financial management

A range of actions are being progressed.

### **Improving management and governance**

Steps are being taken to further improve performance and risk management, overview and scrutiny, emergency planning and business continuity.

The next three years will see the introduction of the Comprehensive Area Assessment (CAA), the replacement for CPA, from 2009. The Council will continue to prepare and respond to participate through consultation and participation in the Audit Commission's development programme.

### **Improving access and understanding between the Council and the Public**

The Communication and Consultation Plans will be implemented ensuring the Council's strong reputation for public engagement is maintained. The development programme for the Contact Centre will allow a wider range of services to be offered over the period of this plan.

### **Improving 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 2008/9.

### **Improving efficiency and financial management**

The pressure to achieve Gershon efficiency targets continues and achieving the targets is essential to achieve the Council's Medium Term Financial Strategy. Consequently a major project, Business Transformation, backed by £0.5m of Council funding, is being launched in 2008/9. 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.

### **Conclusion**

The actions identified in the Organisational Development Section of the Plan are the key elements that will enable us to improve the way in which we work and the services that are provided.

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.

### **3. Medium Term Financial Strategy 2008/9 to 2010/11 and detailed budget for 2008/9**

For a number of years the Council has operated a medium term financial planning process. The Medium Term Financial Strategy (MTFS) addresses the same period as the Government's Comprehensive Spending Review (CSR) and the Council's Local Area Agreement. The Strategy is rolled forward and updated on an annual basis.

The MTFS links with the Council's corporate and service planning processes describing the known resource issues and assumptions, for example demographic pressures, which will shape the Council's financial strategy and annual budgets for the next three years and how these are factored in. The MTFS sets out the overall shape of the Council's budget, establishing how resources will be allocated in annual budgets between services to deliver Council and community priorities.

Uncertainty surrounding the CSR and its impact on Council until late in the 2008/9 budget process made meaningful consultation impossible in the time available. Therefore, the Cabinet determined to rely upon the previous public consultation and consultation which was undertaken on the 2008/09 budget proposals with the Business Sector, Trade Unions and Scrutiny Committees. Further consultation is planned about the 2009/10 budget.

The main issues and assumptions the strategy takes into account are described below.

#### ***a) Issues and assumptions addressed in the MTFS***

##### **Demographic and other pressures –**

These are primarily in adult care services and children's care services. There is increasing demand for Learning Disability, Mental Health and Older People care services because of demographic trends and increasing need for services. There is increasing demand for residential placements and the number of people in Care Homes is expected to continue increasing. The number of Looked After Children is increasing bringing associated increases in preventative work and Special Guardianship orders. In addition, pressures will also arise in 2008/9 from increased landfill tax, increases in recycling costs and costs arising from the introduction of a new refuse round. The Council has agreed to fund these pressures. In total these pressures amount to £2.5m in 2008/9. The MTFS also includes a contingency provision of £1m to address a number of budget risks which are certain to be incurred, although the amount of individual items is not certain. This amount will enable the Council to manage these risks on a strategic basis. Going forward the Council anticipates that there will be further demographic and services changes which will increase costs. Therefore, to address these issues a provision of £1.5m has been built into the MTFS for 2009/10 and 2010/11 to address these issues.

### **The achievement of increased annual cashable efficiencies of 3%-**

From 1<sup>st</sup> April 2008 councils will be required to achieve annual cashable efficiencies of 3% in each of the next three years. This is a more challenging target than the previous annual target of 1.25% cashable efficiencies. For Hartlepool this equates to a saving of £8.5m over three years and is a key central government target for this period. For 2008/09 efficiency savings of £2.4m will be achieved. To maintain progress on the efficiency agenda an additional £0.5m has been approved by Council to fund the Transforming Business project over the next 3 years. Key elements of this project will be included as Corporate Plan actions as they are an essential element to achieving improved services and a balanced budget over the medium term. Progress on this project will be closely monitored by Cabinet and the Way Forward Board.

### **The cost of implementing Job Evaluation**

The issues in relation to Equal Pay were reported to Cabinet on 21 December, 2007. The previous budget report included an increased ongoing commitment for implementing a new pay and grading system. The report also identified up to £4m from the Balance Sheet for one-off protection costs. On the basis of the work completed since December it is anticipated the forecast ongoing costs are still relevant and should not increase, and are summarised below. However, this position cannot be guaranteed and will depend on the number and outcome of appeals. These figures include an allowance for the cost of appeals and this position will need to be monitored closely as the implementation of Job Evaluation progresses. This work also indicates that the one-off protection costs are now anticipated to be significantly less than previously forecast. Therefore, the resources identified from the Balance Sheet will not all be needed. A strategy for using these resources will be developed as part of the 2009/10 budget process.

	Ongoing Costs £'000		
	2008/2009	2009/2010	2010/2011
As reported 15th October, 2007	3,670	4,450	4,730

### **Increasing budgets to reflect the impact of inflation –**

The resource allocations for 2008/09 include 2.5% for cost of living pay awards for all staff and 3% general inflation on non pay expenditure. The forecasts for 2009/10 and 2010/11 include 2.5% for both pay and prices inflation. In addition, where it is anticipated costs will increase by more than inflation these issues have been specifically reflected in the pressures and contingency provision included within the budget requirement, for example it is expected that Care Home fee increase will be above inflation in 2008/9 adding to the pressure caused by demographic trends.

### **Maintenance of assets –**

The Council has identified a significant backlog of maintenance for its asset stock. This has been identified as a significant strategic risk. Asset management programmes have been prioritised accordingly. From 2002/3 the

Council has provided 2.5% real term growth to address the condition of council building. Highways maintenance was allocated additional funding in 2007/8. It was recognised that these steps would not be sufficient and at some point significant resources would need to be allocated to address these issues. Prudential Borrowing is being used to address the issues in relation to Mill House Leisure Centre and the Civic Centre. Further details are given later in section on Capital Programme and more fully in the Council's Capital Strategy and Asset Management Plan. This sets out our goals for our property assets, showing how they will be maintained, modernised and rationalised to ensure they are fit for purpose.

Wherever possible the Council is using external funding to support investment, for example Transforming Schools through the Building Schools for the Future and Primary School Capital programmes.

### **Grant funding and pressures**

The majority of the Council's funding comes from central government grants. From the 1<sup>st</sup> April 2008 the Government are making significant changes to grant regimes. These changes will mean that a number of specific grants will either be mainstreamed and included in the Formula Grant allocation, or included in the new Area Based Grant. These changes mean that councils have greater flexibility in how these resources are used. However, because of the late announcement of these changes the Council has determined to allocate the majority of these resources to maintain existing programmes during 2008/09. This strategy will provide a period of stability and enable the Council to complete a strategic review the future use of these monies as part of the 2009/10 service and budget planning cycle.

The Council has received better than expected Formula grant settlements over the next three years. Formula grant is the main unringfenced grant paid to councils. 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%.

### **The level of annual Council Tax increases**

For 2008/09 the Council has used part of increased Formula grant to limit the increase in Council Tax to 3.9%. For 2009/10 and 2010/11 the Council has also determined indicative Council Tax increases of 3.9%. The actual increases for these years will be determined on an annual basis.

### **Sustainable strategy for the use of reserves**

Balances at March 2008 are forecast to be about £24.6m. It is anticipated that reserves will reduce significantly over the next three years as resources are released to support the revenue budget and to meet the temporary protection costs of implementing Job Evaluation. By April 2011 reserves are expected to have fallen to £13.3m.

This planned use of reserves will enable the Council to fund a number of one-off expenditure commitments without these issues having an adverse impact on services or Council Tax. In addition, the use of reserves and the improved

financial settlement for the next three years means that the overall budget position is manageable, provided efficiencies of 3% are achieved and pressures are contained within the £1.5m provision included in the MTFS for 2009/2010 and 2010/2011. The Transforming Business processes project is a key element in the Council's strategy for achieving a sustainable budget position over the medium term.

### **Summary**

The pressures outlined above are partially offset by cost reductions arising from bonus payment savings, lower than anticipated interest costs on capital spending and higher than anticipated interest from balances. In addition the Council has received better than expected grant settlements over the next three years. This should make this position more manageable provided the Council can contain service pressures and achieve annual efficiencies of 3%.

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.

A profile of the Council's planned expenditure supporting the Plan is shown below. The table shows small deficits for 2009/10 and 2010/11 and these will be addressed when the MTFS is rolled forward:

	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
	£'m	£'m	£'m
Expenditure	98.245	106.960	108.238
<b>Resources</b>			
Grant allocations (includes Area Based Grant)	58.483	65.515	67.144
Council Tax	36.513	38.369	39.857
Reserves	3.249	2.674	1.000
Net Deficit	0.000	0.402	0.237

### ***b) Detailed budget for 2008/9***

The 2008/9 Government Formula grant allocation to the Council is £47.974m. In cash terms this is an increase of 5.6% on the 2007/8 grant allocation. This is the more than the national percentage increase announced by the Local Government Minister. This position reflects changes to the system for allocating Formula grant which better reflect the needs of individual council's. The increase in the Councils Formula grant would have been higher if the Government had abolished the "Floor Damping" mechanism, which limits the increases or decreases in individual authority's grants. The Council will continue to press for the abolition of these arrangements as this will secure a fairer grant allocation for Hartlepool.

In this context the Council's 2008/9 budget decisions have had to balance investment to meet pressures and priorities against efficiencies and increasing income and Council tax. The agreed allocation of our own revenue



and capital financial resources in the 2008/9 Budget and Capital Programme reflects the Council's decisions on funding services and priorities within the constraints of the Council's available resources.

The 2008/9 revenue budget process identified a range of pressures and priorities in excess of inflation. Budget pressures arise in relation to the continued provision of existing services. In most cases these pressures cannot be avoided, i.e. are statutory requirements or essential running costs such as energy. Priorities relate to areas where the Council had a greater choice and these are generally aligned with the achievement of the Council's overall aims.

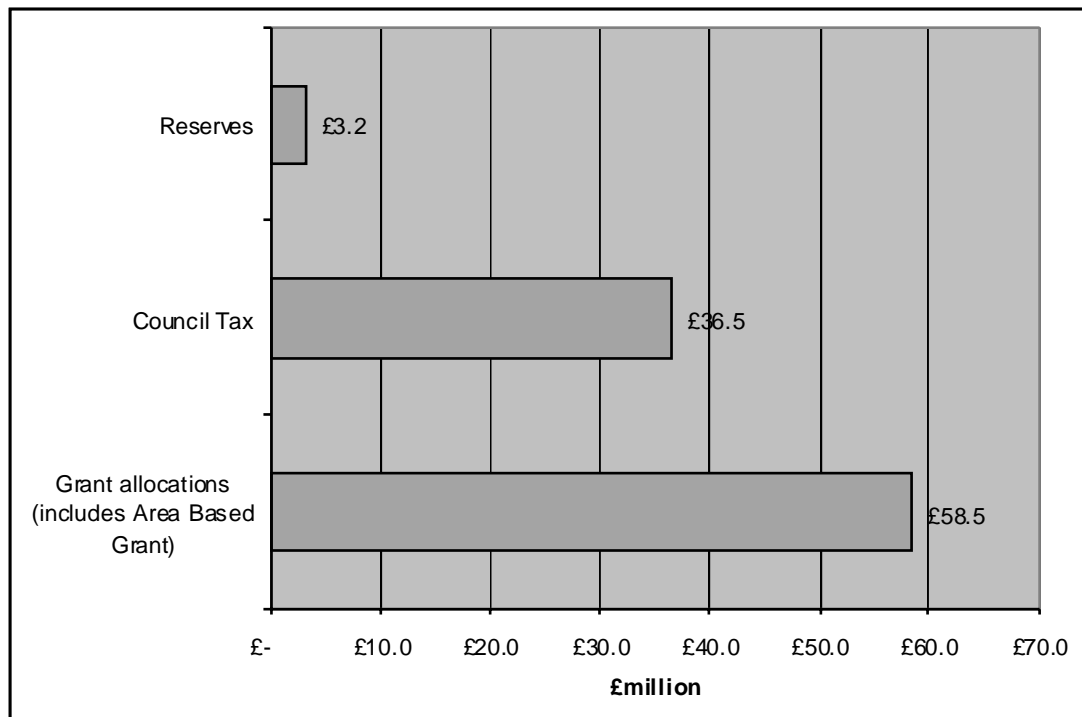
The pressures and priorities were examined carefully by Cabinet and considered against the Council's strategic objectives. As a result of this review it was decided that some items would not be funded. This package of service developments reflects the Council's overall policy aims and is summarised below.

Priority aim	Pressures and priorities £000	Purpose of funding
1 Jobs and the Economy	Pressure 0 Priority 40	Priorities - Expand budget for marketing Hartlepool and its specific investment opportunities
2 Lifelong learning and Skills	Pressure 37 Priority 0	Pressures - Substitute for LSC funding to enable for a course at Stockton Riverside College - approx 34 adults currently attend as alternative to day centre - cost to replace course
3 Health and Car – Adults	Pressure 233 Priority 0	Pressures - are to meet increased demand and provide fit for purpose accommodation for mental health, learning disability, older people and Telecare services
3 Health and Well-Being – Children	Pressure 995 Priority 0	Pressures – mainly arise because of the increased complexity and demand for a range of children's services and need for increased capacity to recruit and train foster carers
4 Community Safety	Pressure 30 Priority 50	Pressures - to maintain CCTV network Priorities – to address domestic violence and address alcohol abuse
5 Environment	Pressure 766 Priority 112	Pressures – the main areas addressed are waste management, disposal and recycling (£360k) including £160k for increased Landfill Tax, coastal protection (£250k). The remaining £100k is to address ground maintenance and cleansing issues which always a high public priority. Priorities – to meet increased demand for conservation grants, give increased priority to climate change and introduce an out of hours noise complaints services following a successful pilot scheme
6 Housing	Pressure 110 Priority 60	Pressures – to maintain services to address homelessness Priorities – to research on housing need providing evidence on which to base future policy and selective licensing scheme to encourage responsible landlords
7 Culture and Leisure	Pressure 52 Priority 90	Pressures – to continue funding of playground inspections to ensure they are safe and usable and

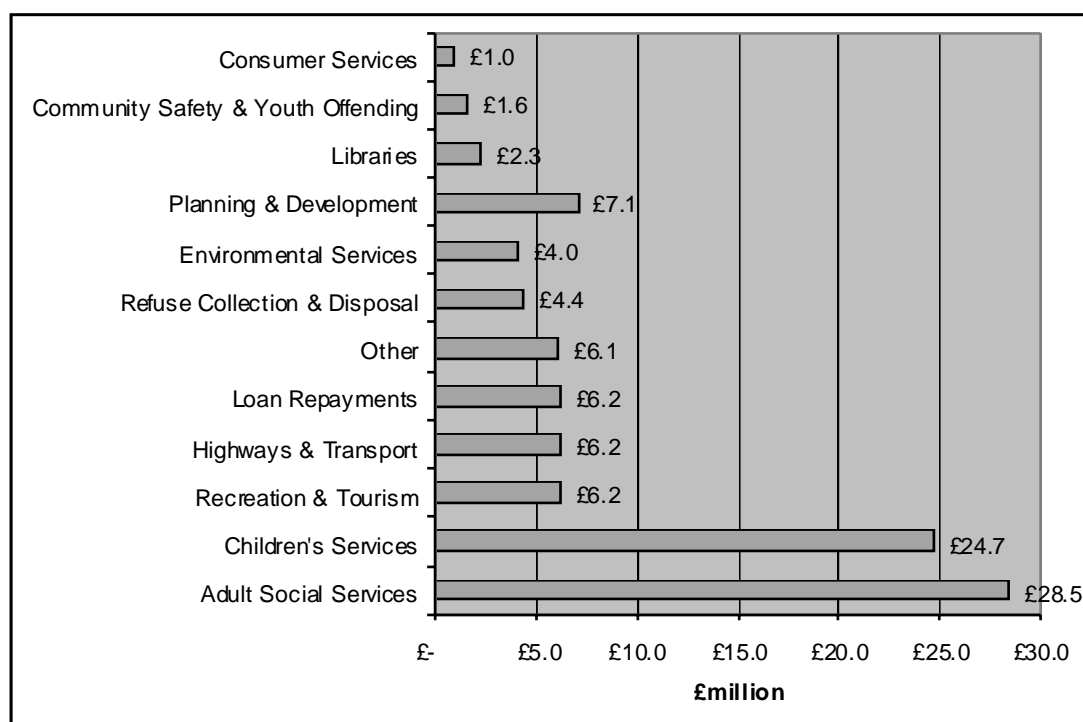
Priority aim	Pressures and priorities £000		Purpose of funding
			meet the higher than expected rates cost for the Headland Sports Hall Priorities – increase and maintain capacity to deliver the well-being agenda through the use of the Grayfields Sports Ground, Headland Sports Hall and the Sportability Club. Charges are also being brought into line with the rest of the Council.
8 Strengthening Communities	Pressure Priority	0 15	Priorities – a contribution to developing banking facilities for the Hartlepool Credit Union to the benefit of Housing benefit recipients
9 Corporate and Organisational Development	Pressure Priority	270 587	Pressures – various increased costs arising from contractual and legislative obligations, IT requirements, falling income, job evaluation and building cleaning Priorities – £500,000 is to undertake the Business Transformation project and ensure efficiency targets are met and address corporate ICT needs for Members and property management
Grand Totals	Pressure Priority	2493 954	

### Summary of revenue expenditure for 2008/9

#### Where the money comes from 2008/9 £millions



## Where the money goes 2008/9 £millions



## Capital Programme 2008/9 -2010/11

The Council's capital strategy has recently been updated to reflect the Council's priorities. All capital schemes are appropriately appraised and prioritised to ensure they reflect the key investment requirements in the strategy.

The following table shows a high level summary of the approved three-year capital programme. The Capital Strategy details how the Council will use its own resources and work in partnership with other to continue the physical regeneration of the town. The Capital Strategy reflects the service implications identified through the service planning process, which is driven by the Community Strategy.

Capital spending for the next three years is forecast to be £62.4m. This investment will be funded from grants the Council has secured from the Government and other organisations and from prudential borrowing, which will be repaid over a number of years from the Council's revenue budget.

The Council has also secured £91m of Building Schools for the Future funding. This funding will be paid as a capital grant and will be used to improve and address the suitability, sufficiency and sustainability of the secondary school estate. This investment will cover the replacement, or refurbishment, of four secondary school buildings to provide modern facilities which will facilitate the "education experience". In addition, the programme will include significant investment in school's IT facilities and infrastructure to provide state of the art facilities. The Council will close one of its existing

secondary schools as the town's future secondary education needs can be met from a reduced number of schools. These works are scheduled to begin in Spring 2010 and to be completed by the end of 2012.

The Council has also secured funding from the Government's Primary Capital Programme initiative for 2009/10 and 2010/11 to address the capital investments needs of its Primary Schools. Further funding will be required to complete this programme and it is anticipated that additional funding of £27 million will be provided through the Primary Capital Programme from 2011/12 onwards.

Over the three years of the programme significant funds are being invested in:

- Transforming schools both secondary and primary
- Transport improvements
- Environmental and Community safety
- Housing improvements to address market failure

By identifying any under utilised assets the Council hopes to generate capital receipts that will be used to supplement future capital programmes. As well as funding direct investment by the Council the Capital Strategy also supports the achievement of the Community Strategy indirectly through working in partnership. Historically this has included initiatives such as the housing transfer to Housing Hartlepool, the release of land for social housing in exchange for nominations rights and support for the development of the Joseph Rowntree Care Village. During this capital programme the Council will support a variety of initiatives, although it must be recognised that such support is becoming more difficult as the Council has limited undeveloped land in its ownership. Initiatives include:

- The sale of land to enable Hartlepool College of Further Education to develop a new campus;
- The sale of land for the PCT development;
- An agreement to explore the possibility of providing land at below market value for the provision of affordable housing.

Capital Programme planned expenditure 2008/9-2010/11 (£million)

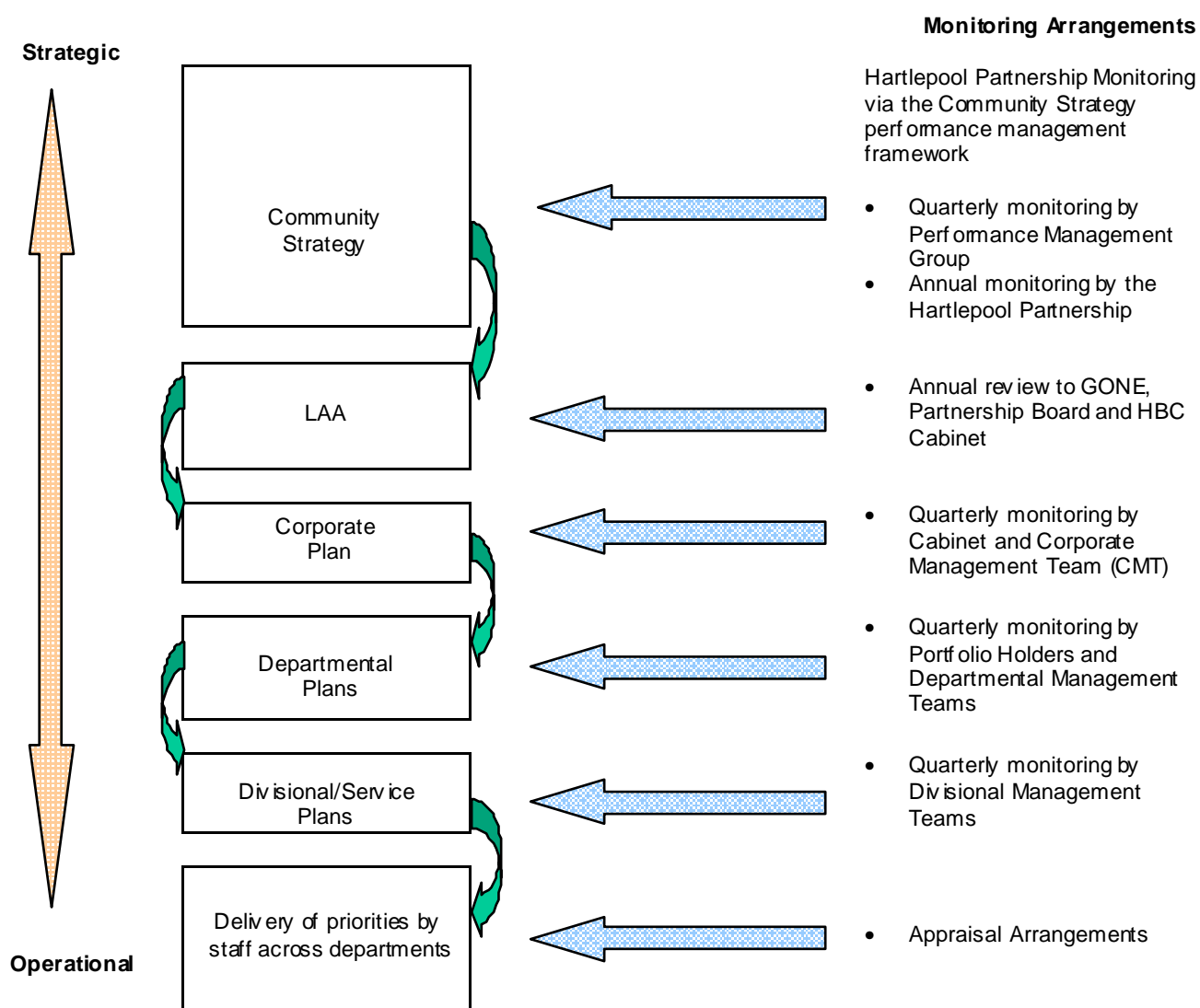
Expenditure area	2008/9 Planned	2009/10 Planned	2010/11 Planned
Repairs and Improvements to schools	£4.6m	£7.6m	£9.9m
Repairs and Improvements to roads	£1.9m	£1.9m	£1.8m
Redevelopment of private housing in the town centre and neighbouring areas	£5.0m	£5.8m	£5.4m
Projects within the New Deal for Communities area	£1.5m	£0.7m	£0.1m
Other	£5.7m	£6.7m	£3.8m
<b>Total expenditure</b>	<b>£18.7m</b>	<b>£22.7m</b>	<b>£21.0m</b>
Funded from:			
Central Government – Specific scheme grant	£11.0m	£14.1m	£15.9m
Central Government – Supported Capital Expenditure	£2.9m	£2.5m	£2.0m
Prudential borrowing by the Council	£4.2m	£5.5m	£2.5m
Other funding	£0.6m	£0.6m	£0.6m

The Capital Strategy and Asset Management Plan approved by Cabinet on 31<sup>st</sup> March 2008 indicated that the Government's capital allocations will not fund all capital expenditure priorities, particularly areas with a high local priority which do not fall within the areas attracting Government funding. Therefore, Members determined to invest £3.6m over the three years 2007/2008 to 2009/2010. The revenue forecasts include provision for the resulting repayment costs. Members will determine if this strategy should continue beyond 2009/10 as part of the service and budget planning process for 2009/10.

## 4. Managing Performance and Risk

### a) Performance Management Framework

We have developed our performance management framework alongside the Hartlepool Partnership, to ensure that our priorities are aligned with that of the Partnership. Our framework and monitoring arrangements are: -



### Performance Management Arrangements

As part of the Corporate Assessment inspection that took place in December 2006 the Audit Commission recognised that the Council had “good performance management” and there was a “strong performance

management culture throughout the organisation". However, we have continued to drive improvements to services, as well as the performance management arrangements that underpin everything we do. Recent improvements have included:

- combining budget and performance reports considered by Cabinet and Scrutiny Coordinating Committee on a quarterly basis
- linking risk management, service planning and the Annual Governance Statement.
- embedding diversity and workforce planning issues into service planning

2008/09 will see the introduction of a new web-based, Performance Management system, called Covalent. For the first time this will mean that all of our Risks, Service Plans and Performance Indicators are accessible in the same system, enabling: -

- 'real-time' and improved reporting of performance, ensuring issues can be highlighted sooner
- the integration of PIs, Risks and Actions, ensuring that related issues can be monitored together, and not in isolation
- a single reporting process for council officers for all plans, including the LAA and Corporate Plan
- external partners, where appropriate, can access the system to provide performance updates for the LAA

Quarterly reporting to Cabinet, Portfolio Holders and Scrutiny will continue in 2008/09.

### **Audit and inspection**

The Council has been subject to a range of inspections and audits over the past 18 months and the areas for improvement identified will continue to be progressed. The performance management of these issues have been incorporated into the Council's performance management arrangements for 2008/9. These are summarised below

<b>Report</b>	<b>Areas for improvement and recommendations</b>	<b>Process for improvement</b>
Corporate Assessment report, March 2007	Improve financial planning  Improve strategic working with the voluntary and community sector.	These are addressed by Corporate Plan actions <b>OD A17 Develop Financial Strategy and Management</b> and <b>SC A06 To develop co-ordinated strategy for appropriate partnerships with the voluntary sector</b>
Annual Audit Letter March 2007	Develop a robust financial strategy to support the Council's ambitious plans for the future.	See reference above to <b>OD A17 Develop Financial Strategy and Management</b>
Annual Audit Letter March	Target action on priority areas which are failing to improve	Both remain key priorities for the Council addressed through the

Report	Areas for improvement and recommendations	Process for improvement
2008	<p>sufficiently, in relation to young people not in education, employment or training and high rates of teenage pregnancy.</p> <p>Ensure financial strategies, including capital, are made clearer for the benefit of stakeholders.</p>	<p>Corporate Plan actions <b>JE A07 Reduce the level of young people who are Not in Education, Employment, or Training (NEET)</b> and <b>HC A07 Work with Health and partners in other agencies to improve the health of infants</b> e.g. increase prevalence of breastfeeding, reducing smoking during pregnancy</p> <p>See reference above to <b>OD A17 Develop Financial Strategy and Management</b></p>
Partnership Working Across Teesside - Tackling Arson, August 2007	Improving partnership working across Teesside and ensure that the Fire Authority's work with children and young people is reflected in plans for children's services.	These recommendations are being managed through the plans of the Safer Hartlepool Partnership and also in Corporate Plan action <b>CS A09 to Reduce anti-social behaviour and criminal damage, including deliberate fire setting</b>
Supporting People, March 2007	Improve the capacity of partners and stakeholders to deliver the programme by assessing training needs, establishing a training and development programme, identifying the resources needed; and reviewing the effectiveness of arrangements annually.	Progress on these recommendations are reported to Partnership Board & Commissioning Body and through the Corporate Plan actions <b>Ho A07 Provide support services to increase the opportunity for residents to live independently in the community</b> and <b>Ho A08 To ensure the deliver of high quality housing support services through efficient and effective contracts with providers</b>

### ***b) Risk Management Arrangements***

Risks and controls in relation to our priorities have continued to be reviewed as part of the quarterly review of strategic and operational risk registers following the process set out in our Risk Management Strategy. These are reported regularly to executive members and CMT and also to the Audit Committee and our appointed auditors through the Annual Governance Statement.



As previously mentioned the risk registers will be monitored via Covalent in 2008/09, which will facilitate clearer links to be made to the priority outcomes, and related Performance Indicators and actions. This will allow officers and Members to review risks with a clear picture of all related issues.

## 5. Detailed plans

Jobs and the Economy				
Outcome: Attract Investment		Community Strategy Ref:		Key Pls: NI 146, NI 150 & NI 151 RPD P045 & RPD P076
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A01	Develop investment and development programmes for the key regeneration action zones within the Coastal Arc framework and pursue funding opportunities to support investment	Mar 09	Derek Gouldburn	LAA
JE A02	Continue to work with partners to provide key manufacturing, tourism and service sector infrastructure, including appropriate sites and premises	Mar 09	Antony Steinberg	LAA
Outcome: Be globally competitive		Community Strategy Ref:		Key Pls: NI 166, NI 171 & NI 172
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A03	Continue the development of Hartlepool's business incubation and support system including new business formation and growth	Mar 09	Antony Steinberg	
Outcome: Create more employment opportunities for local people		Community Strategy Ref:		Key Pls: NI 152 & NI 153 RPD P046 & RPD P054-P060
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
JE A04	Development of targeted interventions for key client groups within the framework of funding programmes including the Working Neighbourhood Fund and the Deprived Area Fund	Mar 09	Antony Steinberg	LAA
JE A05	To increase the number of socially excluded adults in paid employment	Mar 09	Geraldine Martin	LAA

Outcome: Achieve economic wellbeing for all children and young people ensuring that they are prepared for working life* (Children and young people will achieve the qualifications, develop the skills and be given the necessary life experiences to enable them to lead full and active adult lives)		Community Strategy Ref:		Key Pls: NI 116 & NI 117 CSD P006 & CSD P007	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans	
JE A06	Fully implement the Aim Higher initiative at key stage 4/5 for young people from wider participation backgrounds	Mar 09	Antony Steinberg	LAA	
JE A07	Reduce the level of young people who are Not in Employment, Education or Training (NEET)	Mar 10	Mark Smith	LAA	
JE A08	Implement, with partner agencies, the local 14 - 19 plan and the 14 - 19 regional strategy	Mar 09	Tom Argument	LAA	
JE A09	Promote the development of enterprise education in Hartlepool secondary schools	Mar 09	Tom Argument	LAA	
JE A10	Raise aspirations of young people from vulnerable backgrounds	Mar 09	Tom Argument	LAA	
Outcome: Promote Hartlepool's interests in economic regeneration policy-making at the national, regional and sub-regional levels		Community Strategy Ref:		Key Pls:	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans	
JE A11	Secure due recognition of Hartlepool's economic role, needs and opportunities in national, regional and sub regional policy	Mar 09	Geoff Thompson		
Outcome: Support and promote appropriate physical and economic regeneration and pursue external funding opportunities		Community Strategy Ref:		Key Pls:	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans	
JE A12	Continue to liaise with PD Ports, Tees Valley Regeneration and funders to secure agreed project delivery arrangements	Mar 09	Stuart Green		
JE A13	Coordinate key regeneration programmes	Mar 09	Derek Gouldburn		

## Key Performance Indicators

Ref	Indicator
NI 116	Proportion of children in poverty
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)
NI 146	Adults with learning disabilities in employment
NI 150	Adults in contact with secondary mental health services in employment
NI 151	Overall employment rate (working-age)
NI 152	Working age people on out of work benefits
NI 154	Net additional homes provided
NI 166	Median earnings of employees in the area
NI 171	New business registration rate
NI 172	Percentage of small businesses in an area showing employment growth
RPD P045	Employment Rate (16-24) (Performance expected with reward) (LAA H9)
RPD P046	Number of failed tenancies (performance expected with reward) (LAA H10)
RPD P054	Youth Unemployment rate (Hartlepool) (LAA JE7)
RPD P055	Youth Unemployment rate (Neighbourhood Renewal narrowing the gap) (LAA JE8)
RPD P056	Number of carers completing education or training and achieving NVQ level 2 or equivalent or higher - (Performance expected with reward) (LAA JE17)
RPD P057	Number of carers remaining in employment for a minimum of 16 hours per week and for at least 32 weeks in the year (Performance expected with reward) (LAA JE18)
RPD P058	Number of drug users given structured work experience/employment opportunities of at least 13 weeks (Performance expected with reward) (LAA JE19)
RPD P059	Number of offenders from Hartlepool being helped into employment with the assistance of HBC and being sustained in the job for a minimum of 4 weeks for a minimum of 16 hours per week (Performance expected with reward) (LAA JE20)
RPD P060	Number of offenders that have gained basic skills at entry level 3, 2 and 1 and level 1 or level 2 (Performance expected with reward) (LAA JE21)
RPD P076	The gap between Hartlepool unemployment rate and the Great Britain rate (LPI RP 10)

Lifelong Learning and Skills				
Outcome: Enjoy and Achieve* (Raise the achievement and standards of children and young people in the early years, primary and secondary phases of education)		Community Strategy Ref:		Key Pls: NIs 72-75, 83, 87, 92-101 CSD P031 – P033
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
LL A01	Facilitate the physical enhancement and improvement of key higher education facilities	Mar 09	Andy Golightly	LAA
LL A02	Implement the 10 year Childcare Strategy by developing integrated services in Children's Centres / Extended Schools ensuring sufficient high quality childcare places and continuing to develop a highly skilled workforce	Mar 09	Danielle Swainston	LAA
LL A03	Narrow the gap between the Hartlepool average and the most disadvantaged areas in the Foundation Stage	Mar 09	Danielle Swainston	LAA
LL A04	Challenge and support schools to improve performance to national averages and above.	Sep 09	John Collings	LAA
LL A05	Challenge and support schools in targeting vulnerable children and young people for additional intervention and 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	Sep 09	John Collings	LAA
LL A06	Work with partners to extend and improve the quality of services for children and young people which enable them to enjoy their education, improve their well being and enrich their lives	Sep 09	John Collings	LAA
LL A07	Implement the schools transformation programme, including Strategy for Change 2 (secondary schools) and a further round of consultation for the primary capital programme	Mar 09	Paul Briggs	LAA
Outcome: Provision of high quality learning and skills opportunities that drive economic competitiveness, widen participation and build social justice		Community Strategy Ref:		Key Pls: NIs 161 – 164 ACS P053
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
LL A08	To increase universal access to high quality learning and skills opportunities	Jul 09	Maggie Heaps	LAA

## Key Performance Indicators

Ref	Indicator
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales of Personal Social and Emotional Development and Communication, Language and Literacy
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3
NI 75	Achievement of 5 or more A*-C grades at GCE or equivalent including English and Maths
NI 83	Achievement at level 5 or above in Science at Key Stage 3
NI 87	Secondary school persistent absence rate
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2
NI 95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3
NI 96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3
NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4
NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key stage 4
NI 99	Looked after children reaching level 4 in English at Key Stage 2
NI 100	Looked after children reaching level 4 in Maths at Key Stage 2
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)
NI 161	Learners achieving a Level 1 qualification in literacy
NI 162	Learners achieving an Entry Level 3 qualification in numeracy
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher
ACS P053	Number of learners participating in all forms of learning (LAA LLS23)
CSD P031	Increase the proportion of NRA pupils achieving two level gains from KS1 – KS2 in English & mathematics at a rate which exceeds the increase for non NR.
CSD P032	Increase the proportion of NRA pupils achieving two level gains in English & Mathematics from KS2 – KS3.
CSD P033	Increase the proportion of NRA pupils achieving two level gains in English & mathematics from KS3 – KS4.

Health and Wellbeing				
Outcome: Improved Health		Community Strategy Ref:		Key Pls: NI 120 & NI 123 ACS P034 & ACS P035
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A01	To improve the health and wellbeing of Hartlepool citizens by implementing the Public Health Strategy and Action Plan	Mar 09	Director of Public Health	LAA
HC A02	To develop Joint Strategic Needs Assessment with Health and Childrens Services	Mar 09	Assistant Director – Commissioning	LAA
Outcome: Be Healthy* (Children and young people will be physically, mentally, emotionally and sexually healthy, lead healthy lifestyles and choose not to take illegal drugs)		Community Strategy Ref:		Key Pls: NIs 52, 53, 55, 56 & 112 CSD P012
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A03	Work with partner agencies, young people, schools and families to reduce under 18 conception rate by 55% and improve sexual health	Jan 10	Sheila O'Connor	LAA
HC A04	Continue to work with schools and other agencies to address childhood obesity	Jan 10	Sandra Saint	LAA
HC A05	Work with partner agencies to ensure an appropriate substance misuse treatment plan is in place	Jan 10	Sue Johnson	LAA
HC A06	Promote children's emotional health	Mar 11	Sue Johnson	LAA
HC A07	Work with Health and partners in other agencies to improve the health of infants e.g. increase prevalence of breastfeeding, reducing smoking during pregnancy	Mar 09	Danielle Swainston	LAA
HC A08	Improve services for disabled children	Jan 10	Sheila O'Connor	LAA
HC A09	Actively contribute to the health and future well-being of the children of Hartlepool	Mar 09	Sylvia Tempest	LAA

Outcome: Increased choice and control and retention of personal dignity		Community Strategy Ref:	Key Pls: NI 125, NI 127, NI 128 NI 130 & NI 136	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A10	To ensure all service developments have involvement from service users and their carers	Mar 09	Assistant Director – Commissioning	LAA
HC A11	To increase the proportion of people who commission their own services	Mar 09	Assistant Director – Commissioning	LAA
HC A12	To increase the number and range of supported accommodation options	Mar 09	Assistant Director - Commissioning	LAA
HC A13	To ensure that service users and their carers are at the centre of planning their support	Mar 09	Assistant Director – Commissioning	LAA
Outcome: Improved Mental Health and Wellbeing		Community Strategy Ref:	Key Pls:	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A14	To increase social inclusion for people with mental health issues	Mar 09	Carl Bashford	LAA
HC A15	To support people with mental health issues into paid employment	Mar 09	Carl Bashford	LAA
HC A16	To improve access to psychological therapies	Mar 09	Carl Bashford	LAA
Outcome: Easier Access to Services		Community Strategy Ref:	Key Pls:	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A17	To ensure that carers are supported effectively to support their family members for as long as they wish	Mar 09	Geraldine Martin	LAA
HC A18	To work with the community in Owton to implement the Connected Care Scheme	Apr 09	Assistant Director – Commissioning	LAA
HC A19	To integrate services where appropriate with local Health Services	May 09	Assistant Director – Commissioning	LAA
HC A20	To ensure that services are sensitive and are able to respond to flexibly to the diverse needs of the community	Jun 09	Assistant Director – Commissioning	LAA
HC A21	To ensure easier access to both universal and targeted services tailored to individual needs	Jul 09	Assistant Director - Commissioning	LAA



Outcome: To safeguard and improve health and well-being for people working, living and visiting the Borough		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
HC A22	To deliver an effective health development and enforcement service	Mar 09	Sylvia Tempest	
HC A23	Delivery of the Public Health Strategy and Action Plan through partnership working	Mar 09	Sylvia Tempest	

### Key Performance Indicators

Ref	Indicator
NI 52	Take up of school lunches
NI 53	Prevalence of breastfeeding at 6-8 weeks from birth
NI 55	Obesity in primary school age children in Reception
NI 56	Obesity in primary school age children in Year 6
NI 112	Under 18 conception rate
NI 120	All-age all cause mortality rate
NI 123	Stopping smoking
NI 125	Achieving independence for older people through rehabilitation/intermediate care
NI 127	Self report experience of social care users
NI 128	User reported measure of respect and dignity in their treatment
NI 130	Social Care clients receiving Self Directed Support per 100,000 population
NI 136	People supported to live independently through social services (all adults)
ACS P034	Number of patients completing a 10 week programme of referred activity as a result of health practitioner recommendation (Performance expected with reward) (LAA HC15)
ACS P035	Of those completing a 10 week programme the percentage going onto mainstream activity (Performance expected with reward) (LAA HC16)
CSD P012	Number of schools achieving the new Healthy Schools Status (Performance with reward) (LAA HC21)

Community Safety				
Outcome: Reduced Crime		Community Strategy Ref:		Key Pls: NI 16 & NI 20
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A01	Reduce acquisitive crime	Mar 09	Brian Neale	LAA
CS A02	Reduce violent crime, including domestic abuse (previously domestic violence)	Oct 08	Alison Mawson	LAA
CS A03	Implement CCTV Strategy	Mar 09	Brian Neale	LAA
Outcome: Reduced harm caused by illegal drugs and alcohol		Community Strategy Ref:		Key Pls: NI 38 & NI 40
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A04	Reduce drug dealing and supply	Mar 09	Chris Catchpole	LAA
CS A05	Implement the Alcohol Strategy and introduce alcohol treatment services	Sep 08	Chris Hart	LAA
CS A06	Increase numbers into treatment	Jan 09	Chris Hart	LAA
CS A07	Develop access to wrap around services and activities particularly for drug misusing offenders	Oct 08	Chris Catchpole	LAA
CS A08	Develop harm reduction and primary care services particularly for target groups	Mar 09	Chris Hart	LAA
Outcome: Improved neighbourhood safety and increased public confidence, leading to reduced fear of crime and anti-social behaviour		Community Strategy Ref:		Key Pls: NI 17 & NIs 21-23
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CS A09	Reduce anti-social behaviour and criminal damage, including deliberate fire setting	Mar 09	Sally Forth	LAA
CS A10	Development of an improved Community Engagement model, under the auspices of Neighbourhood Policing and Partnership activity	Oct 08	Alison Mawson	LAA
CS A11	Co-ordinate and develop NAP resident forums, ensuring links are made with the Safer Hartlepool Partnership and Neighbourhood Policing	Mar 09	Denise Ogden	LAA

Outcome: Reduced offending and re-offending		Community Strategy Ref:		Key Pls: NI 19, NI 30 & NI 111	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans	
CS A12	Prevent and reduce offending, re-offending and risk of offending	Mar 09	Danny Dunleavy	LAA	
CS A13	Reduce first time entrants to the Youth Justice system ensuring all children and young people at risk are referred to prevention services	Mar 09	Danny Dunleavy	LAA	
Outcome: Stay safe* (Children and young people will live, grow and learn in safety, where parents, carers and all adults take responsibility for their safety and well-being)		Community Strategy Ref:		Key Pls: NI 62 & NI 65 CSD P035 & CSD P036	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans	
CS A14	Increase the number and range of foster and adoptive placements to meet local needs	Mar 09	Margo McIntosh	LAA	
CS A15	Reduce the number of placement moves for looked after children and increase the stability of placements	Mar 09	Margo McIntosh	LAA	
CS A16	Develop the work of the Local Safeguarding Children Board and ensure child protection processes are effective and efficient	Mar 09	Margo McIntosh	LAA	
CS A17	Support the development of preventative services and improve the efficiency of social care assessment	Mar 09	Margo McIntosh	LAA	

## Key Performance Indicators

Ref	Indicator
NI 16	Serious acquisitive crime rate
NI 17	Perceptions of anti-social behaviour
NI 19	Rate of proven re-offending by young offenders
NI 20	Assault with injury crime rate
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area
NI 23	Perceptions that people in the area treat one another with respect and dignity
NI 30	Re-offending rate of prolific and priority offenders
NI 38	Drug related (Class A) offending rate
NI 40	Number of drug users recorded as being in effective treatment
NI 62	Stability of placements of looked after children: number of placements
NI 65	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time
NI 111	First time entrants to the Youth Justice System aged 10 - 17
CSD P035	Children who became the subject of a CP Plan, or were registered, per 10,000 population under 18
CSD P036	The percentage of S47 enquiries which led to initial case conference and were held within 15 working days

<b>Environment</b>				
Outcome: Deliver sustainable communities through high quality planning, new build and sensitive conservation and protect and enhance the local natural environment.		Community Strategy Ref:		Key Pls: NI 170 RPD P002, P006 & P007
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A01	Review significant features of Hartlepool's natural environment	Mar 09	Sarah Scarr	LAA
En A02	Review Hartlepool's conservation areas and implement planning policy guidance relating to the historic environment	Mar 09	Sarah Scarr	LAA
En A03	Coordinate the preparation of the new Local Development Framework embodying the core principle of sustainable development and climate change	Mar 09	Richard Waldmeyer	LAA
En A04	Maximise funding contributions from developers and other funders for play and recreational service development	Mar 09	Andrew Pearson	LAA
Outcome: Improve the quality of the local environment by having cleaner, greener and safer public, private and community spaces.		Community Strategy Ref:		Key Pls: NI 195
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A05	Improve and maintain the natural and built environment	Mar 09	Denise Ogden	LAA
Outcome: Provide a sustainable, safe, efficient, effective and accessible transport system		Community Strategy Ref:		Key Pls: NIs 47, 48, 168, 169 & 177
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A06	Deliver the Hartlepool Local Transport Plan (LTP)	Mar 09	Alastair Smith	LAA
En A07	Develop and implement an Integrated Transport Strategy	Oct 08	Alastair Smith	LAA
Outcome: Make better use of natural resources and reduce the generation of waste and maximise recycling		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A08	Participate in the preparation of the sub regional Minerals and Waste Development plan documents	Jan 09	Tom Britdiffe	LAA

En A09	To give advice on the issues concerning the natural and built environment and to enforce environmental legislation when appropriate	Dec 08	Denise Ogden	LAA
Outcome: Prepare for the impacts of and secure local and global action to tackle climate change				
Community Strategy Ref:		Key Pls: NI 191 & NI 192		
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A10	To increase community and corporate knowledge and action on environmental sustainability	Mar 09	Sylvia Tempest	
Outcome: Promote community involvement in positive action to reduce poverty through fair trade and promoting peace and security.				
Community Strategy Ref:		Key Pls: NI 186 & NI 188		
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
En A11	Promote Hartlepool as a Fairtrade town	Sep 08	Sylvia Tempest	LAA

### Key Performance Indicators

Ref	Indicator
NI 47	People killed or seriously injured in road traffic accidents
NI 48	Children killed or seriously injured in road traffic accidents
NI 168	Principal roads where maintenance should be considered
NI 169	Non-principal classified roads where maintenance should be considered
NI 170	Previously developed land that has been vacant or derelict for more than 5 years
NI 177	Local bus and light rail passenger journeys originating in the authority area
NI 186	Per capita CO2 emissions in the LA area
NI 188	Planning to Adapt to climate change
NI 191	Residual household waste per head
NI 192	Household waste recycled and composted
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
RPD P002	Percentage of new homes on previously developed land (BVPI 106)
RPD P006	Plan-making: Development Plan (Amended 2005/06) (BVPI 200a)
RPD P007	Plan-making: Milestones (Amended 2005/06) (BVPI 200b)

Housing				
Outcome: Balancing Housing supply and demand.		Community Strategy Ref:		Key Pls: RPD P024, P025, P047 & P048
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
Ho A01	Pursue a strategic housing market renewal programme in partnership with Tees Valley Living and key local partners (e.g. Housing Hartlepool and Hartlepool Revival)	Mar 09	Nigel Johnson	LAA
Ho A02	Develop appropriate measures to increase the provision of affordable housing	Mar 09	Penny Garner-Carpenter	LAA
Ho A03	Ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment	Mar 09	Penny Garner-Carpenter	LAA
Outcome: Improving the quality of existing housing		Community Strategy Ref:		Key Pls: NI 187 RPD P041 & P042
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
Ho A04	Encourage improvement to homes to meet and exceed 'decent homes standards'	Mar 09	Penny Garner-Carpenter	LAA
Ho A05	Improve the energy efficiency of houses	Mar 09	John Smalley	LAA
Outcome: Meeting the Housing Needs of Vulnerable People		Community Strategy Ref:		Key Pls: NI 141 & NI 142 RPD P043, P063 & P064
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
Ho A06	Commence the implementation of the 'Older Persons' Housing Strategy	Mar 09	Penny Garner-Carpenter	LAA
Ho A07	Provide support services to increase the opportunity for residents to live independently in the community	Mar 09	Lynda Igoe and Pam Twells	LAA
Ho A08	To ensure the deliver of high quality housing support services through efficient and effective contracts with providers	Mar 09	Pam Twells	LAA

## Key Performance Indicators

Ref	Indicator
NI 141	Percentage of vulnerable people achieving independent living
NI 142	Percentage of vulnerable people who are supported to maintain independent living
NI 187	Tackling fuel poverty - percentage of people receiving income based benefits living in homes with a low energy efficiency rating
RPD P024	The number of new units completed by RSLs (HSG DPI7)
RPD P025	The number of RSL schemes starting on site (HSG DPI8)
RPD P041	Achieving decent homes standard in social housing sector (Hartlepool) - RSL (LAA H1b)
RPD P042	Achieving decent homes standard in private sector housing sector (LAA H2)
RPD P043	The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months (LAA H7)
RPD P047	Number of houses cleared in HMR intervention area (LAA H12)
RPD P048	Number of new homes constructed in HMR intervention area (LAA H13)
RPD P063	Extra care sheltered accommodation for older people provision (LPI NS 12a)
RPD P064	Other vulnerable person provision (LPI NS 12b)



<b>Culture and Leisure</b>				
Outcome: Enrich individual lives, strengthen communities and improve places where people live through enjoyment of leisure, culture and sport.		Community Strategy Ref:		Key Pls: NIs 8 - 11
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CL A01	Develop and improve cultural and leisure facilities and events	Mar 09	John Mennear	LAA
CL A02	To ensure the public have access to a wide range of information about leisure, culture and sporting opportunities in a variety of accessible mediums	Dec 08	John Mennear	LAA
Outcome: Cultural and leisure services, better meet the needs of the community, especially those from disadvantaged areas		Community Strategy Ref:		Key Pls: ACS P017, P018, P059 & P061
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
CL A03	To increase opportunities for participation in a wide range of cultural and leisure activity focussing on areas of disadvantage	Mar 09	John Mennear	

### Key Performance Indicators

Ref	Indicator
NI 8	Adult participation in sport and active recreation
NI 9	Use of Public Libraries
NI 10	Visits to museums and galleries
NI 11	Engagement in the arts
ACS P017	Visits by C2DE (MORI definition of Working Class) visitors to the Museum of Hartlepool (based on Renaissance funded MORI visitor survey) (LAA CL2)
ACS P018	Increase annual Leisure Centre attendances (Neighbourhood Renewal narrowing the gap) (LAA CL5)
ACS P059	Overall average attendance at Mill House, Brierton and Headland Leisure Centres (LPI CS 2a)
ACS P061	Number of concessionary members of Leisure Card Scheme attending the centres four times or more during the year (LPI CS 2c)

<b>Strengthening Communities</b>				
Outcome: To empower local people to have a greater voice and influence over local decision making and the delivery of services.		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A01	Ensure a fit for purpose Local Strategic Partnership	Mar 09	Joanne Smithson	LAA
SC A02	Complete the review of the Community Strategy	Sep 08	Joanne Smithson	LAA
SC A03	Coordinate the preparation, implementation and partnership monitoring of the Local Area Agreement	Mar 09	John Potts	LAA
SC A04	To establish Neighbourhood Management as a guiding influence in Service Delivery across the Council	Sep 08	Denise Ogden	LAA
SC A05	Improve and co-ordinate Public Engagement with all sectors of the community acting on feedback	Mar 09	Margaret Hunt	LAA
SC A06	To develop co-ordinated strategy for appropriate partnerships with the voluntary sector	Mar 09	Margaret Hunt	LAA
Outcome: Make a positive contribution * (Children and young people who live in Hartlepool are provided with the opportunity to participate fully in the life of the community)		Community Strategy Ref:		Key Pls: NI 110 & CSD P037
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A07	Establish the role of commissioner of parenting support and develop a Parenting Strategy for Hartlepool to establish a continuum of services for parents to assist them in promoting positive outcomes for their children	Mar 09	John Robinson	LAA
SC A08	Ensure that children and young people from vulnerable groups (Learning difficulties or disabilities (LDD), Black and 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	Mar 09	John Robinson	LAA
SC A09	Establish the Participation Strategy through the development of standards that support organisations in Hartlepool in its implementation	Mar 09	John Robinson	LAA
SC A10	Support and improve the level of young people's participation in positive activities	Mar 09	Peter Davies	LAA
SC A11	Work with partner agencies to reduce youth offending	Mar 09	John Robinson	LAA

SC A12	Assist in the transition of young people with learning difficulties and disabilities (LDD) to post 16 education and training	Mar 09	Mark Smith	LAA
Outcome: Improving quality of life and ensuring service providers are more responsive to neighbourhood needs with particular focus on disadvantaged areas		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A13	Ensure the delivery of Neighbourhood Renewal in the Borough	Mar 09	Catherine Frank	LAA
SC A14	Continue the programme of Neighbourhood Action Plans (NAP) preparation, implementation and review	Mar 09	Sylvia Burn	LAA
SC A15	Support the development and implementation of regeneration programmes within disadvantaged areas	Mar 09	Sylvia Burn	
Outcome: Improving Financial Inclusion		Community Strategy Ref:		Key Pls: CEDFI P009 – P011
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A16	Develop and implement an Engagement Strategy to increase awareness and accessibility to financial support	Mar 09	John Morton	LAA
SC A17	Support the development of the Hartlepool Financial Inclusion Partnership	Mar 09	John Morton	
SC A18	Improve accessibility to secure banking arrangements for the disadvantaged	Mar 09	John Morton	
Outcome: Freedom from discrimination and harassment		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A19	Enhance Equality and Diversity arrangements and mainstream into all council service activities	Mar 09	Wally Stagg	LAA
Outcome: Ensure communities are well prepared to respond to emergency situations		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
SC A20	Develop and Implement communication strategy	Mar 09	Denis Hampson	

## Key Performance Indicators

Ref	Indicator
NI 110	Young people's participation in positive activities
CSD P037	Percentage of young people (and their parents/carers) with learning difficulty and/or disability (as defined by the Learning and Skills Act) participating in their Section 140 assessment arranged via Connexions Personal Advisors to assist their transition to post 16 education and training programmes
CEDFI P009	Number of Council Tax Disabled Reliefs (performance expected with reward) (LAA SC16)
CEDFI P010	Number of Council Tax Carer Reductions (performance expected with reward) (LAA SC17)
CEDFI P011	Number of Council Tax Severely Mentally Impaired Reductions (performance expected with reward) (LAA SC18)

Organisational Development				
Outcome: Improve management and governance		Community Strategy Ref:		Key Pls: CEDCS P008, P009 & P010
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A01	Continued development of service planning and performance management arrangements	Jun 09	Peter Turner	
OD A02	Implement Risk Strategy to ensure robust risk management arrangements are in place	Mar 09	Peter Turner	
OD A03	Develop and improve the effectiveness of the overview and scrutiny function	May 09	Charlotte Burnham	
OD A04	Development of Governance arrangements	May 08	Noel Adamson	
OD A05	Ensure arrangements in place to deal with new and existing legislation	Ongoing	Peter Devlin	
OD A06	Development of emergency planning and business continuity arrangements	Mar 09	Mike Ward	
OD A07	Prepare for introduction of Comprehensive Area Assessment in 2009	Mar 09	Andrew Atkin	
Outcome: Improve access and understanding between the Council and the Public		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A08	Develop the Contact Centre to increase the range of services provided	Mar 09	Christine Armstrong	
OD A09	Implement the Communicating with your council plans	Mar 09	Andrew Atkin & Joanne Machers	
Outcome: Improve Elected member and Workforce arrangements		Community Strategy Ref:		Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A10	Implement Elected Member Development Strategy	Mar 09	Joanne Machers	
OD A11	Implement the People Strategy and Workforce Development Strategy	Mar 09	Joanne Machers	
OD A12	Implement Pay and Grading and Single Status arrangements	Mar 09	Wally Stagg	

Outcome: Improve efficiency and effectiveness of the organisation		Community Strategy Ref:	Key Pls:	
Ref:	Action	Date to be Completed	Responsible Officer	Links to Other Plans
OD A13	Develop and implement Business Transformation Programme	Aug-08	Andrew Atkin	
OD A14	Develop and Implement Efficiency Strategy	Mar-09	Mike Ward	
OD A15	Develop and implement the Procurement Strategy	Mar-09	Graham Frankland	
OD A16	Delivery of the ICT Strategy to support corporate objectives	Mar-09	Joan Chapman	
OD A17	Develop Financial Strategy and Management	Dec-08	Chris Little	
OD A18	Develop Capital Strategy and Asset management	Sep-08	Chris Little	

### Key Performance Indicators

Ref	Indicator
CEDCS P008	CPA Use of Resources - Overall Score (CPA 2)
CEDCS P009	CPA Overall Category (CPA 3)
CEDCS P010	CPA Direction of Travel Judgement (CPA 4)

Corporate Plan 2008/09 – Part 2

## Contents

Part 2a: Best Value Performance Indicators	Page 2
Part 2b: National Indicators	Page 21



## Part 2a: Corporate Plan 2008/09 - Best Value Performance Indicators



Theme: **01 Jobs and the Economy**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07		2007/08		Annual 2008	Annual 2009
			Value	Target	Value	Target			
LPI RP 1	The number of businesses assisted		1,311	890			1,315	1,315	
LPI RP 10	The gap between Hartlepool unemployment rate and the Great Britain rate		2.4	1.85			1.4	1.35	
LPI RP 11	The long term unemployment rate as proportion of total unemployed		29.2	31.2			27.2	26.2	
LPI RP 12	The youth unemployment rate as a proportion of the total unemployed		33.4	31			30	29.5	
LPI RP 13	The number of new business start ups per year		145	130			150	160	
LPI RP 2	The number of businesses making enquiries		1,408	1,235			1,410	1,410	
LPI RP 3	The number of sites developed or improved		9	7			7	7	
LPI RP 4	The number of jobs created with council assistance		265	400			265	265	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets			
			All England - TQ 2006	2006/07		2007/08		Annual 2008	Annual 2009	Annual 2010
			Value	Target	Value	Target				
LPI RP 5	The number of residents assisted into employment		972	775				1,000	1,000	
LPI RP 5a	The Number of residents assisted into employment that were long term unemployed		262	250				272	262	
LPI RP 5b	The number of residents assisted into employment that were young unemployed people		247	240				300	295	
LPI RP 6	The number of residents assisted into training		1,169	740				1,169	1,169	
LPI RP 6a	The number of residents assisted into training that were long term unemployed		319	238				317	306	
LPI RP 6b	The number of residents assisted into training that were young unemployed people		315	229				350	345	
LPI RP 7	The amount (£) of external funding deployed to support the council's economic regeneration activities		£2,711,416.00	£2,000,000.00				£1,750,000.00	£1,750,000.00	
LPI RP 8	The number of business start ups with council assistance		119	125				135	140	
LPI RP 9	The gap between the Hartlepool employment rate and Great Britain rate		7.2	7.9				6.9	6.3	

Theme: **02 Lifelong Learning and Skills**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV181 a	Key Stage 3 Performance - Level 5 English	76.55%	70.00%	73.00%	74.00%	79.00%	80.00%		
BV181 b	Key Stage 3 Performance - Level 5 Maths	80.00%	76.00%	76.00%	77.00%	80.00%	81.00%		
BV181 c NI 83	Achievement at Level 5 or above in Science at Key Stage 3	77.0%	70.0%	76.0%	69.0%	78.0%	77.0%	80.0%	82.0%
BV181 d	Key Stage 3 Performance - Level 5 ICT	75.00%	66.40%	73.00%	68.20%	75.00%	73.00%		
BV194 a	Key Stage 2 Performance - Level 5 English	35%	32%	25%	32%	38%	39%		
BV194 b	Key Stage 2 Performance - Level 5 Maths	35%	35%	37%	32%	38%	40%		
BV221 a	Participation In and Outcomes From Youth Work: Recorded Outcomes	63%	57%	55%	81%	60%	80%	80%	80%
BV221 b	Participation In and Outcomes From Youth Work: Accredited outcomes	30%	11%	10%	16%	15%	20%	20%	20%
BV222 a	Quality of Early Years & Childcare Leadership - Leaders	42%	62%	62%	62%	69%			
BV222 b	Quality of Early Years & Childcare Leadership - Postgraduate Input	100%	77%	76%	77%	77%			
BV38	GCSE Performance: grades A*- C	61.8%	57.5%	55.0%	61.6%	61.0%	61.0%		
BV39	GCSE Performance: grades A* to G inc. English & Maths	91.5%	89.0%	90.0%	88.6%	91.0%	92.0%		

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009	Annual 2010
BV40	Key Stage Two Mathematics Performance - Level 4	78.0%	79.0%	86.0%	81.0%	87.0%	86.0%		
BV41	Key Stage 2 English Performance - Level 4	81.3%	80.0%	80.0%	82.0%	83.0%	83.0%		
BV43a	Statements of SEN issued - Excluding 'Exceptions'	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV43b	Statements of Special Educational Need: including 'exceptions'	98.5%	92.0%	91.0%	100.0%	93.0%	100.0%	100.0%	
BV45	Absence in secondary schools	7.40%	7.14%	8.00%	7.09%	7.30%	7.10%		
BV46	Absence in primary schools	5.34%	5.63%	5.10%	5.23%	5.30%	5.30%		
LPI ACS 1	Number of adults in all forms of learning		2,428	3,100	2,071	3,100	3,250	3,200	3,500
LPI ACS 2	Number of families participating in learning		167	190	139	190	200	250	255
LPI ACS 3	Number of adults participating in basic skills classes		432	320	299	450	450	475	500
LPI ACS 4	Number of adults achieving level 1 and level 2 qualifications		57	945	200	955	970	800	850
LPI ACS 5	Number of adults achieving a Basic Skills qualification		31	150	95	200	200	210	220
LPI CS 14a	The proportion of 13-19 year olds resident in Hartlepool in contact with the Council Youth Service		22.7	30	27.4	25	25	25	25
LPI CS 14b	The proportion of 13-19 year olds resident in Hartlepool reached by the Youth Service to reflect the cultural diversity of the community				1.45		1.2	1.2	1.2
LPI ChS 3	Number of pupils permanently excluded during the year from all schools maintained by the Children's services authority per 1,000 pupils maintained at all schools		1.45		0.32	0.8	0.7	0.6	0.5

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006	2006/07		2007/08		Annual 2008	Annual 2009	Annual 2010
			Value	Target	Value	Target			
LPI ED 2	Percentage of 3 year olds who participate in accessing a good quality free early year place		104%	98%	98%	100%			
LPI ED 3	The number of childcare places per 1000 population		245	236	219				
LPI ED 5	Percentage of adult learners who are male		25%	30%	24%	27%	26%	27%	28%

Theme: **03 Health and Care**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV161	Employment, education and training for care leavers	.91	.92	.80		.80	.80	.80	
BV162 NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	100%	100%		100%	100%	100%	
BV163	Adoptions of looked after children	9.5%	5.7%	9.7%		7.0%	7.0%	7.0%	
BV195 NI 132	Timeliness of social care assessment (all adults)	83.5%	88.4%	85.0%			90.0%	90.0%	
BV196 NI 133	Timeliness of social care packages following assessment	91.5%	81.6%	85.0%			90.0%	90.0%	
BV197 NI 112	Under 18 conception rate	-18.7%	3.2%	-21.8%	-15.0%	-8.5%	-25.0%	-35.0%	-45.0%
BV201	Direct Payments from Social Services	58	303	89			290	280	
BV49 NI 62	Stability of placements of looked after children: number of moves		14.9%	10.0%		10.0%	10.0%	10.0%	
BV50	Educational Qualifications of looked after children	59.32%	33.30%	77.00%			60.00%	70.00%	
BV53	Intensive home care	16.64	14.40	16.14		14.00	13.50	13.00	
BV54	Older people helped to live at home	100.10	120.50	125.00		125.00	125.00	125.00	
BV56	Equipment and Adaptations delivered	91%	84%	85%			87.5%	88%	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
LPI ChS 1	Percentage increase in the number of childcare places		87%	80%		67%			
LPI SS 12	Clients receiving a review as a percentage of adults and older clients receiving a service		78.2%	75%			78%	78%	
LPI SS 1a	Patients aged 75 and over occupying an 'acute' hospital bed with delayed discharge		0	1			0	0	
LPI SS 1c	Admissions of supported residents aged 65 or over to residential/nursing care		76.2	57		76	74	72	
LPI SS 1d	Number of referrals for intermediate care services from non-hospital community setting as percentage of all referrals		51.9%	55%		55%	55%	55%	
LPI SS 1e	Number of people receiving intermediate care		1,579	1,300		1,580	1,580	1,580	
LPI SS 2	The number of adults under 65 with learning disabilities who the authority helps to live at home per 1000 adults under 65		3.7	4			4	4	
LPI SS 3	The number of adults under 65 with mental health problems whom the authority helps to live at home per 1000 adults under 65		9.8	4.3			10	10	
LPI SS 4	Supported admission of adults (18-64) to residential nursing care - number of adults supported by local authority in residential care per 1000 adults under 65		1.1	0.93		1.1	1.1	1.1	
LPI SS 5	The number of adults under 65 with physical disabilities whom the authority helps to live at home per 1000 adults under 65		10	11			11	11	
LPI SS 9	Percentage of child protection registrations that are re-registrations		17.6%	15%			12%	12%	

Theme: **04 Community Safety**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV126	Domestic burglaries per 1,000 households	5.8	17.0	20.1			17.2		
BV127 a	Violent Crime per 1,000 Population	13.1	31.5	31.2					
BV127 b	Robberies per 1,000 Population	.3	.7	1.2			1.2		
BV128	Vehicle crimes per 1,000 population	7.0	10.0	13.0			11.4		
BV174	Racial Incidents Recorded			59.00			65.00	66.00	
BV175	Racial incidents resulting in further action	100.00%	100.00%	98.00%			100.00%	100.00%	
BV198	Drug Users in Treatment	78.3	60.9	18.0			19.6	19.6	
BV225	Actions Against Domestic Violence		63.6%	100.0%			100.0%	100.0%	
BV226 a	Advice & Guidance Services - total		£112591	£0	£105125	£101549	£104595	£107733	
BV226 b	Advice & Guidance Services - CLS Quality Mark		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
BV226 c	Advice & Guidance Services: direct provision								
LPI CS 15	Percentage of residents who feel safe outside after dark		64%	30%			34%	36%	



PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006	2006/07		2007/08		Annual 2008	Annual 2009	Annual 2010
			Value	Target	Value	Target			
LPI CS 16	Young offenders - percentage re-offending (Amended 2006/07 - not comparable)		28.8%	49.59%			35.74%	33.95%	

Theme: **05 Environment and Housing**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV100	Temporary road closures	.1	.0	.0	.0	.0	.0	.0	.0
BV102 NI 177	Local bus and light rail passenger journeys originating in the authority area	24014677	5831393	5924790			5869350	5750370	5578820
BV106	New homes built on previously developed land	96.92%	51.94%	52.00%			60.00%	65.00%	
BV109 a NI 157a	Processing of planning applications: Major applications	80.65%	84.38%	65.00%			70.00%	70.00%	70.00%
BV109 b NI 157b	Processing of planning applications: Minor applications	83.38%	75.78%	75.00%			75.00%	75.00%	80.00%
BV109 c NI 157c	Processing of planning applications: Other applications	92.46%	87.67%	85.00%			87.00%	87.00%	90.00%
BV111	% of applicants satisfied with the Planning service received	80%	86%	80%					
BV165	Pedestrian crossings with facilities for disabled people	99.9%	92.1%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV166 a	Environmental Health Checklist	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV166 b	Trading Standards Checklist	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV183 b	Length of stay in temporary accommodation (Hostel)	.00	.00	.00			.00	.00	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009	Annual 2010
BV187	Condition of surface footways	17%	19%	14%	25%	18%	17%	16%	
BV199 a	Local street and environmental cleanliness - Litter and Detritus	7.0%	13.5%	14.0%	8.8%	11.0%	10.0%	9.0%	
BV199 b	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	1%	2%	3%	1%	2%	2%	2%	2%
BV199 c	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0%	0%	1%	0%	0%	0%	0%	0%
BV199 d NI 196	Improved street and environmental cleanliness – fly tipping		4	1	4	3	2	2	
BV200 a	Plan-making: Local Development Scheme submitted?		Yes	Yes			Yes	Yes	
BV200 b	Plan-making: Milestones Met?		Yes	Yes			Yes	Yes	
BV202	Number of people sleeping rough	0	0	0			0	0	
BV204	Planning appeals allowed	25.6%	61.1%	33.0%			33.0%	33.0%	
BV205	Quality of Planning Service checklist	100.0%	100.0%	100.0%			100.0%	100.0%	
BV213	Preventing Homelessness - number of households where homelessness prevented	5	4	4	5	5	6	6	
BV215 a	Rectification of Street Lighting faults : non-DNO	3.07	1.49	1.60	1.01	1.60	1.60	1.60	
BV215 b	Rectification of Street Lighting faults : DNO	14.83	20.61	21.00	27.82	18.00	16.00	14.00	
BV216 a	Identifying Contaminated Land		932	909	932	933	934	935	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009	Annual 2010
BV216 b	Information on contaminated land	10%	15%	14%	16%	15%	16%	16%	
BV217	Pollution Control Improvements Completed On-time	100%	100%	90%	100%	100%	100%	100%	
BV218 a	Abandoned vehicles - % investigated within 24 hrs	98.55%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
BV218 b	Abandoned Vehicles - % removed within 24 hours of required time	97.87%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
BV219 b	Preserving the Special Character of Conservation Areas: Character Appraisals	43.63%	.00%	12.50%	12.50%	25.00%	37.50%	37.50%	
BV219 c	Preserving the Special Character of Conservation Areas: Management Proposals	23.20%	.00%	12.50%	.00%	25.00%	37.50%	37.50%	
BV223 NI 168	Principal roads where maintenance should be considered	6%	2%	12%	1%	2%	2%	2%	
BV224 a NI 169	Non-principal classified roads where maintenance should be considered	9%	10%	24%	4%	9%	10%	10%	
BV224 b	Condition of Unclassified Road	10%	24%	35%	13%	23%	24%	24%	
BV64	No of private sector vacant dwellings that are returned into occupation or demolished	95	64	70			100	50	
BV82a(i)	% of Household Waste Recycled	22.88%	17.22%	15.00%	19.49%	19.00%	20.00%	21.00%	
BV82a(ii)	Tonnes of Household Waste Recycled	16862.25	7276.06	5927.00	9288.86	8208.99	8900.27	9625.65	
BV82b(i)	% of Household Waste Composted	15.53%	10.40%	9.00%	12.63%	12.00%	13.00%	14.00%	
BV82b(ii)	Tonnes of household waste composted	10795.86	4396.41	3663.00	6016.58	5184.63	5785.18	6417.10	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV82c(i)	Household Waste Management (energy recovery) - percentage	11.66%	62.36%	70.00%	56.73%	62.00%	61.00%	60.00%	
BV82c(ii)	Household Waste Management (energy recovery) - tonnes	25480.64	26357.39	28491.00	27031.46	26787.24	27145.85	27501.86	
BV82d(i)	Household Waste Management (landfill)	55.62%	8.04%	6.00%	11.06%	7.00%	6.00%	5.00%	
BV82d(ii)	Household Waste Management (landfill)	49145.76	3399.20	2442.00	5269.94	3024.36	2670.08	2291.82	
BV84a	Household waste collected per head, in kilos	395.0	469.6	452.0	529.4	480.1	494.5	509.3	
BV84b	Household Waste Collection (% change in kilograms per head)	-1.78%	7.63%	3.00%	12.74%	3.00%	3.00%	3.00%	
BV86	Cost of household waste collection	£42.04	£47.83	£38.48			£55.99	£57.67	
BV87	Municipal waste disposal costs	£40.44	£29.23	£40.45			£31.68	£32.62	
BV91a	Kerbside Collection of Recyclables (one recyclable)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV91b	Kerbside collection of recyclables (two recyclables)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
BV99a(i)	Road Accident Casualties: KSI all people	77	39	45	41	42	38	35	31
BV99a(ii)	Road Accident Casualties: KSI all people change	-14.0%	-20.4%	-7.3%	5.1%	-7.8%	-8.5%	-9.2%	-10.2%
BV99a(iii)	Road Accident Casualties: KSI all people change historic	-44.0%	-15.6%	-1.6%	-11.2%	-9.3%	-17.0%	-24.6%	-32.3%
BV99b(i)	Road Accident Casualties: KSI children	10	5	8	11	8	7	7	6
BV99b(ii)	Road Accident Casualties: KSI children change	-31.6%	-50%	-5.5%	120%	-6%	-6.2%	-6.6%	7.3%

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009	Annual 2010
BV99b(iii)	Road Accident Casualties: KSI children change historic	-60.6%	-57.6%	-29.2%	-6.77%	-33.4%	-37.5%	-41.7%	-45.9%
BV99c(i)	Road Accident Casualties: Slight injuries	654	298	305	273	300	295	290	285
BV99c(ii)	Road Accident Casualties: Slight injuries change	-10%	-2%	0.3%	-8.39%	-1.6%	-1.7%	-2%	-1.7%
BV99c(iii)	Road Accident Casualties: Slight injuries change historic	-24.8%	-23.1%	-21.3%	-29.56%	-22.6%	-23.9%	-25.2%	26.5%
HSSA A1 + A6	The number of private houses empty for over 6 months as a percentage of the total private stock		4.82%				1.45%	1.34%	
LPI NS 10	Number of long term empty private houses		538	500			480	450	
LPI NS 11	Average Standard Assessment Procedure (SAP) rating in private housing sector		57.6	57.5			59.5	60.5	
LPI NS 13	Number of "fuel poor" households assisted with top-up grants to thermally insulate their homes		509	500			650	500	
LPI NS 14	Number of passenger journeys at Hartlepool Rail Station per annum		375,728	344,820	394,449	338,315	346,990	355,664	
LPI NS 15	Number of passenger journeys at Seaton Carew Station per annum		22,265	14,000	26,891	15,578	15,977	16,377	
LPI NS 3	Percentage of street lights not working as planned		0.95%	0.95%	0.66%	1.2%	0.85%	0.85%	
LPI NS 9	Number of dwellings cleared for regeneration		58	250			49	72	

Theme: **06 Culture and Leisure**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV170 a	Visits to and Use of museums & galleries - All Visits	1066	2429	2305	2500	2450	2551	2662	2884
BV170 b	Visits to and use of Museums & galleries - Visits in Person	620	1779	1765	1618	1720	1664	1775	1996
BV170 c	Visits to and Use of Museums - School Groups	8866	9701	7200	12155	9800	12500	13000	15000
BV178	Footpaths and Rights of way - Easy to use by public	90.7%	96.9%	95.0%	78.2%	96.0%	85.0%	87.0%	90.0%
BV220	Compliance Against the Public Library Service Standards (PLSS)		4	4	4	4	4	4	4
LPI ACS 6	Number of physical visits per 1000 population to public libraries		7,139	6,800	6,561	6,800	6,900	7,000	7,000
LPI CS 12a	Number of housebound people receiving a home visit from the home library service once every four weeks, for as long as they require the service		508	505	603	550	560	565	575
LPI CS 2a	Overall average attendance at Eldon Grove and Mill House Leisure Centre		372,046	362,500	430,111	362,500	365,000	370,000	385,000
LPI CS 2b	Proportion of overall attendance from nine Neighbourhood Renewal Fund Wards		47	55	51	56	57	58	58
LPI CS 2c	Number of concessionary members of Leisure Card Scheme attending the centres four times or more during the year		1,808	1,750	1,721	2,000	2,250	2,300	2,325
LPI CS 9	Number of local nature reserves			6	6	6	6		

Theme: **07 Strengthening Communities**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV156	Buildings Accessible to People with a Disability			28.00%	34.00%	38.00%	42.00%	46.00%	
LPI CS 13a	The number of voluntary/community groups supported by the Council		29	29	33	29	31	31	30
LPI CS 13b	The level (£) of grant aid provided by the Council to voluntary/community groups		£389,081.00	£443,762.53	£418,681.00	£437,762.00	£470,822.00	£484,946.00	£499,494.00



Theme: **08 Corporate Performance**

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV10	Percentage of Non-domestic Rates Collected	99.30%	99.17%	99.20%	99.50%	99.30%	99.40%	99.50%	
BV11a	Top 5% of Earners: Women	43.56%	49.15%	50.44%	49.15%	49.30%	49.30%	49.30%	49.30%
BV11b	Top 5% of Earners: Ethnic Minorities	4.52%	1.16%	2.31%	1.16%	2.31%	2.31%	2.31%	
BV11c	Top 5% of Earners: with a disability	5.49%	8.04%	7.95%	8.04%	9.22%	9.22%	9.22%	
BV12	Working Days Lost Due to Sickness Absence	8.09	13.52	10.18	10.63	11.05	9.80	8.82	8.38
BV14	Percentage of Early Retirements	.18%	.69%	.40%	.43%	.69%	.69%	.69%	
BV15	Percentage of Ill-health Retirements	.00%	.13%	.19%	.21%	.13%	.13%	.13%	
BV16a	Percentage of Employees with a Disability	4.43%	5.25%	4.42%	5.03%	5.41%	5.25%	5.57%	5.73%
BV16b	Percentage of Economically Active People who have a Disability		22.14%	.00%	1.10%				
BV17a	Ethnic Minority representation in the workforce - employees	5.2%	.8%	.8%	.8%	.9%	.8%	.9%	1.0%
BV17b	Ethnic Minority representation in the workforce - local population		1.1%	.0%	22.1%				
BV2a	Equality Standard for Local Government			2	3	3	3	3	4
BV2b	Duty to Promote Race Equality	84%	89%	89%	89%	89%	89%	89%	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
			All England - TQ 2006	2006/07 Value	Target	2007/08 Value	Target	Annual 2008	Annual 2009
BV76b	Housing Benefits Security number of fraud investigators employed			.27	.28	.29	.34	.34	
BV76c	Housing Benefits Security number of fraud investigations			48.00	47.40	55.00	57.00	59.00	
BV76d	Housing Benefits Security number of prosecutions & sanctions			2.60	5.80	4.40	4.60	4.80	
BV78a	Speed of processing - new HB/CTB claims	24.4	26.2	29.0	24.9	28.0	27.0	26.0	
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	7.8	6.8	9.0	7.3	9.5	9.0	8.5	
BV79a	Accuracy of processing - HB/CTB claims	99.20%	99.40%	99.00%	100.00%	99.10%	99.20%	99.30%	
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80.60%	67.88%	70.00%	65.50%	65.00%	66.00%	67.00%	
BV79b(ii)	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	38.38%	53.42%	55.00%	44.40%	52.00%	51.00%	50.00%	
BV79b(iii)	Percentage of Recoverable Over payments Recovered (HB)		12.13%	21.00%	12.00%	15.00%	15.00%	15.00%	
BV8	% of invoices paid on time	96.98%	86.38%	95.00%	87.00%	92.50%	95.00%	97.50%	
BV9	% of Council Tax collected	98.48%	96.74%	96.00%	96.90%	96.40%	96.80%	97.00%	
CPA 1	CPA Use of Resources - Internal Control		3		3		3	3	
CPA 2	CPA Use of Resources - Overall Score		3		3	3	3	3	
CPA 3	CPA Overall Category		4	4	4	4	4	4	

PI Code	Short Name	England Top Quartile	Hartlepool Outturns				Future Targets		
		All England - TQ 2006	2006/07		2007/08		Annual 2008	Annual 2009	Annual 2010
			Value	Target	Value	Target			
CPA 4	CPA Direction of Travel Judgement								

## Part 2b: Corporate Plan 2008/09 - National Indicators



This section details all of the new National Indicators that the Government have introduced for collection in 2008/09 by both the Council and our Partners (Police, Primary Care Trust etc.). Where possible future targets have been set, and can be seen in the table that follows. However, it has not been possible to set targets for a large number of the Indicators because: -

- The indicators are not the responsibility of the Council. We have listed all of the indicators for information, including all the indicators that are the responsibility of our partners, or
- The indicators are new and we have no baseline data on which to accurately set targets. We will collect the information in 2008/09 and use this to set targets next year for 2009/10 and beyond.

PI Code	Short Name	Future Targets		
		Annual 2008	Annual 2009	Annual 2010
BV102 NI 177	Local bus and light rail passenger journeys originating in the authority area	5869350	5750370	5578820
BV109a NI 157a	Processing of planning applications: Major applications	70.00%	70.00%	70.00%
BV109b NI 157b	Processing of planning applications: Minor applications	75.00%	75.00%	80.00%
BV109c NI 157c	Processing of planning applications: Other applications	87.00%	87.00%	90.00%
BV162 NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	100%	
BV181c NI 83	Achievement at Level 5 or above in Science at Key Stage 3	77.0%	80.0%	82.0%
BV195 NI 132	Timeliness of social care assessment (all adults)	90.0%	90.0%	
BV196 NI 133	Timeliness of social care packages following assessment	90.0%	90.0%	
BV197 NI 112	Under 18 conception rate	-25.0%	-35.0%	-45.0%

PI Code	Short Name	Future Targets		
		Annual 2008	Annual 2009	Annual 2010
BV199d NI 196	Improved street and environmental cleanliness – fly tipping	2	2	
BV223 NI 168	Principal roads where maintenance should be considered	2%	2%	
BV224a NI 169	Non-principal classified roads where maintenance should be considered	10%	10%	
BV49 NI 62	Stability of placements of looked after children: number of moves	10.0%	10.0%	
NI 1	% of people who believe people from different backgrounds get on well together in their local area			
NI 10	Visits to museums and galleries			
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	30.0%	43.0%	25.0%
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	11.0%	18.0%	25.0%
NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4			
NI 103	Special Educational Needs – statements issued within 26 weeks			
NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold			
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths			
NI 106	Young people from low income backgrounds progressing to higher education			
NI 107	Key Stage 2 attainment for Black and minority ethnic groups			
NI 108	Key Stage 4 attainment for Black and minority ethnic groups			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 109	Delivery of Sure Start Children's Centres			
NI 11	Engagement in the Arts			
NI 110	Young people's participation in positive activities			
NI 111	First time entrants to the Youth Justice System aged 10-17			
NI 113	Prevalence of Chlamydia in under 25 year olds			
NI 114	Rate of permanent exclusions from school			
NI 115	Substance misuse by young people			
NI 116	Proportion of children in poverty			
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)			
NI 118	Take up of formal childcare by low-income working families			
NI 119	Self-reported measure of people's overall health and wellbeing			
NI 12	Refused and deferred Houses in Multiple Occupation (HMOs) licence applications leading to immigration enforcement activity.			
NI 120a	All-age all cause mortality rate - Males			
NI 120b	All-age all cause mortality rate - Females			
NI 121	Mortality rate from all circulatory diseases at ages under 75			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 122	Mortality rate from all cancers at ages under 75			
NI 123	Stopping smoking			
NI 124	People with a long-term condition supported to be independent and in control of their condition			
NI 125	Achieving independence for older people through rehabilitation/intermediate care			
NI 126	Early Access for Women to Maternity Services			
NI 127	Self reported experience of social care users			
NI 128	User reported measure of respect and dignity in their treatment			
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home			
NI 13	Migrants' English language skills and knowledge			
NI 130	Social care clients receiving Self Directed Support per 100,000 population			
NI 131	Delayed transfers of care			
NI 134	The number of emergency bed days per head of weighted population			
NI 135	Carers receiving needs assessment or review and a specific carer's service, or advice and information			
NI 136	People supported to live independently through social services (all adults)			
NI 137	Healthy life expectancy at age 65			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 138	Satisfaction of people over 65 with both home and neighbourhood			
NI 139	The extent to which older people receive the support they need to live independently at home			
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer			
NI 140	Fair treatment by local services			
NI 141	Percentage of vulnerable people achieving independent living			
NI 142	Percentage of vulnerable people who are supported to maintain independent living			
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence			
NI 144	Offenders under probation supervision in employment at the end of their order or licence			
NI 145	Adults with learning disabilities in settled accommodation			
NI 146	Adults with learning disabilities in employment			
NI 147	Care leavers in suitable accommodation			
NI 148	Care leavers in education, employment or training			
NI 149	Adults receiving secondary mental health services in settled accommodation			
NI 15	Serious violent crime rate			
NI 150	Adults receiving secondary mental health services in employment			



		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 151	Overall Employment rate (working-age)	67.4%	68.0%	68.8%
NI 152	Working age people on out of work benefits			
NI 153	Working age people claiming out of work benefits in the worst performing			
NI 154	Net additional homes provided	100	100	100
NI 155	Number of affordable homes delivered (gross)			
NI 156	Number of households living in temporary accommodation	1	1	1
NI 157d	Processing of planning applications: County matter applications			
NI 159	Supply of ready to develop housing sites	270.0%	270.0%	270.0%
NI 16	Serious acquisitive crime rate			
NI 161	Number of Level 1 qualifications in literacy (including ESOL) achieved			
NI 162	Number of Entry Level qualifications in numeracy achieved			
NI 163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher			
NI 164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher			
NI 165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher			
NI 166	Median earnings of employees in the area			
NI 167	Congestion – average journey time per mile during the morning peak			
NI 17	Perceptions of anti-social behaviour			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 170	Previously developed land that has been vacant or derelict for more than 5 years			
NI 171	New business registration rate			
NI 172	Percentage of small businesses in an area showing employment growth			
NI 173	Flows on to incapacity benefits from employment			
NI 174	Skills gaps in the current workforce reported by employers			
NI 175	Access to services and facilities by public transport, walking and cycling	50.0%	50.0%	55.0%
NI 176	Working age people with access to employment by public transport (and other specified modes)			
NI 178(i)	Bus services running on time: Percentage of non frequent services on time.	86%	87%	88%
NI 178(ii)	Bus services running on time: Excess waiting time of frequent services (number of minutes).	1.25	1.25	1.25
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year			
NI 18	Adult re-offending rates for those under probation supervision			
NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.			
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events			
NI 182	Satisfaction of business with local authority regulation services			
NI 183	Impact of local authority trading standards services on the fair trading environment			
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	93	94	95
NI 185	CO2 reduction from local authority operations			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 186	Per capita reduction in CO2 emissions in the LA area	8.9	8.8	8.7
NI 187(i)	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency			
NI 187(ii)	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (ii) High energy efficiency			
NI 188	Planning to Adapt to Climate Change	1	2	3
NI 189	Flood and coastal erosion risk management			
NI 19	Rate of proven re-offending by young offenders			
NI 190	Achievement in meeting standards for the control system for animal health.			
NI 191	Residual household waste per household	720	718	715
NI 192	Percentage of household waste sent for reuse, recycling and composting	33.00%	35.00%	40.00%
NI 193	Percentage of municipal waste land filled	8.00%	7.00%	6.00%
NI 194	Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations			
NI 195a	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	11%	10%	10%
NI 195b	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	9%	8%	8%
NI 195c	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	2%	2%	2%
NI 195d	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0%	0%	0%
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented			
NI 198a(i)	Children travelling to school – mode of transport usually used - 5-10 years - cars (including vans and taxis, even if a taxi is carrying more than one child)	35.6%	34.8%	34.0%
NI 2	% of people who feel that they belong to their neighbourhood			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 20	Assault with injury crime rate			
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police			
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area			
NI 23	Perceptions that people in the area treat one another with respect and consideration			
NI 24	Satisfaction with the way the police and local council dealt with anti-social behaviour			
NI 25	Satisfaction of different groups with the way the police and local council dealt with antisocial behaviour			
NI 26	Specialist support to victims of a serious sexual offence			
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police			
NI 28	Serious knife crime rate			
NI 29	Gun crime rate			
NI 3	Civic participation in the local area			
NI 30	Reoffending rate of prolific and other priority offenders			
NI 32	Repeat incidents of domestic violence			
NI 33(a)	Arson incidents a) Primary fires			
NI 33(b)	Arson incidents b) Secondary fires			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 34	Domestic violence – murder			
NI 35	Building resilience to violent extremism			
NI 36	Protection against terrorist attack			
NI 37	Awareness of civil protection arrangements in the local area			
NI 38	Drug related (Class A) offending rate			
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm			
NI 40	Number of drug users recorded as being in effective treatment	690	725	770
NI 41	Perceptions of drunk or rowdy behaviour as a problem			
NI 42	Perceptions of drug use or drug dealing as a problem			
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody			
NI 44	Ethnic composition of offenders on Youth Justice System disposals			
NI 45	Young offenders' engagement in suitable education, training and employment			
NI 46	Young Offenders' access to suitable accommodation			
NI 47	People killed or seriously injured in road traffic accidents	38.4%	34.8%	31.3%
NI 48	Children killed or seriously injured in road traffic accidents	7.4%	6.9%	6.4%
NI 49(i)	Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks): 1. Total number of primary fires per 100,000 population			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 49(ii)	Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks): 2. Total number of fatalities due to primary fires per 100,000 population;			
NI 49(iii)	Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks): 3. Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population.			
NI 5	Overall/general satisfaction with local area			
NI 50	Emotional health of children			
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services			
NI 52	Take up of school lunches			
NI 53	Prevalence of breast-feeding at 6-8 wks from birth			
NI 54	Services for disabled children			
NI 55(i)	Obesity in primary school age children in Reception: Line 1			
NI 55(ii)	Obesity in primary school age children in Reception: Line 2			
NI 55(iii)	Obesity in primary school age children in Reception: Line 3			
NI 55(iv)	Obesity in primary school age children in Reception: Line 4			
NI 55(v)	Obesity in primary school age children in Reception: Line 5			
NI 56(ix)	Obesity in primary school age children in Year 6: Line 9			
NI 56(vi)	Obesity in primary school age children in Year 6: Line 6			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 56(vii)	Obesity in primary school age children in Year 6: Line 7			
NI 56(viii)	Obesity in primary school age children in Year 6: Line 8			
NI 56(x)	Obesity in primary school age children in Year 6: Line 10			
NI 57	Children and young people's participation in high-quality PE and sport			
NI 58	Emotional and behavioural health of looked after children			
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral			
NI 6	Participation in regular volunteering			
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement			
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption			
NI 68	Percentage of referrals to children's social care going on to initial assessment			
NI 69	Children who have experienced bullying			
NI 7	Environment for a thriving third sector			
NI 70	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people			
NI 71	Children who have run away from home/care			
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2			
NI 74	Achievement at level 5 or above in both English and Maths at Key Stage 3			
NI 75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths			
NI 76	Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2			
NI 77	Reduction in number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at KS3			
NI 78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A* - C grades at GCSE and equivalent including GCSEs in English and Maths			
NI 79	Achievement of a Level 2 qualification by the age of 19			
NI 8	Adult participation in sport and active recreation			
NI 80	Achievement of a Level 3 qualification by the age of 19			
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19			
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19			
NI 84	Achievement of 2 or more A* - C grades in Science GCSEs or equivalent			
NI 85	Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths)			
NI 86	Secondary schools judged as having good or outstanding standards of behaviour			
NI 87	Secondary school persistent absence rate			



		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010
NI 88	Percentage of schools providing access to extended services			
NI 89	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category			
NI 9	Use of public libraries			
NI 90	Take up of 14-19 Learning Diplomas			
NI 91	Participation of 17 year-olds in education or training			
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest			
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	95.0%	97.0%	97.0%
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	93.4%	97.0%	97.0%
NI 95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3	28.0%	33.0%	35.0%
NI 96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	61.0%	65.0%	68.0%
NI 97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4	62.5%	65.2%	75.8%
NI 98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	24.7%	31.7%	27.5%
NI 99	Looked after children reaching level 4 in English at Key Stage 2	20.0%	43.0%	25.0%
PAF-CF/A3 NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time			
PAF-CF/C21 NI 64	Child Protection Plans lasting 2 years or more			
PAF-CF/C68 NI 66	Looked after children cases which were reviewed within required timescales			
PAF-CF/D78 NI 63	Stability of placements of looked after children: length of placement			
QoL23 NI 4	% of people who feel they can influence decisions in their locality			

		Future Targets		
PI Code	Short Name	Annual 2008	Annual 2009	Annual 2010

# CABINET

27 May 2008



**Report of:** Director of Children's Services

**Subject:** Primary Capital Programme

---

## SUMMARY

### 1. PURPOSE OF REPORT

To inform members of the outcomes of the first stage of consultation in preparation for the Primary Capital Programme.

To seek approval to prepare the second stage of consultation.

### 2. SUMMARY OF CONTENTS

This report provides a summary of the outcomes of the first stage consultation process in preparation for the Primary Capital Programme and outlines the suggested scope of the second stage of consultation.

### 3. RELEVANCE TO CABINET

The Primary Capital Programme will have a significant impact on the future provision of education in Hartlepool.

### 4. TYPE OF DECISION

Key Decision (Tests i and ii apply)

### 5. DECISION(S) REQUIRED

Cabinet is requested to:

- a) note the outcomes of the first stage of consultation in preparation for the Primary Capital Programme;
- b) approve the preparation of a second stage of consultation;
- c) authorise the Schools Transformation Project Board to prepare appropriate consultation documents and arrangements.

**Report of: Director of Children's Services**

**Subject: Primary Capital Programme**

---

## **1. PURPOSE OF REPORT**

To inform members of the outcomes of the first stage of consultation in preparation for the Primary Capital Programme.

To seek approval to prepare the second stage of consultation.

## **2. BACKGROUND**

In his 2005 Budget statement the Prime Minister (then Chancellor) set out his plans for long-term strategic capital investment in primary schools through a Primary Capital Programme (PCP).

On 10<sup>th</sup> October 2007 initial PCP allocations were notified to authorities. These allocations are intended to cover the current three year Comprehensive Spending Review period. Hartlepool's allocation is:

- 2009/10: £3 million
- 2010/11: £5.4 million

Government intends that PCP will be a fourteen year programme. Information available to date suggests that Hartlepool's total allocations for PCP, over the entire PCP programme, will be in excess of £36 million. By joining up other capital sources available for primary school investment, as recommended by government, it is expected that capital spending on Hartlepool's primary schools during the fourteen year programme period could exceed £50 million.

On 25<sup>th</sup> October 2007 the Department for Children Schools and Families (DCSF) provided initial information in respect of its requirements of local authorities in relation to PCP. All authorities are expected to submit a locally agreed Primary Strategy for Change (PSfC) by 16 June 2008.

## **3. THE STAGE ONE CONSULTATION PROCESS**

On 26<sup>th</sup> November 2007 Cabinet authorised a first stage of consultation in preparation for the Primary Capital Programme. The aims of the first round of consultation were to share information on the Primary Capital Programme with as wide an audience as possible and to collect views on possible ways forward. The Authority did not formulate any options or proposals as part of the Stage One process and agreed that this would happen as part of further rounds of consultation, depending on the outcomes of Stage One.

Consultation began on 11<sup>th</sup> February 2008 and closed on 21<sup>st</sup> March 2008. Copies of consultation booklets containing information relevant to the Primary Capital Programme were widely distributed to all schools, parents and other interested parties. Details of those consulted and consultation arrangements are included within **Appendix 1** of this report.

Consultation meetings were held in venues across the town at various times of the day. In general the attendance levels were low with the exception of meetings involving stakeholders of Holy Trinity CE Primary School and Ward Jackson Primary School. Notes were taken at each of the meetings and are reflected in the summary provided at **Appendix 1**, which also includes comments made in written responses received.

#### 4. **OUTCOMES OF THE STAGE ONE CONSULTATION PROCESS**

Whilst the number of respondents to the Stage One consultation has been relatively low, there have been a number of clear views expressed across the town in support of key areas that will form the basis of the Primary Strategy For Change document and thereby the foundations for option development in readiness for the Stage 2 process.

These are outlined in the seven sub-sections below. The numbered sub-sections relate to the seven questions in consultation booklet three.

##### **i) Vision**

Most comments around this issue were supportive and it was generally felt that with the addition of some further text the Vision statement should be submitted and was viewed as an excellent forward-thinking statement.

##### **ii) Extended Services**

Respondents were particularly keen to ensure that capital development undertaken under the Primary Capital Programme or any similar initiatives took the opportunity to reflect the needs of communities, whilst also delivering School environments fully supporting 21<sup>st</sup> Century teaching and learning. There were some strong statements asking that the Authority continued to work in close partnership with parents and other stakeholders in its endeavours to develop community-focussed primary schools. Parents were keen to see schools operating on an extended hours basis with a varied range of additional subject areas, although it was acknowledged that there was a limited opportunity in some schools because accommodation was not available. Respondents supported the use of surplus space in schools for the provision of extended services.

##### **iii) Priorities**

The overwhelming majority of responses on this issue broadly fell into three areas:

a) Provide “world class” school learning facilities in support of the draft vision,

b) Concentrate much of the initial support and funding to deal with the problems associated with underperforming schools especially those in deprived areas

c) Draw up measures to tackle child health issues with a strong emphasis on promoting 'healthy schools':

A wide range of other comments were made and which are detailed in **Appendix 1**.

**iv) Removal of surplus places**

In general, there was little support for the development of a methodology to remove surplus places on the basis of either wards, the whole town or partner primary schools. Terminology such as "local, community based or short walking distance" was used often and there were many respondents who suggested that established parental preferences be used as a reorganisation method as we move forward to consider options for further consultation.

The prospect of school closures was debated regularly, with many respondents commenting that it should be considered as an option for underperforming schools only as a last resort and in circumstances where poor performance had been recognised as an established pattern and a transformational option could be created.

The concept of co-location was discussed frequently, particularly in the context of collaborative arrangements where there was a strong likelihood of improving performance in the short to medium term. There was general support for this approach if a clear case could be made for its use.

**v) Options on use of spare capacity.**

There was significant debate around the need to be creative to find solutions to deal with surplus places in schools. The solution most often put forward by respondents suggested suitable alternative uses for spare capacity, subject to appropriate vetting and control measures being put in place.

A number of responses also promoted the idea of collaboration between schools to examine the potential for sharing facilities, especially those in close proximity to each other. A number of respondents took this concept a stage further and asked that the Council look closely at the possibility of reducing the number of schools in areas where surplus capacity was high even if it meant a closure or merger.

Another popular suggestion put forward was around the concept of re-sizing schools to better reflect the predicted population. This could mean reducing the existing school capacity and/or the school's admission number depending upon the local position.

**vi) Future consultations**

The majority of respondents felt that Stage Two consultation meetings should be held in schools, as they will focus on school specific options. Specific Comments are outlined in more detail within **Appendix 1**.

**vii) Other general comments**

A range of general comments are summarised in **Appendix 1**. Most aspects of these responses can be considered as part of the processes to be developed around Stage 2. It is worth noting the comments around the future of village schools. During the consultation process there was some debate around the benefits gained by the community by the retention of these schools but it did not become a significant debating issue. There were equal amounts of comments both in favour / against their retention.

**5. MEETING OF SCHOOLS TRANSFORMATION PROJECT BOARD 7 MAY 2008**

Hartlepool's Schools Transformation Project Board met on 7<sup>th</sup> May 2008 to discuss the development of draft options for Stage Two consultation. It was agreed that, subject to Cabinet approval, a range of options would be considered at the Board's meeting scheduled for 2<sup>nd</sup> June 2008. The options would be developed within a draft consultation document. The Board would also consider detailed arrangements for the consultation process. The Project Board recommended that Cabinet approve the preparation of Stage Two consultation and the delegation of agreement to detailed options and arrangements to the Board.

**6. STAGE TWO CONSULTATION – ISSUES TO BE ADDRESSED**

It is recommended that a second stage of consultation takes place in June and July 2008. The focus of Stage Two will be shaped by the outcomes of Stage One consultation and the Department for Children Schools and Families (DCSF) guidance published in December 2007 in relation to preparation of the Authority's Primary Strategy for Change.

Stage Two consultation will provide opportunities for discussion about how the Authority and its partners will ensure that primary education in Hartlepool is transformed through Primary Capital Programme investment. Although multi million pound government investment is to be welcomed, the following government challenges must be addressed if Hartlepool is to benefit from the Programme. Particular challenges relate to:

- Addressing standards of performance in English and maths
- Removal of excess surplus places
- Rebuilding or taking out of use schools in the worst condition
- Prioritising areas of deprivation

Transformation of teaching and learning and raising standards are fundamental to the future of primary education in Hartlepool. The Department for Children Schools and Families warns that **“Strategies that fail to commit to addressing the issue of standards at poor performing schools will not be approved.”** (DCSF Guidance 6 December 2007 Page 25)

Although transformation and standards issues are fundamentally more important than the number and size of schools, the (DCSF) **“... expects local**

**authorities to make the removal of surplus places a priority in their planning under the primary Capital Programme.”** (DCSF Guidance 6 December 2007 Page 35)

DCSF guidance indicates that the government will “. . . **expect to see decisive plans for early action to:**

- **Ensure that no school has more than 25% surplus places;**
- **Reduce overall surplus places to less than 10% across the local authority area.”** (DCSF Guidance 6 December 2007 Page 26)

The key focus of any thinking about the future of primary education in Hartlepool must deliver on key issues such as:

- Ensuring excellent outcomes for children and young people in relation to:
  - Being Healthy
  - Staying Safe
  - Enjoying and Achieving
  - Making a Positive Contribution
  - Achieving Economic Well-Being
- Improving early years outcomes
- Raising standards from Foundation Stage through to Key Stage Two
- Narrowing gaps in achievement
- Supporting inclusion and the delivery of improvements in Special Educational Needs provision
- Delivering a more personalised approach to learning for all pupils
- Enhancing transformed and personalised learning experiences through the use of digital and interactive technologies (ICT)
- Ensuring access to extended services
- Providing opportunities for improving children’s physical and emotional health and well-being
- Promoting healthy eating

## 7. STAGE TWO CONSULTATION – HARTLEPOOL’S APPROACH

Stage Two consultation documents will provide a range of options for the future organisation of primary schools in Hartlepool. Resolution of school organisation issues will provide a secure foundation for planning transformation of teaching and learning.

Stage Two consultation documents will suggest that an overall surplus place target of 7% is appropriate in the Hartlepool context.

The Schools Transformation Project Board agreed to recommend that options for the future organisation of primary schools in Hartlepool should be developed on an area basis as shown in **Appendix 2**. The current position in each area can be summarised as follows:



Area	Physical Capacity of current buildings	Projected Number of pupils in 2017	Estimated number of surplus places in 2017	Estimated percentage surplus places in 2017	Target number of places to be maintained in 2017*	Target number of places to be reduced in this area
One	1,364	1,252	112	8.21%	1,340	24
Two	3,008	2,740	268	8.91%	2,932	76
Three	2,047	1,703	344	16.81%	1,822	225
Four	2,499	2,010	489	19.57%	2,151	348

(\*Target number of places to be maintained in 2017 = Projected number of pupils in 2017+7%)

Options produced in Stage Two consultation documents will indicate a number of different ways in which school places in each area can be reorganised so that the target number of places to be provided could be achieved. Cabinet is recommended to authorise the Schools Transformation Project Board to prepare appropriate consultation documents.

In order to ensure that the Authority meets the Department for Children Schools and Families' requirement to be ready for initial Primary Capital Programme investment by April 2009, it is intended that Stage Two consultation will take place in June and July 2008, with outcomes reported to Cabinet in September 2008. During Stage Two all relevant partners and stakeholder will be consulted as at Stage One, but particular emphasis will be placed on detailed consultation with headteachers, staff, governors, parents/guardians and pupils of schools identified in options for possible significant change. The Schools Transformation Project Board will be asked to agree the detail of consultation arrangements at its meeting on 2<sup>nd</sup> June 2008. Cabinet is recommended to authorise the Schools Transformation Project Board to agree the arrangements for Stage Two consultation.

## 8. RISK IMPLICATIONS

If the Authority does not begin a process of consultation on options for change, particularly in relation to school standards and surplus places, its Primary Strategy for Change will not be approved and Hartlepool may not receive its share of Primary Capital Programme investment.

## 9. FINANCIAL CONSIDERATIONS

The costs associated with Stage Two consultation will be met from the Schools Transformation Programme revenue reserve budget.

## 10. LEGAL CONSIDERATIONS

Formative consultation is a legal requirement before any formal proposals for change can be published; it is intended that there will be a third stage of consultation in the autumn term 2008, when proposals are identified.

## 11. DECISIONS REQUIRED

Cabinet is requested to:

- a) note the outcomes of the first stage of consultation in preparation for the Primary Capital Programme;
- b) approve the preparation of a second stage of consultation;
- c) authorise the Schools Transformation Project Board to prepare appropriate consultation documents and arrangements.

### Contact Officer

Paul Briggs, Assistant Director of Children's Services (01429) 284192

## **Primary Capital Programme Stage 1 - Summary of Consultation Responses**

### **1. Summary of consultation arrangements between 11 February 2008 and 21 March 2008:**

- 25 Public meetings, all in non-school venues
- 42,000 flyers to all Hartlepool households
- 5,250 consultation booklets issued to Primary schools
- 8,840 consultation booklets issued to Secondary schools
- 1,500 consultation booklets to local community facilities ( Doctors, Dentists, Churches, Libraries, Governing Bodies, Trade Unions, Project and Stakeholder Boards )
- Posters ( Libraries, Sports Centres, Tourist Information Offices, Churches, Area Offices, Doctors, Dentists )
- Email to all HBC staff
- Full page advert in Hartlepool Mail
- School based internal meetings

### **2. ( a ) Response Levels :-**

- 230 'Booklet 3' documents
- 11 Emails
- 6 letters
- 2 Books from Holy Trinity C of E Primary
  - ( " Pupil Voices " - Key Stages 1 and 2 )

### **2 ( b ) Summary of responses :-**

(The 7 sub-headings below relate to responses given to the 7 questions in consultation booklet 3; the responses do not necessarily relate to the question topic)

#### **i) Vision**

Primary schools must stay at the heart of the community, more especially in the smaller communities and any links already made should be maintained and allowed to grow.

In all cases what is best for the children must be the priority and the focus of any decision making, it should not be about money or politics.

A fairer balance with funding would offer equal opportunities to all schools and not discriminate against schools that are not in areas of deprivation.

Funding for church schools and those in deprived areas should receive greater focus.

The vision is not clear or realistic, consultation is far too rushed. PCP should not be used as an opportunity for closing schools, expanding others and increasing class sizes.

Vision should be more explicit to ensure the community shares a common outcome.

PCP should not be a postcode lottery. Every community should be concerned at the closure of a school and the effects this would have on an area.

Statistics booklet does not show a true picture on what is happening in schools. CVA is the best measure of a school's worth.

Although there is common agreement with the principal of the vision it should not be at the expense of closing or amalgamating schools.

Any future investment should be in oversubscribed schools and not in underperforming schools.

This is not just about buildings and spaces. PCP should be about smaller classes, improved teaching, early years, foundation stage, SEN and inclusion.

This is a brilliant vision which only needs the input from other stakeholders to achieve the right outcome.

More emphasis should be placed on what is needed now and not what may be achieved in the future.

Hartlepool cannot compete with the best private schools.

Need to ensure children have the skills and knowledge to contribute to society in the future.

The vision should extend beyond schools to encompass the wider community.

School opening times for extended services and after school clubs should be flexible enough to allow all children access.

## **ii) Extended Services**

There was a general acceptance that Primary Schools should offer extended services to all areas of the community in which they sit. Each school should offer what best suits their particular area's requirements. One size will not necessarily fit all. Primary Schools could better serve their community by offering additional services.

Recreational facilities highlighted included sports and fitness, Youth Clubs for all age ranges and organisations such as Brownies, Guides, Cubs and Scouts. Primary Schools should offer extended care to reflect the need of today's society. Holiday schemes, homework and Saturday morning clubs should become a natural extension to the school day.

Early years support especially Parent & toddler groups, assistance in getting children to school, Wrap-around child care and breakfast clubs are key development areas.

Primary Schools, where possible, could be used as a base for accessing health care, including GP surgeries and nursing care, to give a more even spread throughout the town. Community Police Stations, housing both police and Police Community Support Officers (PCSOs) would be a positive addition to communities, giving easy access to all who live in the community. Relocating libraries, Post Offices and Sure Start Centres within schools would provide additional local services and make better use of spare areas in Primary Schools.

As Primary Schools are at the heart of the community they should be used more often by councillors for their Ward Surgeries making them more accessible in an environment which is more acceptable and less intimidating for residents.

School facilities should be used to offer both in-house and out of hours training for use by the community. Areas mentioned include access to ICT, adult training, adult literacy and numeracy. Links with other external providers could be explored, especially with the College of Further Education and Burbank Centre.

Schools should offer out of hours classes to cover subject areas such as foreign languages, music, drama, dance, performing arts and art.

Primary Schools should extend their hours of operation to provide increased access to their communities.

Not all schools can offer extended services due to their limited space.

### **iii) Most Suggested Priorities**

- Provide 21<sup>st</sup> Century learning facilities delivering world class standards. (176 responses)
- Make significant improvements to existing school buildings and facilities. (130 responses).
- Give extra help to the most deprived areas. (113 responses).
- Improve awareness of child health issues, encouraging 'healthy schools' status. (60 responses).
- Increase the amount of time children have to access play facilities (52 responses).
- Narrow the attainment gap across all schools in the borough. (33 responses).
- Prepare a plan to reduce the amount of spare places in schools. (12 responses).

**Other general comments under this heading:**

Schools should operate an open door policy ensuring inclusion provision is available to all. This includes some SEN provision in all schools and more outreach SEN being made available.

Additional support should be offered to those schools who have a more transient population.

A number of respondents felt there was positive discrimination against more 'affluent' schools. They believed that weighting funding towards more deprived schools would result in 'non-deprived' schools that received less eventually becoming 'deprived'.

Free school meals should not be the only way to measure if a school is deprived. Condition and suitability should also be taken into consideration in order to provide a more balanced picture.

Funding for church schools was raised as an issue. It was felt the 10% funding levy was unfair and would exclude them from receiving their fair share of funding from the Primary Capital Programme.

Falling roles are an ideal opportunity to reduce class sizes and improve pupil/teacher ratios.

Oversubscribed schools should be enlarged to allow all those who wished to attend the opportunity to do so.

Improve security and vehicle parking.

Good schools should share best practices with under performing schools.

Support parental choice patterns by closing some schools.

**iv) Removal of Surplus Places**

Parental choice can only be maintained if primary schools are not partnered with secondary schools, especially with the latter's specialisms.

Primary schools should be within agreed walking limits as greater distances would mean increased travelling. This would have a negative impact on the environment.

Low performing schools with high surplus places should be a closure priority.

Village schools should be closed on economic and value for money reasons with their pupils transferred to the nearest suitable primary school.

Not all church-going families have access to a place in a church school. These schools should be expanded to provide more places to meet the demand.

Reduce school capacities overall but retain smaller schools.

Children in more deprived areas will be more disadvantaged if they have to travel further to school.

Decisions should always be made on the basis of causing least disruption.

Some spare places should be maintained to allow for parental choice.

Decisions on closure should be assessed against their impact on communities not wards. Closing schools in socially deprived areas would cause more harm to an area that is already suffering.

**v) Alternative uses for spare capacity in schools :-**

On the six options tabled in Booklet 3 the levels of responses were as follows:

- 48 respondents suggested that “other users” should be sought to occupy the spare capacity.
- 29 respondents suggested that consideration be given in certain cases to see whether one school could better serve a particular community than two.
- Schools sharing facilities was suggested by 23 respondents.
- Reducing the amount of school buildings overall was supported by 20 respondents.
- 14 respondents supported the option to reduce schools admission numbers where possible.
- 9 respondents suggested that school closures were only an option of the last resort.

**Additional Comments :**

The closure of a school should not be an option. The effect closure had on Brierton School should not be repeated.

The merging of lower performing schools with spare capacity and those in close proximity.

Schools close together could share facilities thereby reducing overall costs.

Primary schools in the more deprived areas need smaller class sizes to help tackle the results of deprivation. Increasing class sizes would have a negative impact on teaching and learning.

Each school should be looked at individually taking all aspects into account including performance, educational standards and building condition.

Look at expanding high performing oversubscribed schools – they are oversubscribed for the right reasons.

Ensure children’s safety if others use school

This is an ideal opportunity to redraw primary school boundaries to reflect changes in housing in the town – something that has not been done for 20 years or more.

Even with the extra funding they receive, schools in deprived areas are not only failing their pupils they are also undersubscribed for a reason – they are failing to deliver in spite of the additional resources.

Local conditions should be taken into account. Schools should have sufficient space to accommodate all of the pupils in its ward. No pupils should be forced to travel to go to another Primary School.

Not all problems in Primary Schools can be solved by throwing money at them.

**vi) Future consultations :**

Future meetings should be held in Primary Schools.

The local press and radio should be used to convey information.

Supermarket road shows, Video booths and manned stands in shopping centres, posters in local shops should be considered.

Offer food and drink and hold meetings in local pubs and clubs.

Further meetings should not be exclusive to parents of pupils. There should be a town-wide forum arranged that would involve everyone.

Any proposals to close schools should be the basis of a town-wide referendum.

There should be regular written communications with parents, especially with proposals which involve particular schools. Pre-paid envelopes should be included when a response is required.

One to one meetings should be held at school gates. Parents would feel less inhibited and would let their feelings be known.

Booklets and written communication including flyers should be improved to make them easier to read, especially for those who have visual impairments or for those that have English as a second language.

Questionnaires are good methods to make your views known. Not all parents can express themselves well in writing.

Use technology; including E-mails, HBC's web site, text messaging and the internet ensuring any documents or responses can be filled in on line.

Talk to the children – it is their school(s) which will be affected.

Individual schools, including staff, parents and pupils should be more involved in the decision making process.



Arrange future meetings to fit in with the demands of parents and staff. There should be more specialised staff at meetings so that all questions can be answered.

Consultation should be as transparent as possible. An impartial third party should be used to alleviate any suspicion of a “done deal”.

There is no point in making comments as decisions have already been made. There is too much apathy amongst the public to resist proposals when they come out.

**vii) General comments:**

Not many people will respond to this first stage as the details are not specific enough. Stage 2 debates should take place in schools.

This has been a positive thought provoking presentation which aided a clearer understanding of a very complex issue.

The consultation should not be set up only to pay “lip service” to what the government wants.

The outcomes of any consultation should be made public as soon as possible to stop rumours circulating.

Faith schools should maintain their close relationships with the church and should not be disadvantaged by a levy of 10%.

Village/small schools are an integral part of the community and this closeness should be maintained. There would be an adverse impact in closing a small/village school.

Insufficient and out of date data does not help us to make a valued judgement. Including pupil/teacher ratios and population density in new housing areas or near to existing schools would have helped.

Funding deprived areas will be at the expense of the more successful and oversubscribed schools.

There should be more openness about the financing of school budgets. Deprived areas already receive a lot of extra help. Weighted evaluations need to be used.

PCP seems to be about removing spare places and not about raising and transforming standards in education. More vision and creative thinking is required by the Council who should be prepared to listen to make sure that they don't throw good money after bad.

Schools in better areas should not have to mix with schools in areas suffering economic disadvantage.

The Council should be brave and make the right choices for the sake of the present and future school populations.

Holy Trinity should be rebuilt with its own nursery school and not be merged with another low performing school.

Transport issues should be part of the decision making process. Not all schools are conveniently located. Ideally primary schools should be within walking distance of the community it serves. Traffic routes and/or crossing points across busy roads should be part of any considerations.

### **3) Responses from emails and letters:-**

#### **i) Holy Trinity Church of England Primary School.**

Nine E-mails and two letters were received and covered the following issues :-

- Holy Trinity should be rewarded for being an outstanding school and the PCP investment is the ideal opportunity to offer a rebuild.
- The current state of the 150 year old buildings
- Insufficient capacity to allow for the intake of all pupils who live in the catchment area with many Seaton pupils being forced to travel to other schools.
- Holy Trinity is the only Primary School without its own Nursery.
- The need to maintain the close links with Holy Trinity Church.
- Current poor general facilities within the school and the ability to include extended facilities. There was a wish to see Baby health clinics, Children's nurses, Toddler Playgroups, Library with additional internet access, local police office/drop in and adult learning.
- Holy Trinity is a centre of excellence.
- Support a total rebuild of the school to include nursery provision.
- An expanded school retaining the village ethos would more fully meet the greater demand for places in a Christian environment.

#### **ii) West Park Primary School**

The two letters and two Emails received outlined a number of issues:

- the school's view on what they regard as the unequal way funding is apportioned to each Primary School
- the success experienced by their pupils was often down to the additional tuition paid for by parents
- additional tuition is necessary due to the low funding the school receives in comparison to other schools, particularly those in deprived areas.
- Funding is unfair as it causes an imbalance in the system.

### **iii) Ward Jackson Primary School**

One parent in addition to Booklet 3 responded by sending a letter in which the following areas of concern were highlighted:

- Closing schools in deprived areas would further deprive that area of a much needed resource and additionally have an impact on the community.
- Schools are not always about 'league tables', the whole person should be considered.
- Consider the locality and the impact closing the school would have.
- Merging or closing schools in deprived areas will not provide the additional support the community so obviously needs.

### **iv) Durham Diocesan Board of Education**

A letter was received from the Diocese of Durham Director of Education and raised the following points:-

- The need to retain 'village schools' as they can be the only local facility in which to engage with the wider community continuing the 'hidden curriculum' which fosters social and emotional development.
- Look at the Borough as a whole and then neighbourhood areas
- St Aidan's is the only C of E provision in the central area drawing pupils from a wider area and should not be reduced in size.
- A review of Holy Trinity's lack of nursery provision is required.
- Holy Trinity school buildings are increasingly unsuitable for purpose.
- The Diocese would welcome collaboration between Hart & Elwick schools and would encourage similar partnerships where appropriate.
- Co-location of schools could be explored, and further discussions in relation to St Aidan's partnership with either a Roman Catholic or community school could be pursued.
- A significant issue for voluntary aided schools is the 10% contribution; however this should not inhibit a full consideration of the possibilities for the future.
- It is important to maintain the diversity of provision across the borough and any proposals should maintain the proportion of VA schools.

### Primary Capital Programme Stage Two Consultation List of Schools by Area

#### Area One:

Barnard Grove Primary School  
St Bega's RC Primary School  
St Helen's Primary School  
St John Vianney RC Primary School  
West View Primary School

#### Area Two:

Clavering Primary School  
Eldon Grove Primary School  
Hart Primary School  
Elwick Hall CE Primary School  
Jesmond Road Primary School  
Kingsley Primary School  
Sacred Heart RC Primary School  
Throston Primary School  
West Park Primary School

#### Area Three:

Brougham Primary School  
Lynnfield Primary School  
St Aidan's CE Memorial Primary School  
St Cuthbert's RC Primary School  
St Joseph's RC Primary School  
Stranton Primary School  
Ward Jackson Primary School

#### Area Four :

Fens Primary School  
Golden Flatts Primary School  
Grange Primary School  
Greatham CE Primary School  
Holy Trinity CE Primary School  
Owton Manor Primary School  
Rift House Primary School  
Rossmere Primary School  
Seaton Nursery School  
St Teresa's RC Primary School

#### Springwell Special School

It is intended that Springwell School will be relocated on Hartlepool Community Campus, currently the Brierton Community School site, in a co-location with Catcote Secondary Special School.

**CABINET REPORT**  
27 May 2008



**Report of:** Corporate Management Team

**Subject:** PAY AND GRADING STRUCTURE AND SINGLE STATUS AGREEMENT

SUMMARY

**1. PURPOSE OF REPORT**

To advise on progress in respect of Single Status and seek Cabinet's response to the result of the ballot of local trade union members.

**2. SUMMARY OF CONTENTS**

This report sets out the background to Single Status issues, a summary of previous Cabinet decisions and progress made since Cabinet last considered a report on this topic.

The results of the local trade union ballot, a risk assessment, a final version of the proposed local Single Status Agreement and equality impact assessments & financial assessment will be circulated in supplementary papers before the Cabinet meeting.

Comments from the Single Status Working Group and trade union representatives will be available at the meeting.

**3. RELEVANCE TO CABINET**

Corporate impact on reward and remuneration strategy, legal implications and potential industrial relations impact.

**4. TYPE OF DECISION**

Key decision due to extent and nature of impact on employees.

**5. DECISION MAKING ROUTE**

Cabinet on 27 May 2008.

**6. DECISION(S) REQUIRED**

Cabinet are recommended to make a final decision on a revised pay and grading structure and local Single Status Agreement (subject to Council making a final decision to provide any necessary additional funding).

**Report of:** Corporate Management Team

**Subject:** **PAY AND GRADING STRUCTURE AND SINGLE STATUS AGREEMENT**

---

## **1. PURPOSE OF REPORT**

- 1.1 To advise on progress in respect of Single Status and seek Cabinet's response to the result of the ballot of local trade union members.

## **2. SUMMARY OF CONTENTS**

- 2.1 This report sets out the background to Single Status issues, a summary of previous Cabinet decisions and progress made since Cabinet last considered a report on this topic.
- 2.2 The results of the local trade union ballot, a risk assessment, a final version of the proposed local Single Status Agreement, equality impact & financial assessment and options for progressing with Single Status were not available at the time of writing this report and will be circulated in confidential supplementary papers before the Cabinet meeting.
- 2.3 Comments from the Single Status Working Group and trade union representatives will be available at the meeting.

## **3. BACKGROUND**

- 3.1 In 1997 a Single Status Agreement was reached as a result of national negotiations. The Agreement determined new arrangements for harmonising, at a local level, the terms and conditions of former "Manual Workers" and "Administrative, Professional, Technical and Clerical" (APT&C) groups – commonly referred to as Green Book employees. The Agreement included a requirement that pay and grading structures would be reviewed with the intention of developing a common pay framework. A deadline of 31 March 2007 for completion was later set as a result of slow progress being made in local authorities.
- 3.2 Since 2002 the extent of legal challenge to local authority pay structures under the Equal Pay Act 1970 has grown. Equal pay claims have been lodged against Hartlepool Borough Council which are progressing through the legal processes. Significant work has been undertaken with local trade unions to mitigate the potential for additional claims which resulted in compensation payments to certain categories of employees and the termination of all Green Book bonus schemes.
- 3.3 Local Single Status negotiations have been on-going for a number of years with much time allocated to completing a job evaluation exercise and more recently discussing changes to terms and conditions and developing a local

pay and grading structure. The aim has been to work in partnership with trade union representatives through formal arrangements with the support of ACAS officers. It should be noted however that a local Single Status Agreement requires specific trade union agreement in respect of pay protection arrangements only.

3.4 All agreements with the trade unions have been reached at the Bridging the Gap meetings. The Bridging the Gap Group comprises

- Senior Council officials (Assistant Chief Executive, Chief Financial Officer, Chief Personnel Officer and other Finance and HR staff)
- Regional Trade Union officers (GMB, UNISON and T&G section of UNITE)
- Local Trade Union Officials (including HJTUC Secretary, UNISON Branch Secretaries and GMB Convenor)
- ACAS

The involvement of ACAS, acting as 'Honest Broker' has been key in facilitating common understanding and agreement on a wide range of issues where the initial views of the Council and trade union officials differed significantly.

3.5 Cabinet have received many reports previously regarding the Single Status, job evaluation and equal pay related issues.

#### 4. **DECISIONS MADE PREVIOUSLY BY CABINET**

4.1 The decisions made at previous Cabinet meetings include:

- Option 1 agreed in principle, and later confirmed, as the preferred option for a pay and grading structure.
- Main body of the draft local Single Status Agreement agreed
- Agreed that that the Performance Portfolio Holder considers and approves all supporting Annexes etc to main body of the draft local Single Status Agreement;
- That at the appropriate time and if necessary, Cabinet requests that Council agree, in principle, to provide any necessary additional funding;
- That a further report be submitted to Cabinet in due course in order to make a final decision on a revised pay and grading structure and local Single Status Agreement (subject to Council making a final decision to provide any necessary additional funding);
- That the Single Status Working Group continues to meet to assist in the development of the Single Status Agreement.
- Key elements of the Single Status Agreement have all been agreed in draft form including
  - Protection
  - Assimilation arrangements
  - Appeals arrangements
  - Issues arising from an implementation date of 1 April 2007
  - Modern Apprentice pay
  - Sickness pay
  - Pay for employees who do not work a full year (term time only – TTO)



- Arrangements for employees who work less than a standard working week
- Allowances
- Premium rates for unsocial hours working
- Leave Entitlement

4.2 The preferred Pay and Grading structure (Option 1) is as follows

<b>Preferred option (Option 1)</b>				
	Job Evaluation Points Score		Spinal Column Points	
	Minimum	Maximum	Minimum	Maximum
Band 1	0	269	5	6
Band 2	270	279	7	8
Band 3	280	289	9	10
Band 4	290	299	11	12
Band 5	300	327	13	15
Band 6	328	355	16	18
Band 7	356	383	19	21
Band 8	384	411	22	24
Band 9	412	446	25	28
Band 10	447	481	29	32
Band 11	482	516	33	36
Band 12	517	551	37	40
Band 13	552	606	41	45
Band 14	607	661	46	50
Band 15	662	1000	51	55

## 5. **PROGRESS SINCE THE LAST CABINET REPORT**

- 5.1 Further moderation and checking work has been undertaken and some outstanding draft local Single Status Agreement issues have been resolved.
- 5.2 The quality of the data in the modeller has improved significantly and further checks are ongoing;
- 5.3 Additional information about employees has been added into the pay modeller e.g. supervisory and other allowances, career graded posts, trading account, grant funded, etc.;
- 5.4 Additional moderation and matching checks has resulted in more robust pay modelling being available;
- 5.5 Information about additional employees has been added to the pay modeller;
- 5.6 The draft local Single Status Agreement has continued to be developed and the latest version will be forwarded to you with confidential supplementary papers;
- 5.7 Equality impact assessment information is being finalised based and will be circulated with confidential supplementary papers before the Cabinet meeting;
- 5.8 Unison has referred the draft Agreement to their national officers. Approval was given to undertake a ballot amongst local trade union members. The trade union ballot has commenced and will close at noon on Thursday 22<sup>nd</sup> May. Results are expected later that day and further confidential supplementary papers will be circulated to Cabinet members to confirm the

result and the implications for progressing with the draft Agreement. Trade Unions representatives have been invited to attend the Cabinet meeting.

### 13. STAKEHOLDER VIEWS

#### 13.1 Single Status Working Group

13.1.1 The Single Status Working Group have been involved in monitoring the development of the draft local Single Status Agreement. They are scheduled to meet on 23<sup>rd</sup> May 2008 to consider outcome of the trade union ballot and implications for progressing with the draft local Single Status Agreement. The Chair of the Single Status Working Group will be invited to attend Cabinet in order to present the Group's views.

#### 13.2 Trade Unions

13.2.1 The draft local Single Status Agreement has been developed with the trade unions. An ongoing dialogue has been entered into with the national trade unions so that any concerns or issues that they raise can be addressed as part of the local negotiations.

13.2.2 A Bridging the Gap meeting has been arranged for 23<sup>rd</sup> May 2008 to assess the impact of the trade union ballot result and finalise any outstanding issues. Trade Union local representatives and full time officials will be invited to attend Cabinet.

### 14. FINANCIAL & RISK ASSESSMENT

A financial assessment from the Chief Financial Officer will be provided in confidential supplementary papers circulated before the Cabinet meeting. A summary of the risks at this stage are set out in confidential **Appendix A. 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 4) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees or, or office holders under the authority.** The risk assessment will be reviewed in light of the trade union ballot once it is known.

### 15. NEXT STEPS

15.1 The proposed timetable for implementing the local Single Status Agreement is shown below (subject to a YES result).

Noon - 22 May	Trade Union ballot closes
23 May	9.00am - Bridging the Gap meeting 4.30pm - Single Status Working Group

27 May	Cabinet determine Single Status Agreement subject to trade union ballot result.
(TBC	Council allocate additional funds (if needed))
w/c 2 June	New pay rates and backpayments start to be processed
2 June – 25 June	School Governing Bodies consider Single Status Agreement
w/c 23 June	Personalised letters setting out changes to employment contracts
1 July	Agreement implemented.

**16. RECOMMENDATIONS**

- 16.1 Cabinet are recommended to make a final decision on a revised pay and grading structure and local Single Status Agreement (subject to Council making a final decision to provide any necessary additional funding).

# CABINET REPORT

27 May 2008



**Report of:** Corporate Management Team

**Subject:** PAY AND GRADING STRUCTURE AND  
SINGLE STATUS AGREEMENT –  
SUPPLEMENTARY PAPERS

## 1. INTRODUCTION

- 1.1 These papers are supplementary to the report prepared and circulated for the Cabinet meeting on 27 May 2008. When the agenda papers were prepared and circulated some information was not available. Reference was made in the report at Paragraph 5.8 to supplementary papers being circulated at a later date but before the Cabinet meeting.

## 2. TRADE UNION BALLOT RESULT

- 2.1 The local Trade Union branches have undertaken local postal ballots. The results are shown below:

	UNISON		GMB		T&G	
	Number	%	Number	%	Number	%
Ballot papers issued	2052		380		2	
Votes cast	954	46.5	178	46.8	2	100
Votes FOR	683	71.6	157	88.2	2	100
Votes AGAINST	268	28.1	21	11.8	-	-
Spoiled	3	0.3	-	-	-	-

- 2.2 These results show a strong majority of the votes cast in favour of the proposed Single Status Agreement. Local and regional trade union representatives have indicated that with this mandate they will sign a local Single Status Agreement.

### **3. IMPLICATIONS OF THE BALLOT RESULT FOR PROGRESSING WITH THE SINGLE STATUS AGREEMENT**

- 3.1 The outcome of the trade union ballot means that the timetable as set out in Paragraph 15.1 of main report to Cabinet can be implemented, subject to Cabinet approval.

### **4. STAKEHOLDER VIEWS**

#### **4.1 Single Status Working Group**

The Single Status Working Group (SSWG) will meet at 4.30pm on 23 May to consider the trade union ballot result and the report being considered by Cabinet. The comments of the SSWG will be reported to Cabinet and an invitation extended to the Chair of the SSWG to attend the meeting. A programme of further meetings will be scheduled to consider those issues in the local Single Status Agreement that have been deferred and to monitor progress made with the implementation of new pay rates, back payments and other terms and conditions as well as the appeals process.

#### **4.2 Trade Unions**

At a meeting of the Bridging the Gap on 23 May the outcome of the trade union ballot and some outstanding issues were discussed. The trade unions have commented,

“We welcome the result of the ballot which endorses acceptance of the proposed Agreement which we expect will be implemented as soon as possible, subject to Cabinet approval. We will continue to work on behalf of our members to ensure proper implementation of the Agreement, the appeals process and other developments which have been planned.”

### **5. SINGLE STATUS AGREEMENT**

- 5.1 A copy of the most recent version of the Single Status Agreement is attached as Appendix A. It is still subject to minor formatting and cross-reference checks with the trade unions before final signature. The trade unions have confirmed acceptance of the Agreement and, subject to Cabinet approval, the terms of the Agreement can be implemented with immediate effect. The Agreement will be formally signed in due course with all relevant attachments.

**6. EQUALITY IMPACT ASSESSMENT**

- 6.1 An Equality Impact Assessment was undertaken based on the most recent information available and has been endorsed by UNISON's Legal Unit as acceptable. A copy is attached as Appendix B.

**7. FINANCIAL AND RISK ASSESSMENT**

- 7.1 The Chief Financial Officer advised Cabinet on 17 March 2008 of his assessment of the financial implications of the proposed Agreement in light of the exercise to improve matching decisions and employee information. Further work has been undertaken and the Chief Financial Officer is able to confirm his comments from 17 March and the conclusion that, at this stage, it is anticipated that the ongoing costs can be broadly accommodated from the provision included in the Medium Term Financial Strategy.

**Strictly Confidential**

Hartlepool Borough Council

**DRAFT SINGLE STATUS AGREEMENT**

Collective Agreement on a New Pay Structure and Part 3 Terms and Conditions for all National Joint Council For Local Government Services Employees

Paul Walker  
Chief Executive

Maxine Bartholomew  
Regional Officer, GMB

.....

.....

Mike Hill  
Regional Officer, UNISON

Tim Bush  
Regional Industrial Organiser,  
T&G Section of UNITE 26.1

.....

.....

Agreed: **DATE TO BE INSERTED**



## Executive Summary

This document represents a collective agreement between Hartlepool Borough Council, UNISON, GMB and T&G section of UNITE and sets out a new pay and grading structure and associated provisions following a joint review of existing arrangements. It also incorporates changes to some key "Part 3" terms and conditions. Agreement has been reached after a comprehensive programme of negotiations between the Council and the above Unions, which have been facilitated by ACAS (the Advisory, Conciliation and Arbitration Service).

From 1st April 1997 a new National Agreement (the "Green Book") was implemented for former APT&C and Manual employees who had previously been employed under different pay and conditions of service. National single-table bargaining was introduced and there was a major shift in emphasis from national to local bargaining on pay and conditions. The key objective of the agreement was to establish single status and harmonisation of employment. In order to achieve this local authorities needed to review their current grading systems and develop fair and non-discriminatory structures that complied with equal pay legislation.

A key requirement for any such review is that jobs have to be graded on a common basis and the Local Government Job Evaluation Scheme was developed specifically for this purpose. The "Green Book" also allows for a review of other national provisions (known as Part 3 provisions) which may be modified by local negotiations. The authority and the trade unions party to the Green Book agreement were also required locally "agree the terms on which there should be protection against loss of remuneration".

All parties believe that this collective agreement meets the key objectives specified above. The Council has used the nationally agreed job evaluation scheme to grade posts and the job evaluation score of a job determines the new grade. Each pay grade spans a number of job evaluation points. All the jobs that score in that range are deemed to be of equal worth and as such will be paid at the same grade. The protection arrangements allow for assimilation onto the new pay and grading structure to be time limited in line with the 2005 NJC Joint Guidance (Part 4, paragraph 4.4) and guidance from the Equal Opportunity Commission. In addition, all parties believe that this agreement offers a positive outcome to the negotiations in that it provides:-

- A transparent and simple pay and grading structure with equality as a core principle and incremental progression for all;
- Harmonisation of key areas;
- Market sensitivity;
- Protection and appeal arrangements;
- Financial sustainability;
- Ability to deliver current and future services;
- Continued good employee relations and future arrangements for joint working.

**Hartlepool Borough Council  
Draft Collective Agreement on Pay and Conditions of Service**

CONTENTS

Section (with <a href="#">Hyperlinks</a> )	Page No.
<b>Executive Summary/Background</b>	
General Scope of the Agreement and Future Arrangements Effect of the Agreement on National and Local Conditions of Service Equality Impact Assessments	
Transitional Arrangements	
Pay and Grading The pay and grading structure Modern Apprentice pay Regrading applications Development Schemes The Job Evaluation Scheme and helptext Maintaining the Job Evaluation Scheme	
Assimilation Arrangements General Assimilation as at 1 April 2007 for <ul style="list-style-type: none"> <li>- those in post on 1 April 2007</li> <li>- those whose scp subsequently changes</li> </ul> Assimilation between 2 April 2007 – 30 June 2008 for <ul style="list-style-type: none"> <li>- employees changing jobs</li> <li>- new employees and employees starting additional job</li> </ul> Temporary arrangements between 1 April 2007 – 30 June 2008 Assimilation and increment arrangements Implementation arrangements Job evaluation outcome appeal process	
Protection Arrangements Pension Protection Annual leave protection Former protection arrangements Protection arrangements for <ul style="list-style-type: none"> <li>- those assimilated 1 April 2007</li> <li>- those who have changed jobs between 2 April 2007 – 30 June 2008</li> <li>- new employees and employees starting an additional job between 2 April 2007 – 30 June 2008</li> </ul>	

<ul style="list-style-type: none"> <li>- those whose scp subsequently changes before 1 July 2008</li> <li>- employees after 1 July 2008</li> </ul> <p>Exclusions from protection</p>	
<p>Payments in addition to basic pay</p> <ul style="list-style-type: none"> <li>- market forces supplements / retention payments</li> <li>- premium rates</li> <li>- flexibility payments rates</li> <li>- additional hours</li> <li>- allowances</li> </ul>	
<p>Standard and Non-Standard Working Arrangements</p> <ul style="list-style-type: none"> <li>- standard working arrangements</li> <li>- employees working less than the standard working arrangements</li> <li>- term-time calculator</li> </ul>	
<p>General local employment provisions</p> <ul style="list-style-type: none"> <li>- general</li> <li>- monthly pay</li> <li>- sickness</li> <li>- recovery of overpayments and 3<sup>rd</sup> party loss of earnings</li> <li>- notice periods</li> <li>- calculating adjustments to pay</li> <li>- work locations</li> <li>- car allowances</li> <li>- annual leave/ public holidays</li> <li>- flexi-time / worklife balance</li> </ul>	
<p>General workforce arrangements</p> <ul style="list-style-type: none"> <li>- redeployment and training</li> <li>- workforce remodelling</li> <li>- Equal pay audits</li> <li>- Employment related strategies, policies and procedures</li> <li>- Employee Code of Conduct</li> </ul>	
<p>Appendices</p>	

## **Section 1: GENERAL**

### **1: Scope of the Agreement and Future Arrangements**

**1.1:** This agreement will apply to all employees who come within the scope of the national agreement of the National Joint Council (NJC) for Local Government Services (the “Green Book”). The effective date of the agreement will be 1st April 2007 – 1.1.

**1.2:** The agreement may require further review at the request of either management or the Trade Unions party to this agreement. In the continued spirit of joint working and positive industrial relations, the agreement may be jointly reviewed (in part or in whole), and if necessary amended, with the agreement of both sides, using existing local machinery. Such a review may be necessary in the light of operational experience, unexpected or unforeseen problems or to respond to the financial challenges of implementing the agreement – 1.2.

**1.3:** The Bridging the Gap Group will oversee the implementation of this agreement and will cease to exist on 31<sup>st</sup> March 2009 (or earlier if all appeals against assimilation during 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008 have been considered and all commitments made in the agreement have been fulfilled). The Single Table Group (or its successor) will oversee the ongoing application of this agreement from 1<sup>st</sup> July 2008 and will succeed the Bridging the Gap Group on 1<sup>st</sup> April 2009 – 1.3

### **2: Effect of the Agreement on National and Local Conditions of Service**

**2.1** This effect of this agreement on national and local conditions of service is to

- implement paragraph 12.2 of the Implementation Agreement included in the National Agreement
- implement paragraphs 5.1 and 5.2 of Section 5 (Pay and Grading ) of Part 2 of the National Agreement
- supersede and replaces the arrangements detailed in following sections of Part 2 of the National Agreement
  - paragraph 14 of the Implementation Agreement
- supersede and replace the arrangements detailed in following sections of Part 3 of the National Agreement
  - Section 1 – Pay and Grading
  - Section 2 – Working arrangements
  - Section 8 – Meals and Accommodation Charges
  - Section 9 – School Retained Employees and Nursery Nurses

- Appendix 1 – Transitional arrangements (covering the protected elements of the Purple and White Books) and
  - Appendix 2 – Retained Employees and Nursery Employees in Educational Establishments
- supersede the Classroom Based Staff Scheme (2005)
  - supersede any previous Local Agreements in relation to the issues detailed within this Agreement (excluding any HR Strategies, Policies and Procedures detailed in section 23) – 2.1

### **Equality Impact Assessment**

**See Separate Document ([HYPERLINK](#))**

A summary of the Equality Impact Assessment is attached as Annex F - 6.1 ([HYPERLINK](#)).

## SECTION : TRANSITIONAL ARRANGEMENTS

In the period between 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008 – 4.1

- a) the pre 1<sup>st</sup> April 2007 arrangements in relation to
  - The Councils Corporate Protection Scheme
  - The Schools Protection Scheme
  - Paragraph 30 (d) – Increments of the Purple Book (up to 30<sup>th</sup> September 2007 only)
  - New Employees appointed
  - Employees move to new jobs
  - Application of 2007 Pay Award
  - Application/Interpretation of Part 2, paragraph 10.3 of the “Green Book”
  - Career Gradescontinue to apply unchanged, after which they will no longer apply – 4.1a
- b) the new basic pay rates will be applied from 1<sup>st</sup> April 2007 to reflect the revised pay and grading structure and will be applied to all basic and overtime hours (including overtime enhancements) worked and paid in the period 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008. The new basic pay rates will continue to apply at the end of this period – 4.1b
- c) all elements of the ‘Assimilation Earnings Package’ (as defined in 7.6) will cease to be paid from 1<sup>st</sup> April 2007 – 4.1c.
- d) backdated pay will be the difference between
  - the pay already received (i.e. excluding tied accommodation rent free allowances) as part of the “Protection Earnings Package” and
  - assimilated basic pay, adjusted as necessary for Term Time Only arrangements and Flexibility working payments – 4.1d
- e) all other payments which cease on 1<sup>st</sup> April 2007 will be paid on a protected basis up to and including 30<sup>th</sup> June 2008. No adjustments, other than the application of the 2008 pay award, will be made to the monetary value of all other payments (including those previously calculated by reference to basic pay) made in the period 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008 – 4.1e
- f) Backdated pay will not include any payment for weekend working where this is part of all inclusive arrangements and rates – 4.1f.
- g) Any queries arising from the application of this section will be dealt with as follows
  - Any queries about new rates of pay will be addressed immediately
  - Any queries about the calculation of back pay will be addressed once new pay rates and back pay have – 4.1g

**4.2:** Phased development and implementation of policies etc under the new arrangements will make clear reference to alternative effective dates.- 4.2

SECTION : PAY AND GRADING STRUCTURE

**6: The Pay and Grading Structure**

**6.1:** The new pay and grading structure is attached below ([HYPERLINK](#)), and includes the Job Evaluation scores for each band. The new structure is made up of 15 bands with incremental progression on all bands.

**Annex D**

Hartlepool Borough Council Pay and Grading structure				
	JE Score		SCP	
	JE Points Minimum	JE Points Maximum	SCP Minimum	SCP Maximum
Band 1	0	269	5	6
Band 2	270	279	7	8
Band 3	280	289	9	10
Band 4	290	299	11	12
Band 5	300	327	13	15
Band 6	328	355	16	18
Band 7	356	383	19	21
Band 8	384	411	22	24
Band 9	412	446	25	28
Band 10	447	481	29	32
Band 11	482	516	33	36
Band 12	517	551	37	40
Band 13	552	606	41	45
Band 14	607	661	46	50
Band 15	662	1000	51	55

The NJC pay spine (as extended locally) has been retained (Annex E) although only points 5-55 are used. ([HYPERLINK](#)). 6.1

**NJC Pay Spine Annex E**

Spinal Column Point	Annual Salary as at 1.4.07	Hourly Rate as at 1.4.07	Comment
4	11577	6.00	Not in use
5	11737	6.08	
6	11907	6.17	
7	12291	6.37	
8	12678	6.57	
9	13062	6.77	
10	13336	6.91	
11	14197	7.36	
12	14492	7.51	
13	14882	7.71	



14	15153	7.85	
15	15470	8.02	
16	15842	8.21	
17	16217	8.41	
18	16536	8.57	
19	17154	8.89	
20	17781	9.22	
21	18430	9.55	
22	18907	9.80	
23	19463	10.09	
24	20099	10.42	
25	20736	10.75	
26	21412	11.10	
27	22122	11.47	
28	22845	11.84	
29	23749	12.31	
30	24545	12.72	
31	25320	13.12	
32	26067	13.51	
33	26835	13.91	
34	27594	14.30	
35	28172	14.60	
36	28919	14.99	
37	29728	15.41	
38	30598	15.86	
39	31606	16.38	
40	32436	16.81	
41	33291	17.26	
42	34140	17.70	
43	34991	18.14	
44	35852	18.58	
45	36657	19.00	
46	37543	19.46	
47	38404	19.91	
48	39258	20.35	
49	40101	20.79	
50	41066	21.29	
51	42093	21.82	
52	43012	22.29	
53	44229	22.93	
54	45167	23.41	
55	46006	23.85	
56	46845	24.28	Not in use
57	47685	24.72	Not in use
58	48527	25.15	Not in use
59	49360	25.58	Not in use
60	50203	26.02	Not in use
61	51051	26.46	Not in use

62	51887	26.89	Not in use
----	-------	-------	------------

**6.2:** Following implementation of this agreement incremental salary points will allow all NJC employees to progress within a salary band up to the maximum SCP of the new band subject to the following criteria:-

- Employees who are appointed, promoted or regraded on the 1st of the month will be paid any increment due on completion of 12 months continuous service after appointment, promotion or re-grading (for example an employee who is appointed, promoted or regraded on 1<sup>st</sup> July 2007 will be paid any increments due on 1<sup>st</sup> July each year);
- Employees who are appointed or promoted after the 1st of the month will be paid their first increment due on the 1<sup>st</sup> of the month following completion of 12 months continuous service after appointment, promotion or re-grading and any further increments due on completion of a further 12 months continuous service (for example an employee who is appointed, promoted or regraded on 15<sup>th</sup> July 2007 will be paid any increments due on 1<sup>st</sup> August each year);
- Satisfactory service. Non satisfactory service which leads to withholding of increments will be dealt with through the relevant procedures i.e. Capability, Disciplinary, and Probation;
- No acceleration of progression within single bands;
- Application of Development Schemes in accordance with 22 below
- No increments shall be payable under the existing grading structure after 1<sup>st</sup> April 2007 unless 4.1 applies
- Separate arrangements are made in respect of the assimilation arrangements (see 7.10) – 6.2

**6.3:** All pay awards negotiated by the NJC for Local Government Services will be implemented in accordance with the national agreements reached – 6.3

**6.4:** All jobs which are created or changed on or after after 1<sup>st</sup> July 2008 will be assessed and placed in a Band in accordance with Annex D 6.4 [\(HYPERLINK\)](#)

### Modern Apprentice Pay

All Modern Apprentices are paid as follows: -

<u>Year</u>	<u>Standard Rate</u>	<u>Engineering Rate</u>
<b>One</b>	50% of Point 5 or National Minimum Wage based on age (whichever is the higher)	50% of Point 5 or National Minimum Wage based on age (whichever is the higher)
<b>Two</b>	65% of Point 6 or National Minimum Wage based on age (whichever is the higher)	

<b>Three</b>	70% of Point 7 or National Minimum Wage based on age (whichever is the higher)	
--------------	--	--

**22.2:** Profiled Development Schemes to replace all former Career Grade Schemes and Modern Apprentice Schemes which are linked to the new Pay and Grading Structure will be agreed between the Council and the Trade Unions party to this agreement as follows: 22.2

<b>Action</b>	<b>Timescale</b>
Modern Apprenticeship Scheme reviewed	by 31 <sup>st</sup> March 2009.

## **21: Regrading Applications**

**21.1:** Under this agreement, no regrading applications under Paragraph 80 of the "Purple Book" will be registered or processed after 31 March 2007. All Paragraph 80 applications registered prior to 1 April 2007 will be processed in accordance with the agreed procedure 21.1.

## **22: Development Schemes**

**22.1:** The principles governing Development Schemes (including Modern Apprentice Schemes) under this agreement are contained in Annex Y. [\(HYPERLINK\)](#). A Succession and Development Board comprising departmental, HR and trade union representatives will be established by 31<sup>st</sup> March 2009 to oversee the application of the Development Schemes. 22.1

**22.2:** Profiled Development Schemes to replace all former Career Grade Schemes and Modern Apprentice Schemes which are linked to the new Pay and Grading Structure will be agreed between the Council and the Trade Unions party to this agreement as follows: 22.2

<b>Action</b>	<b>Timescale</b>
a) Development Schemes prepared where needed in order to assimilate employees in Career grades in the period 1 <sup>st</sup> April 2007 and 30 <sup>th</sup> June 2008	by 31 <sup>st</sup> March 2008
b) Development Schemes prepared to replace Career grade schemes not covered by a) above	by 31 <sup>st</sup> March 2010 unless needed earlier
c) new Development Schemes prepared where appropriate	by 31 <sup>st</sup> March 2010
d) all Development Schemes reviewed	by 31 <sup>st</sup> March 2010

## **Job Evaluation Scheme**

**5.1:** The computerised version of the Local Government Single Status Job Evaluation Scheme developed by the National Joint Council for Local Government Services (as detailed in Part 4 of the National Agreement), as supplemented by national and local help text, is the agreed means of evaluating jobs and determining the Job Evaluation Score. Annex B ([HYPERLINK](#)) details the Help Text used to undertake evaluations and produce a rank order for assimilation into the pay and grading structure – 5.1

**5.2:** In order to ensure that the current JE scheme is applied consistently, the evaluations and job profiles made available for employees to be assimilated to have been moderated and amended as necessary by the Moderation Group (comprising 2 management and 2 trade union officials). – 5.2

**5.3:** The arrangements for maintaining the Job Evaluation Scheme, including permanent and temporary changes in duties, secondments and restructures plus any appeals arising from 1<sup>st</sup> July 2008 onwards are contained in Annex C ([HYPERLINK](#)). – 5.3

## **Job Evaluation Help Text**

See Separate Document ([HYPERLINK](#))

## **Maintaining the Scheme**

See Separate Document ([HYPERLINK](#))

## **Assimilation arrangements from 1<sup>st</sup> July 2008 onwards**

**7.26:** From 1<sup>st</sup> July 2008 onwards, employees requiring assimilation as a result of a restructure or review will be matched to an evaluated job or job profile (including Development Scheme job profiles) and assimilated onto an appropriate 'SCP' in the pay and grading structure on the basis of their 'SCP' immediately prior to the effective date of assimilation – 7.26.

**7.27:** Where employees substantive 'SCP' immediately prior to the effective date of assimilation is less than the minimum 'SCP' for their new evaluated band ('Green Circle Employees'), they will be assimilated on to the minimum 'SCP' in their new band as at the effective date of assimilation – 7.27.

**7.28:** Where employees substantive 'SCP' immediately prior to the effective date of assimilation is the same or lower than the maximum 'SCP' for their new evaluated band ('White Circle Employees'), they will be assimilated on to

the same 'SCP' in their new band as at the effective date of assimilation – 7.28.

**7.29:** Where employees substantive 'SCP' immediately prior to the effective date of assimilation is greater than the maximum 'SCP' for their new evaluated band ('Red Circle Employees'), they will be assimilated on to the maximum 'SCP' of their new band as at the effective date of assimilation. However they will receive protection in accordance with 9 below – 7.29

**7.30:** Employees assimilated under 7.26-7.29 shall receive their first increment in accordance with 6.2 above – 7.30.

Protection Arrangements from 1.7.08 – cross-reference to protection section

## **SECTION : Assimilation Arrangements**

### **General**

**7.1:** Employees will be assimilated in respect of their substantive job. Where employees have more than one substantive job will be assimilated separately in respect of each job – 7.1 .

**7.2:** Former employees will be entitled to any payments due on receipt of a written request by the Chief Personnel Officer on or before 30<sup>th</sup> September 2008.- 7.2

**7.3:** Employees undertaking a different job temporarily (e.g. as a result of a secondment, acting up or temporary regrade) will have their basic pay determined in accordance with 7.3

- a) Annex G ([HYPERLINK](#)) during the period 1<sup>st</sup> April 2007 and 1<sup>st</sup> July 2008 their basic pay determined in accordance with Annex B from 1<sup>st</sup> July 2008 onwards

Management will make every effort to make alternative arrangements as quickly as possible where it is necessary to apply this clause. -7.3a

**7.4:** Scenarios detailing the assimilation arrangements as detailed in section 6B) and 6C) will be developed and completed by 30<sup>th</sup> June 2008. The assimilation arrangements are summarised in Annex H - 7.4.

**7.5:** In respect of their substantive job, Modern Apprentices will be assimilated and paid in accordance with Annex I. ([HYPERLINK](#)) The standard rate will apply to all Modern apprentices unless a separate rate is identified for specific groups of Modern Apprentices – 7.5.

### **Assimilation to the new Pay and Grading Structure at 1<sup>st</sup> April 2007**

**7.6:** For assimilation at 1<sup>st</sup> April 2007, employees will be matched to an evaluated job or job profile (including Development Scheme job profiles) and will be assimilated onto an appropriate Spinal Column Point ('SCP') in the new pay and grading structure on the basis of their contractual whole time earnings package ('Assimilation Earnings Package') under the old pay and grading structure at 1<sup>st</sup> April 2007. – 7.6

The "Assimilation Earnings Package" is defined as the annual whole time sum (inclusive of the 2007 pay award and any increments due on 1<sup>st</sup> April 2007 under 3.1 above) of:7.6

- a) An employee's contractual basic pay 7.6;
- b) Permanent recruitment and retention/capability payments 7.6
- c) Permanent Post Qualification Child Care Award payments 7.6
- d) Lifetime Pay Protection 7.6
- e) STO/NTO Pay Protection 7.6
- f) Residential Caretakers Allowance 7.6

Employees who do not work the standard working year will have their "Assimilation Earnings Package" (a-e only) prorated by the 'old' Term Time Calculator (or equivalent including weeks worked, leave, bank holidays and retainer payments) and new SCP prorated by the 'new' Term Time Calculator (as defined in 19.4) when applying 7.7-7.9 below. 7.6

Employees in receipt of one or more 'Flexibility Payments' (as defined below) at 1<sup>st</sup> April 2007 who suffer a reduction between the annual value of the old 'Flexibility Payments' and the new "Flexibility Payments" (as defined in 17.3) excluding weekend and night enhancements shall have their "Assimilation Earnings Package" at 1<sup>st</sup> April 2007 increased by an amount equivalent to the reduction when applying 7.7-7.9 below. 7.6

'Flexibility Payments' are defined as

- a) Shift Allowance 7.6
- b) Irregular hours 7.6
- c) Unavoidable Split shift or Split Duty Working 7.6
- d) Unsocial Hours Allowance 7.6
- e) Homecare Flexibility 7.6

Employees in receipt of either a protected old Hartlepool Lump Sum Car Allowance or receive protected Essential or Casual car mileage rates based on the 1200-1450 cc engine size shall have their 'Assimilation Earnings Package' increased by an amount equivalent to any reduction in payments as a result of re-classification to either Essential or Casual User or by applying mileage rates based on the 1000 - 1199 cc engine size rates. The level of reduction is to be determined using the rates applicable at 1<sup>st</sup> April 2007 and be based on the mileage actually claimed in the period 1<sup>st</sup> April 2006 – 31<sup>st</sup> March 2007 unless this is atypical. 7.6

**7.7:** Employees whose 'Assimilation Earnings Package' as at 1st April 2007 is less than the minimum salary for their evaluated band under the new pay structure ('Green Circle Employees'), will be assimilated on to the minimum 'SCP' of their new band. 7.7

**7.8:** Employees whose 'Assimilation Earnings Package' as at 1st April 2007 is the same as or lower than the maximum salary of their evaluated band under the new pay structure ('White Circle Employees') will be assimilated on to the 'SCP' which provides a salary which is nearest to, but not less than their 'Assimilation Earnings Package'. 7.8

**7.9:** Employees whose 'Assimilation Earnings Package' as at 1st April 2007 is greater than the maximum salary of their evaluated band under the new pay structure ('Red Circle Employees') will be assimilated and remain on the maximum 'SCP' for their new band. However they will receive protection in accordance with 9 below. 7.9

**7.10:** Employees assimilated under 7.7 to 7.9 shall receive their first increment in their new band in accordance with the following: 7.10

Employees assimilated in accordance with	1 <sup>st</sup> increment payable (in accordance with 5.2 above)
Paragraph 6.7 (Green Circle Employees)	1 <sup>st</sup> April 2008
Paragraph 6.8 (White Circle Employees)	1 <sup>st</sup> April 2008
Paragraph 6.9 (Red Circle Employees)	No entitlement

**Employees employed at 1<sup>st</sup> April 2007 and whose SCP subsequently changed within the same job**

**7.21:** For assimilation between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employees employed at 1<sup>st</sup> April 2007 and whose SCP subsequently changed within the same job will continue to be matched to the same evaluated job or job profile (including Development Scheme job profiles) and will be assimilated onto an appropriate 'SCP' in the new pay and grading structure on the basis of their 'SCP' as at the date the change in the 'SCP' occurred – 7.21.

**7.22:** Where, between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employees whose SCP has changed in the same job and the new SCP paid in the same job continues to be less than the minimum 'SCP' for the evaluated band for their job under the new pay structure ('Green Circle Employees'), will continue to be assimilated on to the minimum 'SCP' of their new band as at the date their SCP changed – 7.22.

**7.23:** Where, between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employees whose SCP has changed in the same job and the new SCP paid in the same job is the same or lower than the maximum 'SCP' for the evaluated band for their job under the new pay structure ('White Circle Employees'), will be assimilated on to the same 'SCP' of their new band as at the date their SCP changed – 7.23.

**7.24:** Where, between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employees whose SCP has changed in the same job and the new SCP paid in the same job is greater than the maximum 'SCP' for the evaluated band for their job under the new pay structure ('Red Circle Employees'), will be assimilated to (and remain on) the maximum SCP in their new band as at the date their SCP changed. However they will receive protection in accordance with 9 below – 7.24.

**7.25:** Employees assimilated under 7.22-7.24 shall receive their first increment in accordance with Annex J – 7.25

**Assimilation to the new Pay and Grading Structure between 2<sup>nd</sup> April 2007 and 30<sup>th</sup> June 2008**



## **Employees changing jobs**

**7.11:** For assimilation between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employees who have changed jobs will be matched to an evaluated job or job profile (including Development Scheme job profiles) and will be assimilated onto an appropriate 'SCP' in the new pay and grading structure on the basis of their substantive 'SCP' as at the date the change in job occurred. 7.11

**7.12:** Where, between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employees who have changed jobs and the substantive SCP paid in their old job is less than the minimum 'SCP' for the new band for their new job under the new pay structure ('Green Circle Employees'), they will be assimilated on to the minimum 'SCP' of their new band as at the date they changed jobs. 7.12

**7.13:** Where, between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employees who have changed jobs and the substantive SCP paid in their old job is the same or lower than the maximum 'SCP' for the new band for their new job under the new pay structure ('White Circle Employees'), they will be assimilated on to the same 'SCP' of their new band as at the date they changed jobs. 7.13

**7.14:** Where, between 2<sup>nd</sup> April 2007 - 30<sup>th</sup> June 2008, employee who have changed jobs and the substantive SCP paid in their old job is greater than the maximum 'SCP' for the new band for their new job under the new pay structure ('Red Circle Employees'), they will be assimilated to (and remain on) the maximum 'SCP' of their new band as at the date they changed jobs. However they will receive protection in accordance with 9 below. 7.14

**7.15:** Employees assimilated under 7.12 to 7.14 shall receive their first increment in accordance with Annex J. [\(HYPERLINK\) 7.15](#)

## **New Employees and Employees taking on an additional job**

**7.16:** For assimilation between 2<sup>nd</sup> April 2007 and 30<sup>th</sup> June 2008, new employees and employees taking on an additional job will be matched to an evaluated job or job profile (including Development Scheme job profiles) and will be assimilated onto an appropriate Spinal Column Point ('SCP') in the new pay and grading structure on the basis of their contractual whole time earnings package ('Assimilation Earnings Package') under the old pay and grading structure at the date they started employment or took on an additional job. 7.16

The "Assimilation Earnings Package" is defined as the whole time sum (inclusive of the 2007 pay award) of: 7.16

- a) An employee's contractual basic pay; 7.16
- b) Permanent recruitment and retention payments 7.16
- c) Permanent Post Qualification Child Care Award payments 7.16
- d) Residential Caretakers Allowance 7.16

Employees who do not work the standard working year will have their "Assimilation Earnings Package" (a-c only) prorated by the 'old' Term Time Calculator (or equivalent including weeks worked, leave, bank holidays and retainer payments) and new SCP prorated by the 'new' Term Time Calculator (as defined in 19.4) when applying 7.18-7.20 below. 7.16

Employees in receipt of one or more 'Flexibility Payments' (as defined below) at the date they started employment or took on an additional job who suffer a reduction between the annual value of the old 'Flexibility Payments' and the new "Flexibility Payments" (as defined in 18.3) excluding weekend and night enhancements shall have their "Assimilation Earnings Package" at the date of appointment increased by an amount equivalent to the reduction when applying 7.18-7.20 below. 7.16

'Flexibility Payments' are defined as 7.16

- a) Shift Allowance 7.16
- b) Irregular hours 7.16
- c) Unavoidable Split shift or Split Duty Working 7.16
- d) Unsocial Hours 7.16
- e) Homecare Flexibility 7.16

**7.17:** Employees whose 'Assimilation Earnings Package' as at the date they started employment or took on an additional job is less than the minimum salary for their evaluated band under the new pay structure ('Green Circle Employees'), will be assimilated on to the minimum 'SCP' of their new band. 7.17

**7.18:** Employees whose 'Assimilation Earnings Package' at the date they started employment or took on an additional job is the same or lower than the maximum salary of their evaluated band under the new pay structure ('White Circle Employees') will be assimilated on to the 'SCP' which provides a salary which is nearest to, but not less than their 'Assimilation Earnings Package'. 7.18

**7.19:** Employees whose 'Assimilation Earnings Package' at the date they started employment or took on an additional job is greater than the maximum salary of their evaluated band under the new pay structure ('Red Circle Employees') will be assimilated and remain on the maximum 'SCP' for their new band. However they will receive protection in accordance with 9 below – 7.19.

**7.20:** Employees assimilated under 7.17-7.19 shall receive their first increment in accordance with Annex J – 7.20.

.

**Proposed arrangements for Acting Up, Secondments, Temporary  
Regrades between 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008**

**Annex G**

<b>Type of arrangement</b>	<b>Application of interim arrangements</b>	<b>Protection which applies during 1.4.07 and 30.6.08 only (and while temporary arrangements apply)</b>
Acting Up, Temporary regrade or secondment to, and matched to, 100% of alternative job	Assimilated to the alternative job using results of assimilation to substantive job	Current basic pay of alternative job or assimilated basic pay of substantive job (whichever is the higher) if either higher than assimilated basic pay of alternative job
Acting Up, Temporary regrade or secondment to less than 100% of difference between substantive and alternative job	Paid same percentage difference between substantive and alternative job	Current basic pay plus additional payment or assimilated basic pay of substantive job (whichever is the higher) if either higher than same percentage difference between substantive and alternative job
Acting up and receiving additional increments	Same number of additional increments added to assimilated basic pay for substantive job	Current basic pay plus additional increments if higher than assimilated basic pay for substantive job plus same number of increments

**Assimilation and Increment Arrangements**

Employees assimilated in accordance with	1 <sup>st</sup> increment payable (if entitled)
Paragraphs 7.12, 7.17 and 7.22 (Green Circle Employees)  <b>N.B check x refs and that this table does what is intended</b>	On completion of 12 months continuous service after appointment, promotion or re-grading (If appointed, promoted or regraded on the 1st of the month); OR On 1 <sup>st</sup> of the month following completion of 12 months continuous service after appointment, promotion or re-grading (If appointed, promoted or regraded after the 1st of the month)

<p>Paragraphs 7.13, 7.18 and 7.23 (White Circle Employees)</p>	<p><b>Former Purple Book employees</b> 1<sup>st</sup> increment – in accordance with para 30 of the Purple Book</p> <p><b>Former White Book employees</b> On completion of 12 months continuous service after appointment, promotion or re-grading (If appointed, promoted or regraded on the 1st of the month); OR On 1<sup>st</sup> of the month following completion of 12 months continuous service after appointment, promotion or re-grading (If appointed, promoted or regraded after the 1st of the month)</p>
<p>Paragraph 7.14, 7.19 and 7.24 (Red Circle Employees)</p>	<p>No entitlement</p>

SECTION : IMPLEMENTATION ARRANGEMENTS

New rates of pay and backdated pay for current employees in post on the First pay date for the new arrangements and former employees will be included in pay packets in accordance with the table below. 3.1.

**Implementation Arrangements – Annex A**

Company Number	Company Name	First Pay Date for New Arrangements	Implementation of back pay (subject to available staffing resources)
57 58 59 (some)	Works Division Horticulture Building Services	5 June 2008	5 June 2008
80	Catering DSO	6 June 2008	6 June 2008
53 55 56 59(some) 62 65 66	Community Services Catering and Cleaning Mill House Leisure Centre Building Services Chief Executives Public Services Regeneration and Planning	5 June 2008	3 July 2008
60 (DChS only) 61	Children Services Adult Services	5 June 2008	3 July 2008
81	Dyke House Catering	4 July 2008*	4 July 2008*
60 (Schools only) 63	Children Services Education Supply Work	17 July 2008**	24 July 2008**
1 2 4 6 9 10 11 12 13 14 15 16 17 19 21 24	Chief Executives Chief Executives Finance Regeneration and Planning Neighbourhood Services Education HQ Primary Schools Secondary & other Schools Education Operational Community Services Children Services Adult Services Resource and Review Community Safety Youth Service Adult Education Road Safety	28 July 2008	28 Sept. 2008
8	Education Supply	28 August 2008	28 Sept. 2008
Former employees providing they have requested payment in accordance with 3.1	All	Not applicable	Last payroll run in November 2008

\* subject to school decision about adopting the agreement being made by 25 June 2008

\*\* subject to decisions by all schools about adopting the agreement being made by 9 July 2008

**SECTION : Job Evaluation Outcome Appeals**

**8.1:** The Job Evaluation Outcome Appeals procedure effective between 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008 is attached at Annex G – 8.1. ([HYPERLINK](#))

**Annex K**

**Appeals against assimilation between 1<sup>st</sup> April 2007 and Implementation Date - e Document ([HYPERLINK](#))**

## **SECTION : Protection Arrangements**

### **Pension Protection**

**9.1:** The Council/School undertakes to issue employees in receipt of protection under this section with a “Certificate of Protection of Pension Benefits” for the purposes of the Local Government Pension Scheme if the Agreement triggers a qualifying reduction in earnings before 1<sup>st</sup> April 2008. Protection for ten years is automatically provided, by law, from 1<sup>st</sup> April 2008 onwards – 9.1.

### **Former Protection Arrangements**

**9.2:** The 1<sup>st</sup> April 2007 value (or the value when the protection was applied if after 1<sup>st</sup> April 2007) of protection applied under pre 1<sup>st</sup> April 2007 Corporate or School Protection schemes (‘Time Limited Protection’) shall be protected, until its expiry date, in accordance with 9.9 and 9.10, 9.12 and 9.13, and 9.16 and 9.17 below (as appropriate) -9.2

**9.3:** STO/NTO and Lifetime Protection of pay and car allowances will cease as at 1<sup>st</sup> April 2007 and be included in the ‘Assimilation Earnings Package’ in accordance with 7.6 – 9.3.

**9.4:** The operation of the Protection arrangements is illustrated in Annex L. The assimilation arrangements are summarised in Annex M [9.4 \(HYPERLINK\)](#)

### **Protected / Assimilated Earnings Package**

**9.5:** As a general principle no employee in post during the period 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008 will face a cash reduction in their ‘Protected Earnings Package’ in the period 1<sup>st</sup> April 2007 and 31<sup>st</sup> March 2011. The ‘Protected Earnings Package’ is defined as the ‘Assimilation Earnings Package’ plus the value of terms and conditions detailed in Annex N section a and the Tied Accommodation Rent Free Allowance (calculated by reference to average Housing Hartlepool rents at 1 April 2007 i.e. [ $£56.43 \times 52 = £2934.30$  for a 2 bed house,  $£60.36 \times 52 = £3138.72$  for a 3 bed house) – 9.5.

**9.6:** Whilst employees “Protected Earnings Package” (as defined in 9.5) immediately prior to assimilation at 1<sup>st</sup> April 2007 will be frozen (with no pay awards or increments being payable thereafter), employees basic pay within their evaluated band will increase in line with pay awards in accordance with 6.3 above and the difference between assimilated basic pay and the ‘Protected Earnings Package’ (the “JE Protected Amount”) will reduce by the equivalent amount. In some instances the value of an employee’s “JE Protected Amount” will reduce to £NIL prior to the end of the ‘Protection Period’. In these situations protection will cease at the time that value of an employee’s “JE Protected Amount” reduces to £NIL – 9.6.

**9.7:** Employees shall have the terms and conditions detailed in Annex N section b) only protected until 31<sup>st</sup> March 2011 for changes which occur between 1<sup>st</sup> April 2007 and 30<sup>th</sup> June 2008 – 9.7.

### **Protection Arrangements for Employees Assimilated to the new Pay and Grading Structure at 1<sup>st</sup> April 2007**

**9.8:** Employees assimilated to the new Pay and Grading structure on 1<sup>st</sup> April 2007 will have any reduction between their 'Protection Earnings Package' (as defined in 6.5) and their basic pay in the new Pay and Grading Structure on 1<sup>st</sup> April 2007 (the 'JE Protected Amount'), protected until 31<sup>st</sup> March 2011. After the "JE Protection Period" ends the employee will no longer receive the "JE Protected Amount" and the employee will be paid the appropriate rate for the job in accordance with the pay and grading structure detailed in Annex C – 9.8 ([HYPERLINK](#)).

**9.9:** Employees who are protected under 9.8 above and who are also in receipt of 'Time Limited Protection' shall have, in addition to the arrangements detailed in 9.2 and 9.3 above, 9.9

- a) their 'JE Protected Amount' increased to include the value of the 'Time Limited Protection' until its expiry date and 9.9a
- b) the 'JE Protected Amount' reduced by the equivalent of any increases in basic pay until the 'JE Protected Amount' is £Nil and thereafter the 'Time Limited Protection' will be reduced by the equivalent of any increases in basic pay 9.9b

**9.10:** Employees who are 9.10

- a) in receipt of 'Time Limited Protection' and 9.10a
- b) NOT protected under 9.8 9.10b

shall have the 'Time Limited Protection' reduced by an amount equivalent to any increase in basic pay compared to the 'Assimilation Earnings Package' at 1<sup>st</sup> April 2007 and any subsequent increases due to pay awards and increments until the 'Time Limited Protection' reduces to £NIL. Where the value of the 'Time Limited Protection' has not reduced to £NIL, this will be the 'JE Protected Amount' until the expiry of the 'Time Limited Protection'. 9.10

Protection Arrangements for Employees Assimilated to the new Pay and Grading Structure between 2<sup>nd</sup> April 2007 30<sup>th</sup> June 2008 – who have changed jobs – 9.10c.

**9.11:** Employees assimilated to a new post/grade between 2<sup>nd</sup> April 2007 and 30<sup>th</sup> June 2008 will have any reduction between their basic pay in their old post/grade at the date of change and their basic pay in their new post/grade (the 'JE Protected Amount') protected from the date the reduction occurs until 31<sup>st</sup> March 2011. After the "JE Protection Period" ends the employee will no longer receive the "JE Protected Amount" and the employee will be paid the appropriate rate for the job in accordance with the pay and grading structure detailed in Annex C – 9.11 ([HYPERLINK](#)).



**9.12:** Employees who are protected under 9.11 above and who are also in receipt of either protection as a result of assimilation at 1<sup>st</sup> April 2007 or 'Time Limited Protection' shall have, in addition to the arrangements detailed in 9.2 and 9.3 above 9.12,

- a) their 'JE Protected Amount' increased to include the additional 'JE Protected Amount' at the date of change of job until its expiry date and 9.12a
- b) either the 1<sup>st</sup> April 2007 element of the 'JE Protected Amount' or the 'Time Limited Protection' (as appropriate) will be reduced by the equivalent of any increases in basic pay until either the 1<sup>st</sup> April 2007 element of the 'JE Protected Amount' or 'Time Limited Protection' (as appropriate) is £Nil and thereafter the value of the 'Post 1<sup>st</sup> April 2007 element of the 'JE Protected Amount' will be reduced by the equivalent of any increases in basic pay 9.12b

**9.13:** Employees who are

- a) in receipt of either protection as a result of assimilation at 1<sup>st</sup> April 2007 or 'Time Limited protection' and 9.13a
- b) whose basic pay increases as a result of the change in job 9.13b

shall have either the 1<sup>st</sup> April 2007 element of the 'JE Protected Amount' or 'Time Limited Protection' (as appropriate) reduced by an amount equivalent to any increase in pay arising from assimilation between 2<sup>nd</sup> April 2007 and 30<sup>th</sup> June 2008. 9.13

Protection Arrangements for Employees Assimilated to the new Pay and Grading Structure between 2<sup>nd</sup> April 2007 30<sup>th</sup> June - for new employees and employees taking on an additional job

**9.14:** New employees and employees taking on an additional job who are assimilated between 2<sup>nd</sup> April 2007 and 30<sup>th</sup> June 2008 will have any reduction between their 'Assimilation Earnings Package' under the old pay and grading structure and their basic pay in their new post/grade (the 'JE Protected Amount') protected from the date the reduction occurs until 31<sup>st</sup> March 2011. After the "JE Protection Period" the employee will no longer receive the "JE Protected Amount" and the employee will be paid the appropriate rate for the job in accordance with the pay and grading structure detailed in Annex C – 9.14 ([HYPERLINK](#)).

Protection Arrangements for Employees Assimilated to the new Pay and Grading Structure between 2<sup>nd</sup> April 2007 30<sup>th</sup> June for employees employed at 1<sup>st</sup> April 2007 and whose SCP subsequently changed within the same job before 1<sup>st</sup> July 2008

**9.15:** Employees employed at 1<sup>st</sup> April 2007 and whose SCP subsequently changed within the same job between 2<sup>nd</sup> April 2007 30<sup>th</sup> June 2008 will have any reduction between their basic pay in their old post/grade and their basic pay in their new post/grade (the 'JE Protected Amount') protected from the

date the reduction occurs until 31<sup>st</sup> March 2011. After the “JE Protection Period” ends the employee will no longer receive the “JE Protected Amount” and the employee will be paid the appropriate rate for the job in accordance with the pay and grading structure detailed in Annex C – 9.15 ([HYPERLINK](#)).

**9.16:** Employees who are protected under 9.15 above and who are also in receipt of either protection as a result of assimilation at 1<sup>st</sup> April 2007 or ‘Time Limited Protection’ shall have, in addition to the arrangements detailed in 9.2 and 9.3 above 9.16,

- a) their ‘JE Protected Amount’ increased to include the additional ‘JE Protected Amount’ at the date of change in SCP until its expiry date and 9.16a
- b) either the 1<sup>st</sup> April 2007 element of the ‘JE Protected Amount’ or the ‘Time Limited Protection’ (as appropriate) reduced by the equivalent of any increases in basic pay until the 1<sup>st</sup> April 2007 element or ‘Time Limited Protection’ (as appropriate) of the ‘JE Protected Amount’ is £Nil and thereafter the value of the ‘Post 1<sup>st</sup> April 2007 element of the ‘JE Protected Amount’ will be reduced by the equivalent of any increases in basic pay 9.16b

**9.17:** Employees 9.17

- a) who are in receipt of either protection as a result of assimilation at 1<sup>st</sup> April 2007 or ‘Time Limited Protection’ and 9.17a
- b) whose basic pay increases as a result of the change in SCP 9.17b shall have either the 1<sup>st</sup> April 2007 ‘JE Protected Amount’ or ‘Time Limited Protection’ (as appropriate) reduced by an amount equivalent to any increase in pay arising from assimilation between 2<sup>nd</sup> April 2007 and 30<sup>th</sup> June 2008 9.17

**Protection Arrangements for Employees Assimilated arrangements from 1<sup>st</sup> July 2008 onwards (to be cross referenced to Maintaining the Scheme – Annex B)**

**9.18:** As a general principle no employee will face a cash reduction in their ‘Assimilation Earnings Package’ for a period of 3 years from the date the reduction occurs. The ‘Assimilation Earnings Package’ is defined as 9.18

- a) Basic Pay 9.18a
- b) the reduction in the value of the terms and conditions included in Annex N Section a) 9.18b ([HYPERLINK](#)) only

**9.19:** Whilst employees basic pay immediately prior to the date of change will be frozen (with no pay awards or increments being payable thereafter), employees basic pay within their evaluated band and the value of Annex N section a) ([HYPERLINK](#)) terms and conditions will increase in line with pay awards and the “JE Protected Amount” will reduce by the equivalent amount. In some instances the value of an employee’s “Protected Amount” will reduce to £NIL prior to the end of the ‘Protection Period’. In cases where this arises protection will cease at the time that this occurs 9.19.

**9.20:** Employees assimilated to a new post/grade from 1<sup>st</sup> July 2008 onwards will have any reduction between their basic pay in their old post/grade at the date of change and their basic pay in their new post/grade (the 'JE Protected Amount') protected for 3 years (the 'JE Protection Period') from the date the reduction occurs. After the "JE Protection Period" ends the employee will no longer receive the "JE Protected Amount" and the employee will be paid the appropriate rate for the job in accordance with the pay and grading structure detailed in Annex D 9.20 ([HYPERLINK](#)).

**9.21:** Employees who are protected under 9.19 above and who are also in receipt of a previous protection shall have, in addition to the arrangements detailed in 9.19 above 9.21,

- a) their 'JE Protected Amount' increased to include the previous protection amount until its expiry date and 9.21a
- b) previous protection amounts will be reduced by the equivalent of any increases in basic pay until the previous protection amount is £Nil and thereafter the 'JE Protected Amount' will be reduced by the equivalent of any increases in basic pay 9.21b

**9.22:** Employees who are 9.22

- a) in receipt of previous protection and 9.22a
- b) whose basic pay increases as a result of the change in job 9.22b

shall have the value of the previous protection reduced by an amount equivalent to any increase in pay arising from the change in grade and any subsequent increases due to pay awards. 9.22

**9.23:** Once all protection arising from the implementation of the new Pay and Grading structure has expired, employees in receipt of protection which has not expired shall have the principles detailed in 9.21 above applied. 9.23

**9.24:** Employees whose terms and conditions change shall have the terms and conditions detailed in Annex L([HYPERLINK](#)) protected for 3 years for changes which occur on or after 1<sup>st</sup> July 2008 9.24

## **10: Exclusions from Protection**

**10.1:** The protection arrangements in Section 9 and 17.7 will not be applicable in the following circumstances 10.1:

- Where an individual is transferred to a lower banded post as an alternative to dismissal under the Disciplinary/Capability procedures;10.1a
- Where an individual applies for or accepts another job (apart from where this is part of the redeployment process as referred to at 11.2);10.1b

- Where an individual has been issued with a notice of redundancy and is offered a suitable post as an alternative;10.1c
- Where a suitable post(s) have been identified that matches protected earnings and an individual does not accept this post(s) (in line with the criteria specified in the redeployment procedure as referred to at 11.2) 10.1d;
- Where a temporary arrangement (such as a secondment, temporary acting up or temporary regrade,) ceases 10.1e
- Expiry of a fixed term contract 10.1f
- Where an employee decides to withdraw from formal flexibility arrangements and ceases to receive flexibility payments in accordance with para 18.3 10.1g
- Where an employee does not wish to/is unable to increase their hours to achieve a standard 37 hour week in accordance with the arrangements in Annex X 10.1h
- Where an employee request to change their contractual arrangements is granted (limited to the contractual change) 10.1i

## **SECTION : Payments in addition to basic pay**

### **Market Forces Supplements**

In accordance with Part 4, paragraph 3:57 of the “Green Book” market forces supplements may be attached to particular posts. However, such a supplement must be objectively justified through a rigorous process and paid as a temporary supplement over and above the evaluated rate for the job 13.1.

The existing procedure for the payment of recruitment and retention payments (Annex O [\(HYPERLINK\)](#) will be reviewed and agreed between the Council and the Trade Unions party to this agreement by 31<sup>st</sup> March 2009 13.2.

Any payments made under the existing procedure will continue to apply, as separate payments, until they expire 13.3.

### **Premium Rates**

Employees will be paid the premium payment rates specified at Annex Q [\(HYPERLINK\)](#) with effect from 1<sup>st</sup> July 2008 and 17.1a. Employees working on a Bank or Public Holiday will be entitled to receive premium payment as specified in Annex Q in addition to any other premium and flexibility payments they may normally be entitled to. No more than one premium payment is payable in respect of any working pattern in any other circumstances. Premium payments are payable in addition to the flexibility payment rates 17.1b

### **Annex Q**

#### **Premium Rates Payable from 1<sup>st</sup> July 2007 (see 14.11, 16.1 and 17.3 of this agreement)**

<b>Arrangements</b>	<b>Bands 1-12</b>	<b>Bands 13-15</b>
Saturday and Sunday working as part of the normal working week	Time and a half	Time and a half
Additional Hours up to 37 hours (Mon – Fri)	Single Time (plus any payments normally made in respect of the categories of working arrangements detailed in 18.3 of the agreement)	Single Time (plus any payments normally made in respect of the categories of working arrangements detailed in 18.3 of the agreement)
Additional Hours up to 37 hours (Sat/Sun)	Time and a half	Time and a half
Additional Hours beyond 37 hours per week (Mon – Sun)	Time and a half	Time and a half subject to the first five hours per week worked at the start or end of normal working hours not qualifying for any additional payments

Bank and Public Holiday working within normal working hours for that day	Plain time for all hours worked in addition to the normal pay for that day, plus time off with pay as follows: a) Time worked less than or equal to half the normal hours worked on that day – half day b) Time worked more than half the normal hours worked on that day – full day	Plain time for all hours worked in addition to the normal pay for that day, plus time off with pay as follows: a) Time worked less than or equal to half the normal hours worked on that day – half day b) Time worked more than half the normal hours worked on that day – full day
Work on Public and Bank Holidays outside the normal working hours for that day	Double Time	Double Time
Sleeping In Duty	The NJC rate to cover the requirement to sleep in and up to 30 minutes call out per night (in accordance with Green Book Part 3, Para 2.3 e)	The NJC rate to cover the requirement to sleep in and up to 30 minutes call out per night (in accordance with green Book Part 3, Para 2.3 e)
Night Working as part of the normal working week	Time and a third for all hours for all hours worked between 8:00 pm and 6:00 am as part of the normal working week.	Time and a third for all hours for all hours worked between 8:00 pm and 6:00 am as part of the normal working week.

### Flexibility Payment Rates

Employees will be paid the flexibility payment rates as specified at Annex S [\(HYPERLINK\)](#) with effect from 1<sup>st</sup> April 2007 for employees in receipt of flexibility payments (as defined in 7.6 above) and from 1<sup>st</sup> July 2008 for other employees who qualify for such payments 17.1b. Premium payments are payable in addition to the flexibility payment rates.

### NB HOMECARE FLEXIBILITY ISSUE

### Annex S

### Flexibility Payments

Arrangements	Bands 1-15
Required to be available for work for a period of a minimum of 11 hours between 6:00 a.m. and 10:30 pm Monday to Sunday (or part thereof) as part of the normal working week	5% of basic pay for all hours worked as part of the normal working week
Required to be available for work for a	7.5% of basic pay for all hours worked as part of

period of a minimum of 14 hours between 6:00 a.m. and 10:30 pm Monday to Sunday (or part thereof) as part of the normal working week	the normal working week
Required to be available for work at all times over a 24 hour day Monday to Sunday (or part thereof) as part of the normal working week	15% of basic pay for all hours worked as part of the normal working week or if working on partnership basis, in accordance with the partner arrangements (if greater than 15%)

### Additional Hours

From 1<sup>st</sup> July 2008

- All additional hours worked must be claimed for payment in complete units of quarter of an hour 17.2a.
- No payment will be made for any time worked where an equivalent amount of lieu time (to be taken at a later date) is granted 17.2b.
- Lieu time shall be granted at plain time only, regardless of when the additional hours were worked 17.2c.

**17.3:** From 1<sup>st</sup> July 2008, the minimum period of additional hours to be worked and paid for at the appropriate rate in accordance with Annex Q is as follows 17.3

Arrangements for additional hours to be worked	Minimum period to be worked and any part thereafter (and paid for in accordance with Annex Q)
Where the additional hours worked are required by management, are pre-planned and are an extension of the normal working day (including meal breaks)	Minimum of half an hour and then in quarter hours thereafter
Where the additional hours worked are required by management, are <b>NOT</b> pre-planned but are an extension of the normal working day (including meal breaks)	One hour
Where the additional hours worked are required by management and are <b>NOT</b> an extension of the normal working day (including meal breaks) – Formal Standby arrangements	In accordance with the Formal standby arrangements

Where the additional hours worked are required by management and are <b>NOT</b> an extension of the normal working day (including meal breaks) – excluding Formal standby arrangements	One hour
--	----------

Management will make every endeavour to ensure that sufficient work is provided to keep employees fully occupied during the additional hours being worked. Pre-planned additional hours includes those worked at the end of the working day which have been notified to the employee before he/she leaves work for the day 17.3.

### **N.B. Issue of Lettings replacement**

**17.10:** Employees who have not yet moved to monthly pay (in accordance with 14.2 above) shall be deemed, with effect from 1<sup>st</sup> July 2008, to be working a standard working week of Monday to Sunday for the purposes of making claims for additional hours worked 17.10.

**17.4:** Annex T ([HYPERLINK](#)) details the Payments and Allowances which will cease to be paid on 1<sup>st</sup> April 2007. On an interim basis, the Payments and Allowances will be protected in accordance with 4.1d above 17.4

### **Allowances**

The allowances detailed in Annex U ([HYPERLINK](#)) will continue to be paid/applied under existing arrangements but are subject to modification and ongoing negotiations as outlined at 14.7. A programme for reviewing the allowances will be agreed between the Council and the Trade Unions party to this agreement by 30<sup>th</sup> September 2008 with the review being completed by 31<sup>st</sup> March 2010 17.5.

### **Allowances which will continue to be paid/applied under existing arrangements but are subject to modification and ongoing negotiations**

Allowance	Rates	Criteria
Standby Duty	Yes	Yes
Free meals when supervising children or when required to take meals with service users	Yes	Yes
Telephone allowance	No	Yes
Car, Motor Cycle and Cycle Allowances	No	Yes
Car Parking	No	Yes
Excess Travel	No	Yes
First Aid allowance outside job	No	Yes
Keyholding outside working hours	No	Yes



**17.6:** Under this agreement, the provisions of Part 3, Para 2.3 e – Sleeping in duty of the “Green Book” have the same status, and apply in the same way, as other Part 2 arrangements under the “Green Book” with effect from 1<sup>st</sup> April 2007 17.6.

**17.7:** The Residential Caretakers Allowance and Tied Accommodation Rent Free arrangements shall cease on 1<sup>st</sup> April 2007, with employees in tied accommodation, starting to pay a rent equivalent to the average Housing Hartlepool rent for an equivalent size house once their basic pay exceeds their “Protection Earnings package” or 1<sup>st</sup> April 2011 (whichever is the sooner). By 31<sup>st</sup> March 2010, the Council and Trade Unions party to this agreement will complete a wide ranging review of tied accommodation arrangements, including 17.7

- the out of hours requirements of employees 17.7a
- appropriate level of rent 17.7b
- how Right to Buy applies, and in what circumstances 17.7c
- the arrangements to apply, including alternative accommodation, when an employee is no longer employed and/or required to reside in the tied accommodation 17.7d
- backdating arrangements, if appropriate 17.7e

**17.8** All formal standby arrangements and payments will be reviewed and agreed between the Council and the Trade Unions party to this agreement by 31<sup>st</sup> December 2009. In the meantime, existing local arrangements will apply (unless alternative arrangements are agreed within individual departments) 17.8.

**17.9:** With effect from 1<sup>st</sup> July 2008, all employees on a five increment band

- a) who are not part of a formal standby arrangement are required, if available, to respond to emergency matters which may arise outside working hours, by telephone, without further recompense. Where it is necessary for such employees to attend on site, the equivalent lieu time shall be granted 17.9a.
- b) shall obtain the Council’s permission to undertake additional paid work 17.9b

Annex T [\(HYPERLINK\)](#) details the Payments and Allowances which will cease to be paid on 1<sup>st</sup> April 2007. On an interim basis, the Payments and Allowances will be protected in accordance with 4.1d above 17.4

DRAFT

## **SECTION : Standard and Non-Standard Working Arrangements**

### **Standard Working Arrangements**

**18.1:** From 1<sup>st</sup> November 2008, the standard working week for all whole time NJC employees is 37 hours and, with effect from 1<sup>st</sup> July 2008, operates from Monday to Sunday for all monthly paid employees 18.1.

**18.2:** The standard working year for all whole time NJC employees is 52.14 weeks (or 52.29 in a leap year) less annual holiday entitlement and Public and Bank holidays 18.2.

**18.3** In addition to any entitlement to weekend, night or bank holiday enhancements (as defined in 16.1 and Annex Q), employees who are required to make themselves available for work at any time during the specified working period as part of their normal working week shall be paid an additional flexibility payment in accordance with Annex S 18.3.

The working arrangements will be

- a) tailored to service requirements 18.3a
- b) agreed in advance on a service by service basis and 18.3b
- c) changed in accordance with the standard procedures operating in the particular service 18.3c.

**17.10:** Employees who have not yet moved to monthly pay (in accordance with 14.2 above) shall be deemed, with effect from 1<sup>st</sup> July 2008, to be working a standard working week of Monday to Sunday for the purposes of making claims for additional hours worked 17.10.

**18.4** 1<sup>st</sup> July 2008, employees shall be entitled to receive the standard enhancements (as detailed in Annex Q) for any hours worked as part of the standard working week, which are not covered by the payments in 18.3 above 18.4.

**18.5:** Generally, employees working for six hours or more (4.5 hours for young persons aged 18 and under) in a single day are required to take a 30 minute unpaid break during the working period (not at either end of the period) except where employees are required to be available to respond immediately for health and safety reasons, in which case they shall be required to take a 30 minute paid meal break. Pregnant women, nursing mothers and  
**SECTION : Other Terms and Conditions** employees with declared disabilities shall take breaks in accordance with the risk assessment 18.5.

**18.6:** The Council and trade unions party to this agreement will review the paid time arrangements regarding travel and attendance at meetings, seminars, courses etc by 31<sup>st</sup> March 2009 for employees in Bands 1-12 with the pre April 2007 arrangements applying in the meantime. Chief Officer arrangements for travel and attendance at meetings, seminars, courses etc

shall apply to employees in Bands 13-15 with effect from 1<sup>st</sup> July 2008 with the pre April 2007 arrangements applying in the meantime 18.6.

**18.7:** Management reserve the right to vary existing patterns of work in line with existing procedures. Such arrangements will be agreed between Management and the Trade Unions party to this agreement 18.7.

### **Employees working less than the Standard Working Arrangements**

**19.1:** The provisions of Part 2, Section 8, paragraph 8.1 of the “Green Book” shall apply, in full, to this agreement 19.1.

**19.2:** Employees who do not work the standard working week but do work the standard year will, be paid pro-rata to the hours worked each week (plus enhancements in accordance with 17.3 above) 19.2.

**19.3:** Where employees do work the standard working week but not the standard working year, the number of weeks pay (excluding enhancements in accordance with 17.3 above) per year (the “Term Time Only calculator”) will be the number of weeks worked plus annual holiday entitlement (pro-rated to hours worked) plus bank holidays (pro-rated to hours worked). The number of hours pay (excluding enhancements in accordance with 17.3 above) per week will be the average hours worked per week over the whole year, taking into account both weeks at work and weeks not at work as defined at Annex V [\(HYPERLINK\)](#), where applicable 19.3.

**19.4:** Where employees do not work both the standard working week and the standard working year 19.4

- the number of hours pay (excluding enhancements in accordance with 18.3 above) per week will be the average hours worked per week, taking into account both weeks at work and weeks not at work as illustrated at Annex V [\(HYPERLINK\)](#), where applicable 19.4a
- the number of weeks pay (excluding enhancements in accordance with 18.3 above) per year (the “Term Time Only calculator”) will be the number of weeks worked plus annual holiday entitlement (pro-rated to hours worked) plus bank holidays (pro-rated to hours worked) as defined at Annex V [\(HYPERLINK\)](#), where applicable 19.4b.

**19.5:** The ‘Term Time calculator’ shall be calculated as detailed at Annex W. No adjustments will be made to the ‘Term Time calculator’ as a consequence of Leap Years or Good Friday and /or Easter Monday moving between March and April. In order to comply with statutory leave requirements, the number of weeks worked (and included in the ‘Term Time calculator’) shall not exceed 46.50 with effect from 1<sup>st</sup> April 2009 19.5.

### Term Time Only Calculation

Term Time Only Calculator ('TTO Calculator')(expressed in weeks)

Number of days worked in a year (365/7x5=260.71) divided by 5 (days in a week)  
Plus Annual Leave entitlement (pro-rated to weeks worked) Plus Bank and Public Holiday entitlement ( pro-rated to weeks worked)

Pro- rated Annual Leave and Bank and Public Holiday entitlement is

whole time Annual Leave and Bank and Public Holiday entitlement (in weeks)  $\times \frac{\text{number of weeks worked}}{52.14}$

Term Time only Salary is

Annual salary x TTO calculator/52.14 x hours worked per week/37

**19.6:** Guidance on working hours for employees in schools (for example Nursery Nurses and Auxillaries) whose previous standard working week was less than 37 hours per week, is included at Annex X ([HYPERLINK](#)). – 19.6

20.1: Under this agreement all current retainer payments will cease with effect from 1st April 2007 – 20.1.

20.2: Employees who currently receive retainer payments will have their salary prorated in accordance with section 19 above 20.2.

## **SECTION :General Local Employment Provisions**

### **General**

Part 3 of the “Green Book” allows for modification to a range of terms and conditions of employment through negotiation with the Trade Unions party to this agreement. This Collective Agreement includes modifications to holiday entitlement and premium and other payments and allowances. These modifications will become effective from 1st April 2007 unless a later date is specified 14.1.

By 31<sup>st</sup> December 2008, the Council and the trade unions party to this agreement will determine and/or clarify how this agreement applies where it is not immediately apparent in respect of individual employees or groups of employees 14.5.

Negotiations will continue with the Trade Unions party to this agreement to modify other Part 3 and associated terms and conditions with a view to seeking agreement to changes. This document will be amended as and when changes are agreed 14.7.

Management reserve the right to withdraw the flexibilities and freedoms contained in this agreement where the employee is abusing the arrangements, subject to the procedures of the Council 14.8

### **Monthly Pay**

This agreement allows for all NJC employees to be paid monthly into a bank, building society or Post Office, via BACS. Arrangements will be phased in for existing employees and it is anticipated that this will apply to all employees by 31<sup>st</sup> March 2010. From 1<sup>st</sup> October 2008, all new employees will be paid monthly into banks or building societies, via BACS 14.2.

### **Sickness**

For the purposes of interpreting, calculating and applying Part 2, paragraph 10.3 of the “Green Book” to any periods of sickness commencing after 1<sup>st</sup> July 2008, a month shall be deemed to include all days within the calendar month and shall include all working and non working days 14.3.

The council and trade unions party to this agreement will agree a comprehensive suite of non-Part 2 and Part 3 sickness related conditions of service by 31<sup>st</sup> December 2008, with existing local arrangements applying in the meantime 14.4.

## **23: Recovery of overpayments and “third party loss of earnings”**

**23.1:** Employees who are absent where damages may be recoverable from a third party are not entitled to sick pay but will receive an allowance equivalent to sick pay entitlement subject to 23.1

- a) the employee commencing legal action against the third party seeking full recompense for loss of earnings (unless the Chief Personnel Officer determines that the circumstances dictate otherwise) 23.1a
- b) the employee reimburses to the Council/school the full amount received in respect of loss of earnings 23.1b
- c) any absence not being recorded as, and not being set against standard sick pay entitlement where any monies are reimbursed under 23.1 b) above 23.1c

**23.2:** With effect from 1<sup>st</sup> July 2008, the employee authorises the Council to recover, from any third party by whom, in relation to the employee's injury, damages or any other payment are received, the amount of any allowance paid by the Council to the employee under 23.1 above and authorises the third party to make payment of that amount to the Council without any further authority from the employee. 23.2

**23.3:** Where an employee receives an overpayment of salary, allowance or expenses, for whatever the reason, the Council reserve the right, in accordance with the law, to recover any sums owed to the Council as follows:23.3

- a) where the overpayment is £100 or more or the overpayment cannot be recovered in the pay period immediately following the overpayment being made or the overpayment is less than £100 but it is anticipated that recovering the overpayment will cause particular hardship (such as the value of the overpayment being greater than the pay due to be paid), no deduction will be made, in the first instance, and the employee will be notified and invited to enter into a formal arrangement to repay the overpayment (including by instalments) 23.3a.
- b) where the overpayment is less than £100 and is identified before the next pay period, an adjustment equivalent to the overpayment will be made in the next pay period 23.3b
- c) where an overpayment of less than £100 is recovered under 23.3(b) above and the employee notifies the Council that this has caused particular hardship (such as the value of the overpayment being greater than the pay due to be paid), the deduction will be reversed subject to the employee agreeing to enter into a formal arrangement to repay the overpayment (including by instalments).23.3c
- d) where arrangements to repay the overpayment which are acceptable to the Council cannot be agreed with the employee, the Council will take whatever action is available to it, within the law, to

recover the monies owed, including by deduction from pay at a rate to be determined by the Council 23.3d.

**23.4:** With effect from 1<sup>st</sup> July 2008, no adjustments to reflect under/overpayment of leave and public holiday entitlement will be made to the pay of employees with more than thirteen weeks service who work less than a standard year and/or work annualised hours when they leave. Adjustments to reflect under/overpayment of leave and public holiday entitlement will be made to the pay of employees with thirteen weeks or less service who work less than a standard year and/or work annualised hours, and in respect of all other employees, when they leave 23.4.

### Notice Periods

For monthly employees giving notice to the Council, the following notice periods apply, with effect from 1<sup>st</sup> July 2008, under this agreement, (employees who are paid weekly/four weekly will continue to be on one weeks notice until such time as they move to monthly pay in accordance with 13.2) 14.6

Bands	Spinal Column Points	Notice Periods
Bands 1-4	Up to and including SCP 12	Two Weeks
Bands 5-12	SCP 13-40 inclusive	Four weeks
Bands 13-15	SCP 41 and above	Eight weeks

### Calculating Adjustments to Pay

Except where statutory provisions apply, any adjustments to pay as a result of changes to hours worked (both increases and decreases) shall be calculated at the whole time substantive hourly rate according to the Green Book Pay Scales. Examples of reasons for adjustments include 14.9

- Additional Hours worked 14.9a
- Leave taken in excess/less than leave entitlement when leaving the Council (excluding employees with more than thirteen weeks service who work less than a standard year and/or work annualised hours) 14.9b
- Industrial action 14.9c
- Unpaid leave 14.9d

### Work Locations

Employees may be required to start work at, and operate from any location within the Borough boundaries, subject to the procedures of the Council.14.10

## Car Allowances

Car allowance payments will be restricted to the 0-999cc and 1000cc-1199cc engine size bands unless there is a clear business case for needing to use a car with a larger engine size. Employees in receipt of car allowance payments calculated by reference to the 1200-1450cc engine size band will be restricted to the 1000cc-1199cc with effect from 1<sup>st</sup> April 2007 unless there is a clear business case for needing to use a car with a larger engine size.  
14.11

Employees in receipt of the former Hartlepool Council Lump Sum Car allowances will be designated as either an Essential or Casual User for Car Allowance purposes from 1<sup>st</sup> April 2007.14.12

## Annual Leave / Public Holidays

From 1st April 2008, whole time employees will be entitled to the following leave entitlement per year (which may be expressed in days or hours depending upon service requirements): 15.1

Entitlement	Bands 1-12	Bands 13-15
Standard entitlement  (Inclusive of the Extra Statutory days included in Part 2 Section 7, paragraph 7.4 of the Green Book)	26 days  (Equivalent to 192.4 hours)	28 days  (Equivalent to 207.2 hours)
Additional leave after 5 years continuous service  (In accordance with Part 2 Section 7, paragraph 7.3 of the Green Book)	5 days  (Equivalent to 37 hours)	5 days  (Equivalent to 37 hours)
Public and Bank Holidays  (In accordance with Part 2 Section 7, paragraph 7.1 of the Green Book)	8 days  (Equivalent to 59.2 hours)	8 days  (Equivalent to 59.2 hours)

Employees may be required to take up to 4 days leave over the Christmas/New Year Closure period, as directed by the Council or school. No further restrictions apply to the taking of the leave entitlement detailed in 15.1 above, subject to service requirements.15.2



From 1<sup>st</sup> January 2009, the start of the leave year will be the 1<sup>st</sup> of the month in which the employees birthday falls as illustrated in Annex P.15.3

For existing employees at 1<sup>st</sup> January 2009 who do not work term time only (or similar), transitional arrangements, as illustrated in Annex P, have been agreed. Where the transitional arrangements provide for a leave arrangement of less than a calendar year entitlement, managers will honour pre-booked commitments and will be flexible in permitting employees to transfer leave between the transitional and subsequent leave year.15 4

As a result of the change in leave year, no employee will suffer a reduction in his/her leave entitlement (transitional leave entitlement will be rounded up to the nearest half day).15.5

Employees shall be entitled to carry forward untaken leave from one leave year to the next, effective from the leave year starting in 2008, as follows 15.7

- Up to 5 days automatically (subject to 15.8 below) 15.7a
- Over 5 days with the agreement of the relevant Chief Officer, subject to the additional leave being taken in the first 3 months of the following leave year 15.7b
- All untaken leave where the employee has taken Carers Leave in the leave year 15.7c
- All untaken leave accrued whilst on sick leave where this is to be used to support phased returns to work 15.7d

Any leave not carried forward under these arrangements shall be forfeited (subject to 15.9 below) 15.7

All employees are required to take the minimum amount of leave as stipulated in the Working Time Regulations each year. Effective from the leave year starting in 2008, any leave within the minimum amount which is not taken is automatically forfeited and 15.7 above and 15.9 below do not apply.15.8

In exceptional circumstances, and providing the relevant Director gives approval, an employee may be paid, effective from the leave year starting in 2008 for any outstanding leave (subject to 15.8 above) where the employee has been prevented from taking the leave for reasons outside his/her control 15.9.

Employees who do not work the standard year and are paid in accordance with 19.3 below 15.10

- a) are not entitled to take paid annual leave during the periods they are due to be at work as they are paid an equivalent amount to their annual leave entitlement via the 'Term Time Calculator' (see 19.3 below) 15.10a.

- b) are entitled to take special leave (paid and unpaid) in accordance with approved schemes (e.g. Carers Leave, Bereavement Leave etc) 15.10b
- c) may take unpaid leave with the prior approval of their manager or supervisor 15.10c

The Council and trade unions party to this agreement will agree the pay and leave arrangements which will apply when Christmas Day, Boxing Day and New Years Day fall on a weekend by 31<sup>st</sup> March 2009.15.6

Employees who are required to work on a public or bank holiday will be paid in accordance with the premium payment rates as specified at Annex Q [\(HYPERLINK\)](#) with effect from 1<sup>st</sup> July 2008 15.11.

**15.12:** From 1<sup>st</sup> July 2008, employees shall accrue leave entitlement during periods of absence in accordance with Annex R 15.12 . [\(HYPERLINK\)](#)

## Annex R

### Accrual of Leave during Absence

Type of Absence	Accrual of Leave
<b>Carers Leave (including Maternity, Paternity and Maternity Support, Adoption and Fostering, Caring for Adults and Caring for Children schemes)</b>	Contractual leave and public holiday entitlement during the first twenty six weeks of each period of carers leave. Where public holidays occur during the first twenty six weeks of each period of carers leave a substitute bank holiday shall be provided. Contractual leave entitlement for a further 26 weeks during extended Carers Leave.
<b>Sickness</b>	Full leave entitlement during periods in receipt of sick pay
<b>Industrial Action</b>	Full leave entitlement up to 30 days industrial action
<b>Unpaid leave</b>	Full leave entitlement up to 30 days unpaid leave
<b>Other Paid Leave</b>	Full leave entitlement
<b>Public Duties</b>	Full leave entitlement

### Flexi Time/Work Life Balance

Management will complete a full review of flexible working, including the current “flexi scheme” and other Family Friendly policies across the Council and consider amendments together with the Trade Unions party to this agreement by 31<sup>st</sup> March 2009. The review will cover a range of issues and will seek to produce recommendations on a number of initiatives which will provide a comprehensive Work Life Balance Strategy across the Council 16.1.



## **SECTION : GENERAL WORKFORCE ARRANGEMENTS**

### **Redeployment and Training**

**11.1:** Management and the Trade Unions party to this agreement are committed to working together with all employees, including those covered by the protection arrangements to identify areas where there are opportunities for enhanced training opportunities and the chance to learn new skills. Where appropriate the Council's Redeployment Procedure will be used to ensure that employees in protection are considered for appropriately banded vacant posts that match their protected earnings. Equality principles will be applied. 11.1

**11.2:** A detailed procedure for the management of redeployment for employees covered by the protection arrangements will be completed and agreed between the Council and the Trade Unions party to this agreement by 30<sup>th</sup> June 2008 11.2.

### **General Workforce Remodelling**

**12.1:** Senior Management, in consultation with the Trade Unions party to this agreement, will continue to examine areas where there is a clear business case that a re-modelling of posts or a restructure would improve service delivery and efficiency (any subsequent changes to posts would be subject to evaluation through the job evaluation process) 12.1.

### **25: Equal Pay Audits**

**25.1:** Equal pay audits will be undertaken in accordance with Part 4.10 of the National Agreement once all appeals submitted under 8.1 above have been dealt with 25.1.

### **26: Employment related Strategies, Policies and Procedures**

**26.1:** The Employment related Strategies, Policies and Procedures at 1<sup>st</sup> July 2008 are detailed at Annex AA ([HYPERLINK](#)). Strategies, Policies and Procedures may be reviewed, removed or supplemented following consultation with the Trade Unions party to this agreement 26.1.

### **24: Employees' Code of Conduct**

**24.1:** An Employees' Code of Conduct (as detailed in Annex Z [HYPERLINK](#)) will apply from 1<sup>st</sup> July 2008 and be reviewed and agreed between the Council and the Trade Unions party to this agreement by 31<sup>st</sup> December 2009 unless this is superseded by a national code deemed to be incorporated into terms and conditions of employment 24.1.

**Assimilation Scenarios**  
**See Separate Document ([HYPERLINK](#))**

## Application of Protection Scheme

Protection arrangement	1.4.07-31.3.08	1.4.08-31.3.09	1.4.09-31.3.10	1.4.010-31.3.11
Pre 1 <sup>st</sup> April 2007 'lifetime' or STO/NTO protection (see 8.7 of the agreement)	N/A	N/A	N/A	N/A
JE protection (see section 9 of the agreement)	Whole of period in employment unless basic pay equals or exceeds the 'Protected Earnings Package'	Whole of period in employment unless basic pay equals or exceeds the 'Protected Earnings Package'	Whole of period in employment unless basic pay equals or exceeds the 'Protected Earnings Package'	Whole of period in employment unless basic pay equals or exceeds the 'Protected Earnings Package'
Protection under 'pre 1 <sup>st</sup> April 2007 Protection Scheme(s)' which expires before 31.3.08 (see 8.8 of the agreement)	Up to expiry date	N/A	N/A	N/A
Protection under 'pre 1 <sup>st</sup> April 2007 Protection Scheme(s)' which expires before 31.3.09 (see 8.8 of the agreement)	Whole Year	Up to expiry date	N/A	N/A
Protection under 'pre 1 <sup>st</sup> April 2007 Protection Scheme(s)' which expires before 31.3.10 (see 8.8 of the agreement)	Whole Year	Whole Year	Up to expiry date	N/A
Protection under 'pre 1 <sup>st</sup> April 2007 Protection Scheme(s)' which expires before 31.3.11 (see 8.8 of the agreement)	Whole Year	Whole Year	Whole Year	Up to expiry date
Protection under 'pre 1 <sup>st</sup> April 2007 Protection Scheme(s)' which expires before 31.3.12 (see 8.8 of the agreement)	From protection start date to end of year	Whole Year	Whole Year	Whole Year

### Summary of Assimilation and Protection arrangements

Description	Assimilation Arrangements (NEEDS UPDATING)	Protection Arrangements (NEEDS UPDATING)
1 <sup>st</sup> April 2007	6.1 – 6.4, 6.6 – 6.10	8.1 – 8.5, 8.6 – 8.9*
2 <sup>nd</sup> April 2007 – 31 <sup>st</sup> March 2008 – Changed Jobs	6.1 – 6.4, 6.11 – 6.16	8.1 – 8.5, 8.10 – 8.13*
2 <sup>nd</sup> April 2007 – 31 <sup>st</sup> March 2008 – New employees and employees taking on an additional job	6.1 – 6.4, 6.17 – 6.22	8.1 – 8.5, 8.14 – 8.15*
2 <sup>nd</sup> April 2007 – 31 <sup>st</sup> March 2008 – Employees employed at 1 <sup>st</sup> April 2007 and whose SCP subsequently changed within the same job	6.1 – 6.4, 6.23 – 6.28	8.1 – 8.5, 8.16 – 8.19*
1 <sup>st</sup> April 2008 onwards	6.1 – 6.4, 6.29 – 6.33	8.1 – 8.5, 8.20 – 8.25*
Modern Apprentices	6.1 – 6.4, 6.5	As above
Career Grade/Development Schemes	6.1 – 6.4, 6.5	As above

\* applies equally to Modern Apprentices and employees in Career Grade/Development Schemes

**Protected Terms and Conditions**

- a) Terms and Conditions to be protected which impact on pay and to which paragraph 9.18 applies

Between 1 <sup>st</sup> April 2007 and 30 <sup>th</sup> June 2008	From 1 <sup>st</sup> July 2008 onwards
'Protected Earnings Package' as defined in paragraph 9.5	Reductions in Flexibility Payments as defined in Annex S Recruitment and Retention Payments up to their expiry date

- b) Terms and Conditions to be protected which do not impact on pay and to which paragraph 8.18 does not apply

Between 1 <sup>st</sup> April 2007 and 30 <sup>th</sup> June 2008	From 1 <sup>st</sup> July 2008 onwards
Leave entitlement until annual leave entitlement exceeds the protected leave entitlement (e.g. where an additional 5 days leave is added due to service or where an employee is promoted to Bands 13-15)	Leave entitlement until annual leave entitlement exceeds the protected leave entitlement (e.g. where an additional 5 days leave is added due to service or where an employee is promoted to Bands 13-15)
Application of Relocation Scheme	Application of Relocation Scheme
Completion of current training course or academic year	Completion of current training course or academic year



**Recruitment and Retention Scheme**  
**See Separate Document ([HYPERLINK](#))**

### Annual Leave entitlement (including transitional arrangements)

#### a) Previous Leave Year from 1<sup>st</sup> April – 31<sup>st</sup> March

Month in which employees birthday falls	Whole Time Employee Transitional Entitlements (pro-rata for part time employees)							Standard Leave Year following transitional arrangements
	Summary of entitlement starting 1 <sup>st</sup> April 2008	Actual no of days entitlement during transition period (rounded up to nearest half day)						
		A*	B*	C*	D*	E*	F*	
January	9 months to 31 <sup>st</sup> December 2008	19.5	21	23.5	25	21	25	1 <sup>st</sup> January – 31 <sup>st</sup> December (from 1 <sup>st</sup> January 2009)
February	10 months to 31 <sup>st</sup> January 2009	22	23.5	26	17.5	23.5	17.5	1 <sup>st</sup> February – 31 <sup>st</sup> January (from 1 <sup>st</sup> February 2009)
March	11 months to 28 <sup>th</sup> February 2009	24	26	28.5	30.5	26	30.5	1 <sup>st</sup> March – 28 <sup>th</sup> /29 <sup>th</sup> February (from 1 <sup>st</sup> March 2009)
April	12 months to 31 <sup>st</sup> March 2009	26	28	31	33	28	33	1 <sup>st</sup> April – 31 <sup>st</sup> March (from 1 <sup>st</sup> April 2009)
May	13 months to 30 <sup>th</sup> April 2009	28.5	30.5	34	36	30.5	36	1 <sup>st</sup> May – 30 <sup>th</sup> April (from 1 <sup>st</sup> May 2009)
June	14 months to 31 <sup>st</sup> May 2009	30.5	33	36	38.5	33	38.5	1 <sup>st</sup> June – 31 <sup>st</sup> May (from 1 <sup>st</sup> June 2009)
July	15 months to 30 <sup>th</sup> June 2009	32.5	35	39	41.5	35	41.5	1 <sup>st</sup> July – 30 June (from 1 <sup>st</sup> July 2008)
August	16 months to 31 <sup>st</sup> July 2009	35	37.5	41.5	44	37.5	44	1 <sup>st</sup> August – 31 <sup>st</sup> July (from 1 <sup>st</sup> August 2008)

September	17 months to 31 <sup>st</sup> August 2009	37	40	44	47	40	47	August 2008) 1 <sup>st</sup> September – 31 <sup>st</sup> August (from 1 <sup>st</sup> September 2008)
October	6 months to 30 <sup>th</sup> September 2008	13	14	15.5	16.5	14	16.5	1 <sup>st</sup> October – 30 <sup>th</sup> September (from 1 <sup>st</sup> October 2008)
November	7 months to 31 <sup>st</sup> October 2008	15.5	16.5	18.5	19.5	16.5	19.5	1 <sup>st</sup> November – 31 <sup>st</sup> October (from 1 <sup>st</sup> November 2008)
December	8 months to 30 <sup>th</sup> November 2008	17.5	19	20.5	22	19	22	1 <sup>st</sup> December – 30 <sup>th</sup> November (from 1 <sup>st</sup> December 2008)

**Key\*:** A = 26 days annual entitlement (Bands 1-12 – Less than 5 years Service),  
B = 28 days annual entitlement (Bands 13-15 – Less than 5 years Service),  
C = 31 days annual entitlement (Bands 1-12 – Over 5 years Service),  
D = 33 days annual entitlement (Bands 13-15 – Over 5 years Service),  
E = Protected annual entitlement 28 days (Bands 1-12 – Less than 5 years Service),  
F = Protected annual entitlement 33 days (Bands 1-12 – Over 5 years Service).

**b) Previous Leave Year from 1<sup>st</sup> January – 31<sup>st</sup> December**

Month in which employees birthday falls	Whole Time Employee Transitional Entitlements (pro-rata for part time employees)							Standard Leave Year following transitional arrangements
	Summary of entitlement starting 1 <sup>st</sup>	Actual no of days entitlement during transition period (rounded up to nearest half day)						
	A*	B*	C*	D*	E*	F*		

January	January 2008 12 months to 31 <sup>st</sup> December 2008	26	28	31	33	28	33	1 <sup>st</sup> January – 31 <sup>st</sup> December (from 1 <sup>st</sup> January 2009)
February	13 months to 31 <sup>st</sup> January 2009	28.5	30.5	34	36	30.5	36	1 <sup>st</sup> February – 31 <sup>st</sup> January (from 1 <sup>st</sup> February 2009)
March	14 months to 28 <sup>th</sup> February 2009	30.5	33	36	38.5	33	38.5	1 <sup>st</sup> March – 28 <sup>th</sup> /29 <sup>th</sup> February (from 1 <sup>st</sup> March 2009)
April	15 months to 31 <sup>st</sup> March 2009	32.5	35	39	41.5	35	41.5	1 <sup>st</sup> April – 31 <sup>st</sup> March (from 1 <sup>st</sup> April 2009)
May	16 months to 30 <sup>th</sup> April 2009	35	37.5	41.5	44	37.5	44	1 <sup>st</sup> May – 30 <sup>th</sup> April (from 1 <sup>st</sup> May 2009)
June	17 months to 31 <sup>st</sup> May 2009	37	40	44	47	40	47	1 <sup>st</sup> June – 31 <sup>st</sup> May (from 1 <sup>st</sup> June 2009)
July	6 months to 30 <sup>th</sup> June 2008	13	14	15.5	16.5	14	16.5	1 <sup>st</sup> July – 30 June (from 1 <sup>st</sup> July 2008)
August	7 months to 31 <sup>st</sup> July 2008	15.5	16.5	18.5	19.5	16.5	19.5	1 <sup>st</sup> August – 31 <sup>st</sup> July (from 1 <sup>st</sup> August 2008)
September	8 months to 31 <sup>st</sup> August 2008	17.5	19	20.5	22	19	22	1 <sup>st</sup> September – 31 <sup>st</sup> August (from 1 <sup>st</sup> September 2008)
October	9 months to 30 <sup>th</sup> September 2008	19.5	21	23.5	25	21	25	1 <sup>st</sup> October – 30 <sup>th</sup> September (from 1 <sup>st</sup> October)

November	10 months to 31 <sup>st</sup> October 2008	22	23. 5	26	27. 5	23. 5	27. 5	2008) 1 <sup>st</sup> November – 31 <sup>st</sup> October (from 1 <sup>st</sup> November 2008)
December	11 months to 30 <sup>th</sup> November 2008	24	26	28. 5	30. 5	26	30. 5	1 <sup>st</sup> December – 30 <sup>th</sup> November (from 1 <sup>st</sup> December 2008)

**Key\* : A = 26 days annual entitlement (Bands 1-12 – Less than 5 years Service),**  
**B = 28 days annual entitlement (Bands 13-15 – Less than 5 years Service),**  
**C = 31 days annual entitlement (Bands 1-12 – Over 5 years Service),**  
**D = 33 days annual entitlement (Bands 13-15 – Over 5 years Service),**  
**E = Protected annual entitlement 28 days (Bands 1-12 – Less than 5 years Service),**  
**F = Protected annual entitlement 33 days (Bands 1-12 – Over 5 years Service).**

### Payments and Other Allowances Removed

**The following allowances/payments will cease to be paid (see 17.4 of this agreement):**

<b>Allowance</b>	<b>Date cease to be paid</b>	<b>Comment</b>
<b>A) COVERED BY JE</b>		
Chargehand 6%	1 <sup>st</sup> April 2007	Included in grade
Chargehand 7%	1 <sup>st</sup> April 2007	Included in grade
Foreman 1 13%	1 <sup>st</sup> April 2007	Included in grade
Foreman 2 10%	1 <sup>st</sup> April 2007	Included in grade
Team Leader 15%	1 <sup>st</sup> April 2007	Included in grade
Junior Team Leader	1 <sup>st</sup> April 2007	Included in grade
Site Allowance	1 <sup>st</sup> April 2007	Included in grade
Special Needs Allowance	1 <sup>st</sup> April 2007	Included in grade
Word Processing Allowance	1 <sup>st</sup> April 2007	Included in grade
Technicians Qualification 1	1 <sup>st</sup> April 2007	Included in grade
Technician Qualification 2	1 <sup>st</sup> April 2007	Included in grade
Cleaning within Working Hours	1 <sup>st</sup> April 2007	Included in grade
Keyholding within Working Hours	1 <sup>st</sup> April 2007	Included in grade
Lettings within Working Hours	31 <sup>st</sup> August 2008	Included in grade
First Aid Allowance within job	1 <sup>st</sup> April 2007	Included in grade
Approved Social Worker Allowance	1 <sup>st</sup> April 2007	Included in grade
<b>B) WORKING ARRANGEMENTS</b>		
Free and Rest Day Working	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Irregular Hours	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Shift Working	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Lettings outside of Working Hours	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Unavoidable split shift or split duty working	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Evening working	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Recall to work outside formal standby arrangements	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Homecare Flexibility Allowance	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Unsocial Hours Allowance	1 <sup>st</sup> April 2007	See 17.4 and Annex L
Fixed Extra-Statutory days	1 <sup>st</sup> April 2007	
<b>C) MISCELLANEOUS</b>		
Residential Caretakers Allowances	1 <sup>st</sup> April 2007	See 17.7
Meal Abatement	1 <sup>st</sup> April 2007	
Retainer Pay	1 <sup>st</sup> April 2007	See 19.3, 19.4 and 20.1
Permanent Recruitment and Retention Payments	1 <sup>st</sup> April 2007	
All previous pay protection arrangements	1 <sup>st</sup> April 2007	
All Home to Work (and vice versa) Travel payments (excluding recall to work, and formal standby and home working arrangements)	1 <sup>st</sup> April 2007	
Former Hartlepool Lump Sum Car Allowances	1 <sup>st</sup> April 2007	See 7.6 and 14.11
1200cc-1450 cc Car allowance bands unless a clear business case is identified	1 <sup>st</sup> April 2007	See 7.6 and 14.11
Permanent Post Qualification Child Care Award payments	1 <sup>st</sup> April 2007	See 7.6 and 7.16
Tied Accommodation Rent Free Allowance	1 <sup>st</sup> April 2007	See 17.7
Stipulated days for taking Local and Extra Statutory Days	1 <sup>st</sup> July 2008	See 15.2

**List of Term Time Only Calculators**

See Separate Document ([HYPERLINK](#))

**Guidance on implementing a standard 37 hour working week for employees in schools (for example Nursery Nurses and Auxillaries) whose previous standard working week was less than 37 hours per week**

Hartlepool Borough Council's Single Status Agreement specifies that from the 1st April 2007 the standard full time working week for all employees (including some school based employees, for example Nursery Nurses and Auxillaries) is 37 hours, and the working year pro rated to Term Time Only, where applicable.

Previously some school based employees, for example Nursery Nurses and Auxillaries Assistants were regarded as being full time (and paid a full time salary) if they worked 32½ hours (as specified in the NJC Conditions of Service Para 28 (3) of the 'Purple Book' and Part 3 Appendix 2 of the 'Green Book') or 30 hours (as agreed locally by Cleveland County Council). However, it is recognised that some school based employees, for example Classroom Assistants and Auxillaries etc have previously regularly worked more than 30/32½ hours per week (without claiming overtime payment).

It is agreed that the move to a standard 37 hour working week (pro rata for part time employees) should acknowledge the following principles:

- Individuals and Head Teachers should agree the best way to ensure a full time employee achieves working 37 hours (if they are not currently doing so). Such arrangements should take into account the staffing requirements of the School and the employee's circumstances. It is in both parties' interests to be able to demonstrate a flexible approach and to be able to adopt arrangements, which are mutually beneficial. The 37 hours do not have to be allocated to fixed times within the school building.
- legitimate work may be undertaken away from, as well as on, the school premises;
- working times may vary from one week to another;
- Hours over and above 37 will be voluntary (and approved by Management). Additional hours over 37 will be worked being in line with the principles set out in this document. Hours worked over and above 37 will be overtime and paid accordingly
- childcare responsibilities and work life balance must be taken into account by Management when the working hours of staff are being determined;



- there should be mutual trust between Management at the school and Teaching Assistants, Classroom Assistants, Auxillaries and Nursery Assistants in respect of work undertaken off the school premises
- Adequate advance notice should be given of requirement to work outside core school hours, especially when failure to give adequate notice would adversely affect childcare or other domestic responsibilities.
- The above principles apply equally to part time employees .

The way in which the increase to a standard 37 hour week is to be implemented shall be mutually agreed between the Headteacher and individual employee by 24<sup>th</sup> October 2008 and the revised arrangements implemented from 1<sup>st</sup> November 2008. Where an employee wishes to increase their hours but it is not possible to reach mutual agreement, the employee shall be deemed to have submitted a grievance to be considered by Governors, with any determination by Governors being backdated to 1<sup>st</sup> November Autumn 2008. Where an employee does not wish/is unable to increase their hours to achieve a standard 37 hour week, the employees salary will be pro-rated (without protection) according to the actual hours worked.

Development Schemes

See Separate Document ([HYPERLINK](#))

AGREED

DRAFT

## Employee Code of Conduct

### Honesty, Integrity, Impartiality and Objectivity

1. An employee must perform his duties with honesty, integrity, impartiality and objectivity.

### Accountability

2. An employee must be accountable to the authority for his/her actions.

### Respect for Others

3. An employee must –

- a) treat others with respect;
- b) not discriminate unlawfully against any person; and
- c) treat members and co-opted members of the authority professionally.

### Stewardship

4. An employee must –

- a) use any public funds entrusted to or handled by him/her in a responsible and lawful manner; and
- b) not make personal use of property or facilities of the authority unless properly authorized to do so.

### B Personal Interests

5. An employee must not in his official or personal capacity –

- a) allow his/her personal interests to conflict with the authority's requirements; or
- b) use his/her position improperly to confer an advantage or disadvantage on any person.

### Registration of Interests

6. An employee must comply with any requirements of the authority –

- a) to register or declare interests; and
- b) to declare hospitality, benefits or gifts received as a consequence of his/her employment.

### Reporting procedures

7. An employee must not treat another employee of the authority less favourably than other employees by reason that that other employee has done, intends to do, or is suspected of doing anything under or by reference to any procedure the authority has for reporting misconduct.

### Openness

8. An employee must –

- a) not disclose information given to him in confidence by anyone, or information acquired which s/he believes is of a confidential nature, without the consent of a person authorized to give it, or unless s/he is required by law to do so; and
- b) not prevent another person from gaining access to information to which that person is entitled by law.

### Appointment of staff

9. (1) An employee must

- a) declare an interest to the relevant Director/Chief Officer/Headteacher if s/he is due to be involved in the appointment or any other decision relating to the discipline, promotion, pay or conditions of another employee, or prospective

employee, who is a relative or close friend or for any other reason where the employee may be, or perceived to be, in a position to unduly influence the decision and

b) i) be disqualified if s/he is a relative or the relevant Director/Chief Officer/Headteacher determines the circumstances merit disqualification  
ii) continue to be involved with the approval of the relevant Director/Chief Officer/Headteacher, subject to any additional safeguards the relevant Director/Chief Officer/Headteacher identifies as being necessary.

(2) In this paragraph –

a) “relative” means a spouse, partner, parent, parent-in-law, son, daughter, step-son, stepdaughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the preceding persons; and

b) “partner” in sub-paragraph (a) above means a member of a couple who live together.

Duty of trust

10. An employee must at all times act in accordance with the trust that the public is entitled to place in him/her.

**List of Employment Related Strategies, Policies and Procedures**

**See Separate Document ([HYPERLINK to Index of Policies on the Intranet](#))**

## Hartlepool Borough Council

### Proposed Pay and Grading Structure and Single Status Agreement

#### Equality Impact Assessment

##### Introduction

1. The Council have worked with local and regional trade unions (UNISON, GMB and the T&G section of UNITE) to develop a proposed pay and grading structure and local Single Status Agreement in respect of those employees employed under the National Joint Council for Local Government Services ('Green Book') conditions of service. The results of the Equality Impact Assessment (the 'Assessment') on the proposed pay and grading structure and Single Status Agreement are detailed later in this report. The 'Assessment' considers the gender, ethnicity, disability and age impact on a before and after basis to ensure the proposed pay and grading structure and Single Status Agreement provides a position of overall greater equality and does not have a disproportionate adverse impact.

##### Background

2. Hartlepool Borough Council has used the Local Government Job Evaluation Scheme, which was developed jointly by the National Joint Council for Local Government Services. The scheme was developed in order to take into account the full range of jobs within the scope of the National Joint Council.
3. The design of the scheme means that it is free from gender bias and discrimination on the grounds of race, sexuality, religious belief, age and disability.
4. The Council have worked in partnership with local and regional Trades Unions to deliver on the job evaluation project and have continued to be transparent throughout. The selection for jobs to be evaluated and continued moderation has been done jointly with the Trades Unions to ensure that scoring, grading and pay outcomes remain free from bias.
5. The Equality Impact Assessment is undertaken on the data available on 24 April 2008 and is based on 3478 employees in 700 jobs, this **representing approximately 80% of the workforce**. A further breakdown of the total number of jobs occupied by employees, broken down by gender, ethnicity, disability and age range, is detailed in Table 1. Please note the following:
  - No data is available in respect of the sexual orientation or religious beliefs of employees.
  - Ethnicity data is broken down into non BME (category a - White from the 2001 Census) and BME (categories b – Mixed, c – Asian or Asian

British, d –Black or Black British and e – Chinese or other Ethnic Group).

- Disability data is broken down into those who have declared a disability (in accordance with the Disability Discrimination Act) and those who have not. - - The age ranges used are 16-24, 25-34, 35-44, 45-54, 55-64 and 65+.
- Where ethnicity, disability or age data is not available this is specified.

**Table 1 – Jobs occupied by employees, broken down by gender, ethnicity, disability and age range**

Category	Description	Number
Overall workforce		3478
Gender	Male	725
	Female	2753
Ethnicity	From a non BME background	2817
	From BME background	19
	No ethnicity data available	642
Disability	With no disability	2437
	With a disability	129
	No disability data available	912
Age range	Aged 16-24	189
	Aged 25-34	478
	Aged 35-44	1135
	Aged 45-54	1109
	Aged 55-64	543
	Aged 65+	24

6. The payment of bonus to Green book employees was ended on 31<sup>st</sup> March 2007.

### Proposed Pay and Grading Structure

7. Table 2 below summarises the proposed pay and grading structure

**Table 2 – Proposed Pay and Grading structure**

Hartlepool Borough Council Pay and Grading Structure				
BAND	SPINAL POINTS		JE SCORE	
	MIN	MAX	MIN	MAX
	Up to		Up to	
1	5	6	0	269
2	7	8	270	279
3	9	10	280	289
4	11	12	290	299
5	13	15	300	327
6	16	18	328	355
7	19	21	356	383
8	22	24	384	411
9	25	28	412	446
10	29	32	447	481
11	33	36	482	516
12	37	40	517	551
13	41	45	552	606
14	46	50	607	661
15	51	55	662	1000-

**Equality Impact Assessment**

8. In order to complete the ‘Assessment’ on the Proposed Pay and Grading Structure and Single Status Agreement the following will be assessed

- a) Proposed Pay and Grading Structure
  - Summary, Gender, Ethnicity, Disability and Age Range analysis on the impact on individuals and basic pay
  - Position of Grade Boundaries
- b) Single Status Agreement
  - Gender analysis on the impact on individuals and pay other than basic pay
  - The analysis typically involves Green Circled, White Circled and Red Circled employees.

Green Circled employees are those will receive an increase in basic pay  
 White Circled employees are those will remain on the same basic pay  
 Red Circled employees are those who will suffer a detriment.

**Proposed Pay and Grading Structure Summary Analysis**

9. The summary impact on the whole workforce is outlined in Table 3

**Table 3 – Impact on the whole workforce**

	<b>Number of Employees</b>	<b>Percentage of Employees</b>
Green Circled	2012	57.85
White Circled	1142	32.83
Red Circled	324	9.32
Total	3478	100

The overall impact of the proposed pay and grading structure on basic pay is that

- Just under 60% of employees will receive an increase
- Just under one third of employees will remain unchanged
- Less than one in ten employees will suffer a detriment

A more detailed breakdown by grade is attached as Appendix 1. There is significant variation within bands, with:

- a significantly greater percentage (over 75%) of employees in Bands 1-4 and a significantly lesser percentage (under 30%) of employees in Bands 9-11 receiving an increase



- a significantly lesser percentage (under 10%) of employees in Bands 1,3 and 4 and a significantly greater percentage (over 50%) of employees in Bands 9, 10, 13 and 15 remaining unchanged
- a significantly greater percentage (over 20%) of employees in Bands 8,10 and 11 suffering a detriment

### Gender analysis

10. The impact by gender compared to the workforce is outlined in Table 4

**Table 4 – Summary impact by Gender compared to the workforce – numbers and percentages of employees**

	All Employees		Male		Female	
	No	%age	No	%age	No	%age
Green Circed	2012	100.00	386	19.18	1626	80.82
White Circed	1142	100.00	246	21.54	896	78.46
Red Circed	324	100.00	93	28.70	231	71.30
Total	3478	100.00	725	20.85	2753	79.15

The overall workforce consists of 3478 employees (725 males and 2753 females). The impact of the revised pay and grading structure on basic pay is as follows:

- The numbers of males and females who receive an increase or stay the same is broadly proportionate to the number of males and females in the workforce
- A higher proportion of males and a lower proportion of females compared to the overall workforce suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 2

Whilst there is some disparate impact within Bands compared to the overall workforce, this tends to be when there are small numbers of either males or females (or both) who are either Green, White or Red Circed in the Band.

11. The impact on the male workforce only is detailed in Table 5.

**Table 5 – Impact on Male Workforce only**

	No of Male Employees	%age of Male Employees
Green Circed	386	53.24
White Circed	246	33.93
Red Circed	93	12.83
Total	725	100

The male workforce consists of 725 employees. Of these, over half receive an increase in basic pay, around one third remain on the same basic pay and more than one in ten suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 3. There is significant variation within Bands, with

- a significantly greater percentage (over 65%) of employees in Bands 1 and 3-6 and a significantly lesser percentage (under 20%) of employees in Bands 10 and 12 receiving an increase
- a significantly lesser percentage (10% or less) of employees in Bands 2,4 and 8 and a significantly greater percentage (50% or more) of employees in Bands 10, 12 and 15 remaining unchanged
- a significantly lesser percentage (under 5%) of employees in Bands 3 and 6 and a greater percentage (over 30%) of employees in Bands 2, 8, and 11 suffering a detriment

12. The overall impact on the female workforce only is detailed in Table 6.

**Table 6 - Impact on Female Workforce only**

	<b>No of Female Employees</b>	<b>%age of Female Employees</b>
Green Cirded	1626	59.06
White Cirded	896	32.55
Red Cirded	231	8.39
Total	2753	100

The female workforce consists of 2753 employees. Of these, just under three in five receive an increase in basic pay, just under a third remain on the same basic pay and less than one in ten suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 4

There is significant variation within Bands, with

- a significantly greater percentage (over 75%) of employees in Bands 1-4 and a significantly lesser percentage (under 30%) of employees in Bands 9 and 10 receiving an increase
- a significantly lesser percentage (under 10%) of employees in Bands 1,3 and 4 and a significantly greater percentage (over 50%) of employees in Bands 9 and 10 remaining unchanged
- a significantly lesser percentage (under 5%) of employees in Bands 1-3 and a greater percentage (over 20%) of employees in Bands 8,10 and 11 suffering a detriment

13. A comparison between on average current and proposed average basic pay (excluding protected payments) for males and females is detailed in Table 7.

**Table 7 – Current and proposed average basic pay (excluding protected payments) by gender**

Male (Actual number of employees)	725
Female (Actual number of employees)	2753

Current male average earnings (£)	£19,973
Current female average earnings (£)	£16,307
Current female basic pay as a % of male basic pay	81.65%
Proposed male average earnings (£)	£21,101
Proposed female average earnings (£)	£17,086
Proposed female basic pay as a % of male basic pay	80.97%
Average male percentage increase	5.65%
Average female percentage increase	4.78%

Female employees are, on average, paid less than male employees, partly because there is a greater predominance of women in the lower bands. The gender pay gap has widened slightly from 81.65% to 80.97% as the average increase proposed for males is 5.65% compared to 4.78% for females.

A more detailed breakdown by grade is attached as Appendix 5. Examination of this reveals that, whilst there is an overall gender pay gap because of the greater predominance of women in the lower bands, there is a general convergence to 100% within each Band, with a small divergence away from 100% in only 3 Bands.

14. A comparison between on proposed average basic pay (excluding protected payments) and proposed average basic pay (including protected payments) for males and females is detailed in Table 8.

**Table 8 – Proposed average basic pay (including protected payments) and proposed average basic pay (excluding protected payments) by gender**

Males (Actual number of employees)	725
Females (Actual number of employees)	2753
Proposed male average earnings per FTE (£) excluding protection	£21,101
Proposed female average earnings per FTE (£) excluding protection	£17,086
Proposed females basic pay as a % of male basic pay excluding protection	80.97%
Proposed male average earnings per FTE (£) including protection	£21,349
Proposed female average earnings per FTE (£) including protection	£17,222
Proposed female basic pay as a percentage of male basic pay including protection	80.67%

The gender pay gap (between protected and non protected proposed pay) narrows from 80.67% to 80.97%. A more detailed breakdown by grade is attached as Appendix 6.

## SUMMARY PARA insert

### Ethnicity analysis

15. The impact by Ethnicity compared to the workforce is outlined in Table 9

**Table 9 – Impact by Ethnicity compared to the workforce – numbers and percentages of employees**

	Employees		Non BME background		BME background		No Ethnicity data available	
	No.	%age	No.	%age	No.	%age	No.	%age
Green Circled	2012	100.00	1570	78.03	10	0.50	432	21.47
White Circled	1142	100.00	972	85.11	7	0.61	163	14.27
Red Circled	324	100.00	275	84.88	2	0.62	47	14.51
Total	3478	100.00	2817	80.99	19	0.55	642	18.46

The small number of employees from a BME background means that care needs to be taken when analysing and interpreting the data. As a consequence no commentary is made in respect of the Appendices in the Ethnicity Analysis section.

In terms of basic pay

- the proportion of employees who receive an increase in pay from a White background, from a BME background and where no ethnicity data is available are broadly proportionate to the workforce
- slightly more White and BME employees and slightly less employees where no ethnicity data is available will remain unchanged compared the workforce
- slightly more White and BME employees and slightly less employees where no ethnicity data is available will suffer a detriment compared the workforce

A more detailed breakdown by grade is attached as Appendix 7

16. The impact on the part of the workforce which is from a non BME background is detailed in Table 10.

**Table 10 – Impact on the part of the workforce which is from a non BME background**

	No of employees from a non BME background	%age of employees from a non BME background
Green Circled	1570	55.73
White Circled	972	34.50
Red Circled	275	9.76
Total	2817	100

The part of the workforce which is from a non BME background consists of 2817 employees. Of these, over half will receive an

increase in basic pay, over a third remain on the same basic pay and less than one in ten suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 8.

17. The overall impact on the part of the workforce which is from a BME background is detailed in Table 11.

**Table 11 - Impact on BME Workforce only**

	<b>No of employees from a BME background</b>	<b>%age of employees from a BME background</b>
Green Circled	10	52.63
White Circled	7	36.84
Red Circled	2	10.53
Total	19	100

The part of the workforce which is from a BME background consists of 19 employees. Of these, over half will receive an increase in basic pay, over a third remain on the same basic pay and just over a tenth suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 9

18. The overall impact on the part of the workforce where no ethnicity data is available is detailed in Table 12.

**Table 12 - Impact on the part of the workforce where no ethnicity data is available**

	<b>No of Employees where no ethnicity data is available</b>	<b>%age of Employees where no ethnicity data is available</b>
Green Circled	432	67.29
White Circled	163	25.39
Red Circled	47	7.32
Total	642	100

The part of the workforce where no ethnicity data is available consists of 642 employees. Of these, over two thirds receive an increase in basic pay, about a quarter remain on the same basic pay and under a tenth suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 10

19. A comparison between average current and proposed average basic pay (excluding protected payments) for employees from a non BME and BME background is detailed in Table 13.

**Table 13 – Current and proposed average basic pay (excluding protected payments) by gender**

Non BME Emp's (Nos)	2817
BME Emp's(Nos)	19
Current non BME back-ground Average basic pay (£)	17413
Current BME background Average basic pay (£)	19049
Current BME back-ground basic pay as a % of non BME back-ground basic pay	109.40%
Proposed non BME back-ground Average basic pay (£)	18202
Proposed BME back-ground Average basic pay (£)	20103
Proposed BME back-ground basic pay as a % of non BME back-ground basic pay	110.44%
Ave non BME %age increase	4.53%
Ave BME %age increase	5.53%

Employees from BME backgrounds are, on average, paid more than White employees. The ethnicity pay gap has widened slightly from 109.40% to 110.44% as the average proposed increase for BME employees is 5.53% compared to 4.53% for White employees.

A more detailed breakdown by grade is attached as Appendix 11.

20. A comparison between proposed average basic pay (excluding protected payments) and proposed average basic pay (including protected payments) for employees from a non BME and BME background is detailed in Table 14.

**Table 14 – proposed average basic pay (including protected payments) and proposed average basic pay (excluding protected payments) by ethnicity**

Non BME Emp's (Nos)	2817
BME Emp's (Nos)	19
Proposed (exc protection) non BME back-ground Average basic pay (£)	18202
Proposed (exc protection) BME back-ground Average basic pay (£)	20103
Proposed (exc protection) BME back-ground basic pay as a % of non BME back-ground basic pay	110.44%
Proposed (inc protection) non BME back-ground Average basic pay (£)	18375
Proposed (inc protection) BME back-ground Average basic pay (£)	20203
Proposed (inc protection) BME back-ground basic pay as a % of non BME back-ground basic pay	109.95%

The ethnicity pay gap (between protected and non protected proposed pay) has widened from 109.95% to 110.44%. A more detailed breakdown by grade is attached as Appendix 12.

**SUMMARY PARA insert**

**Disability analysis**

21. The impact by Disability compared to the workforce is outlined in Table 15

**Table 15 – Impact by Disability compared to the workforce – numbers and percentages of employees**

	Employees		With no disability		With a disability		No Disability data available	
	No.	%age	No.	%age	No.	%age	No.	%age
Green Circled	2012	100.00	1341	66.65	64	3.18	607	30.17
White Circled	1142	100.00	851	74.52	46	4.03	245	21.45
Red Circled	324	100.00	245	80.40	19	4.71	60	18.52
Total	3478	100.00	2437	70.07	129	3.71	912	26.22

The relatively small number of employees with a disability means that care needs to be taken when analysing and interpreting the data. As the numbers of employees with a disability in individual bands is low, no commentary is made in respect of the Appendices in the Disability Analysis section

The overall workforce consists of 3478 employees 2437 with no disability, 129 with a disability and 912 where no disability data is available. The impact of the revised pay and grading structure on basic pay compared to the workforce is as follows

- slightly less employees with no disability, significantly less employees with a disability and slightly more employees where no disability data is available will receive an increase
- slightly more employees with no disability and with a disability and slightly less where no disability data is available will remain unchanged
- slightly more employees with no disability and with a disability and less employees where no disability data is available will suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 13

22. The impact on the part of the workforce with no disability (Nos and %ages) is detailed in Table 16.

**Table 16 – Impact on the part of the Workforce with no disability**

	No of Employees with no disability	%age of Employees with no disability
Green Cirded	1341	55.03
White Cirded	851	34.92
Red Cirded	245	10.05
Total	2437	100

The part of the Workforce with no disability consists of 2437 employees. Of these, over half receive an increase in basic pay, over a third remain on the same basic pay and around one tenth suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 14

23. The overall impact on the part of the workforce with a disability (Nos and %ages) is detailed in Table 17.

**Table 17 - Impact on the part of the workforce with a disability**

	No of Employees with a disability	%age of Employees with a disability
Green Cirded	64	49.61
White Cirded	46	35.66
Red Cirded	19	14.73
Total	129	100

The part of the workforce with a disability consists of 129 employees. Of these, just under a half receive an increase in basic pay, just over a third remain on the same basic pay and around one in seven suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 15

24. The overall impact on the part of the workforce where no disability data is available is detailed in Table 18.

**Table 18 - Impact on part of the workforce where no disability data is available**

	No of Employees where no disability data is available	%age of Employees where no disability data is available
Green Cirded	607	66.56
White Cirded	245	26.86
Red Cirded	60	6.58
Total	912	100

The part of the workforce where no disability data is available consists of 912 employees. Of these, two thirds receive an increase in basic



pay, around a quarter remain on the same basic pay and one in fifteen suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 16

25. A comparison between on average current and proposed average basic pay (excluding protected payments) for employees with no disability and those with a disability is detailed in Table 19.

**Table 19 – Current and proposed average basic pay (excluding protected payments) by disability**

Employees with no disability (Nos)	2437
Employees with a disability (Nos)	129
Current no disability average basic pay (£)	17479
Current disability average basic pay (£)	18589
Current disability basic pay as a % of no disability basic pay	106.35%
Proposed no disability average basic pay (£)	18236
Proposed disability average basic pay (£)	19331
Proposed disability average basic pay (£)	106.00%
Ave no disability %age increase	4.33%
Ave disability %age increase	3.99%

Employees with a disability are, on average, paid more than employees with no disability. The disability pay gap has narrowed slightly from 106.35% to 106.00% as the average proposed increase for employees with no disability is 4.43% compared to 3.99% for employees with a disability.

A more detailed breakdown by grade is attached as Appendix 17.

26. A comparison between on proposed average basic pay (including protected payments) and proposed average basic pay (excluding protected payments) for employees with no disability and employees with a disability is detailed in Table 20.

**Table 20 – Proposed average basic pay (including protected payments) and proposed average basic pay (excluding protected payments) by disability**

Employees with no disability (Nos)	2437
Employees with a disability (Nos)	129
Proposed (exc protection) no disability Average basic pay (£)	18236
Proposed (exc protection) disability Average basic pay (£)	19331
Proposed (exc protection) disability basic pay as a % of no disability basic pay	106.00%
Proposed (inc protection) no disability Average basic pay (£)	18417

## Appendix B

Proposed (inc protection) disability Average basic pay (£)	19571
Proposed (inc protection) disability basic pay as a % of no disability basic pay	106.27%

The disability pay gap (between protected and non protected proposed pay) has narrowed slightly from 106.27% to 106.00%. A more detailed breakdown by grade is attached as Appendix 18

### SUMMARY PARA insert

#### Age analysis

27. The impact by Age compared to the workforce is outlined in Table 21

Table 21 – Impact by Age compared to the workforce – numbers and percentages of employees

		Employees	16-24	25-34	35-44	45-54	55-64	65+
Green Circled	No	2012	114	221	615	675	368	19
	%	100.00	5.67	10.98	30.57	33.55	18.29	0.94
White Circled	No	1142	63	212	407	334	123	3
	%	100.00	5.52	18.56	35.64	29.25	10.77	0.26
Red Circled	No	324	12	45	113	100	52	2
	%	100.00	3.70	13.89	34.88	30.86	16.05	0.62
Total	No	3478	189	478	1135	1109	543	24
	%	100.00	5.43	13.74	32.63	31.89	15.61	0.69

Whilst the number of employees in each age range is reasonably large with the exception of 65+), this is not always the case within individual bands. It is therefore important that care is taken in analysing and interpreting the results. As a consequence no commentary is made in respect of the Appendices in the Age Analysis section

The overall workforce consists of 3478 employees. The impact of the revised pay and grading structure on basic pay, compared to the workforce is as follows:

- slightly more employees in the age ranges 16-24, 45-54, 55-64 and 65+ and slightly less in the age ranges 25-34 and 35-44 will receive an increase in basic pay
- slightly more employees in the age range 16-24 and 35-44, significantly more in the age range 25-34, slightly less in the age range 45-54% and significantly less in the age range 55-64 will remain unchanged.

- Slightly more employees in the age ranges 25-34, 35-44 and 55-64 and slightly less employees in the age ranges 16-24, 45-54 and 65+ will suffer a detriment.

Further work is needed to establish why some of the middle age ranges have not fared as well as the younger and more senior ones, although this may be explained by the numbers in each band, longer service in the middle bands (and therefore being at the top of the grade) and the impact generally on the middle bands.

A more detailed breakdown by grade is attached as Appendix 19.

28. The impact on the part of the workforce aged 16-24 (Nos and %ages) is detailed in Table 22.

**Table 22 – Impact on the part of the workforce aged 16-24**

Impact/%age	No of Employees aged 16-24	%age of Employees aged 16-24
Green Circled	114	60.32
White Circled	63	33.33
Red Circled	12	6.35
Total	189	100

The part of the workforce aged 16-24 consists of 189 employees. Of these, around three in five receive an increase in basic pay, a third are unchanged and one in sixteen suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 20

29. The impact on the part of the workforce aged 25-34 (Nos and %ages) is detailed in Table 23.

**Table 23 – Impact on the part of the workforce aged 25-34**

Impact/%age	No of Employees aged 25-34	%age of Employees aged 25-34
Green Circled	221	46.23
White Circled	212	44.35
Red Circled	45	9.41
Total	478	100

The part of the workforce aged 25-34 consists of 478 employees. Of these, less than half receive an increase in basic pay, over four in ten remain on the same basic pay and around one tenth suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 21

30. The impact on the part of the workforce aged 35-44 (Nos and %ages) is detailed in Table 24.

**Table 24 – Impact on the part of the workforce aged 35-44**

Impact/%age	No of Employees aged 35-44	%age of Employees aged 35-44
Green Circled	615	54.19
White Circled	407	35.86
Red Circled	113	9.96
Total	1135	100

The part of the workforce aged 35-44 consists of 1135 employees. Of these, over half receive an increase in basic pay, around a third remain on the same basic pay and one in ten suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 22

31. The impact on the part of the workforce aged 45-54 (Nos and %ages) is detailed in Table 25.

**Table 25 – Impact on the part of the workforce aged 45-54**

Impact/%age	No of Employees aged 45-54	%age of Employees aged 45-54
Green Circled	675	60.87
White Circled	334	30.12
Red Circled	100	9.02
Total	1109	100

The part of the workforce aged 45-54 consists of 1109 employees. Of these, three fifths receive an increase in basic pay, three tenths remain on the same basic pay and around one in ten suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 23

32. The impact on the part of the workforce aged 55-64 (Nos and %ages) is detailed in Table 26.

**Table 26 – Impact on the part of the workforce aged 55-64**

Impact/%age	No of Employees aged 55-64	%age of Employees aged 55-64
Green Circled	368	67.77
White Circled	123	22.65
Red Circled	52	9.58
Total	543	100

The part of the workforce aged 55-64 consists of 543 employees. Of these, over two thirds receive an increase in basic pay, around one in five remain on the same basic pay and about one tenth suffer a detriment.

A more detailed breakdown by grade is attached as Appendix 24

33. The impact on the part of the workforce aged 65+ (Nos and %ages) is detailed in Table 27.

**Table 27 – Impact on the part of the workforce aged 65+**

Impact/%age	No of Employees aged 65+	%age of Employees aged 65+
Green Cirded	19	79.17
White Cirded	3	12.50
Red Cirded	2	8.33
Total	24	100

The part of the workforce aged 65+ consists of 24 employees. Of these, almost four in five receive an increase in basic pay, one eighth remain on the same basic pay and around one tenth suffer a detriment. However the numbers are small and care should be taken when interpreting the results.

A more detailed breakdown by grade is attached as Appendix 25

34. It is not possible to provide information in relation to the age pay gap.

### **SUMMARY PARA insert**

#### **Position of Grade Boundaries**

35. The revised pay and grading structure consists of 15 bands with a logical job evaluation point's range, which delivers significant scope for job family hierarchies. Table 28 provides a synopsis of each of the bands, where the predominantly (75%+) male and female jobs with ten or more employees have been assigned and whether they are close to (i.e. within top or bottom 25% of) a grade boundary (i.e. within top or bottom quartile) :

Table 28

Band	Mainly Male	Mainly Female	JE Ref	Post Title	Points	No of males	no of Females	within 25% of a grade boundary
Band 1	No	Yes	CS1	Cleaning Staff (team member/supervised)	266	9	269	Yes
Band 2	No	Yes	CS2	Cleaning Staff (building supervision)	279	4	64	Yes
Band 2	No	Yes	SA1	Supervisory Assistant	273	1	179	No
Band 3	No	Yes	NSESCT04	KITCHEN ASSISTANT (KINGSLEY)	286	1	182	No
Band 4	No	Yes	CAL1G1	Classroom Assistant Level 1 Grade 1	299	1	15	Yes
Band 4	No	Yes	NSTCP01	School Crossing Patrol Warden	296	8	30	No
Band 5	Yes	No	NSESHT11	GARDENER C	322	11	0	Yes
Band 5	Yes	No	DRIVER 5B	DRIVER 5B	325	13	0	Yes
Band 5	Yes	No	NSESHT02	Environmental Operative (Area Teams)	316	12	1	No
Band 5	Yes	No	DRIVER 5A	DRIVER 5A	309	16	2	No
Band 5	No	Yes	NAA2b	New Administration Assistant Level Two (with finance)	315	0	11	No
Band 5	No	Yes	CSCLMU03	Quay Assistant (Outside Role)	325	3	12	Yes
Band 5	No	Yes	CRS1	Curriculum Resource Support 1	325	4	14	Yes
Band 5	No	Yes	NSESCT06	Assistant Cook	309	0	18	No
Band 5	No	Yes	SCA1	School Club Assistant	325	0	24	Yes
Band 5	No	Yes	SAO2	Schools Administration and Organisation Level Two	315	0	32	No
Band 5	No	Yes	ESC 1	Escort 1	322	4	58	Yes
Band 5	No	Yes	SCO5	Social Care Officer Band 5	322	0	78	Yes
Band 5	No	Yes	CAL1G2	Classroom Assistant Level 1 Grade 2	312	10	186	No
Band 6	Yes	No	NSTSCP06	Parking Patrol Officer	345	8	2	No
Band 6	Yes	No	NSESRF03R	Environment Operative (Refuse)	342	13	0	No
Band 6	Yes	No	DRIVER 6	DRIVER 6	348	21	0	No
Band 6	Yes	No	SS2	Site Supervisor Schools 2	344	19	3	No
Band 6	No	Yes	NAA3a	New Administration Assistant Level Three (with finance)	354	2	8	Yes
Band 6	No	Yes	SA2	Supervisory Assistant with chargehand responsibility	345	1	9	No
Band 6	No	Yes	CEHRCS08R	Customer Services Assistant	331	2	9	Yes

## Appendix B

Band	Mainly Male	Mainly Female	JE Ref	Post Title	Points	No of males	no of Females	within 25% of a grade boundary
Band 6	No	Yes	NAA2e	New Administration Assistant Level Two (advice and guidance plus event planning)	328	0	15	Yes
Band 6	No	Yes	NAA2a	New Administration Assistant Level Two (Typing)	328	0	15	Yes
Band 6	No	Yes	NAA2d	New Administration Assistant Level Two (advice and guidance plus finance)	328	1	26	Yes
Band 6	No	Yes	TC1	Team Clerk (Profile)	354	0	38	Yes
Band 6	No	Yes	CSCLLB20	Library Assistant	354	5	42	Yes
Band 6	No	Yes	SBS1	Small Buildings Cleaning Supervisor (up to 10 staff)	344	3	51	No
Band 6	No	Yes	TAL2G3	Teaching Assistant Level 2 Grade 3 (incl Cover Assistant)	345	3	257	No
Band 7	No	Yes	LBS1	Large Buildings Cleaning Supervisor (up to 40 staff)	377	1	9	Yes
Band 7	No	Yes	PA4	PA	367	0	12	No
Band 7	No	Yes	CEBE002	REVENUES OFFICER	374	3	11	No
Band 7	No	Yes	SAO3	Schools Administration and Organisation Level Three	367	0	20	No
Band 7	No	Yes	SCO7	Social Care Officer Band 7	368	3	19	No
Band 7	No	Yes	CEBE001	Benefit Officer	371	4	34	No
Band 7	No	Yes	HLTAL3G5	HLTA Level 3 Grade 5	368	5	65	No
Band 8	No	Yes	CSCLLB01	Library Manager	410	0	10	Yes
Band 8	No	Yes	IOA1	Inclusion/Outreach Assistant	387	1	11	Yes
Band 8	No	Yes	SCO8	Social Care Officer Band 8	394	3	12	No
Band 8	No	Yes	SAO4	Schools Administration and Organisation Level Four	387	0	20	Yes
Band 8	No	Yes	NSESCT03	Cook-in-Charge (Primary)	407	0	29	Yes
Band 9	No	Yes	SSOPPT01	User Property and Finance Officer	440	0	11	Yes
Band 9	No	Yes	SHLTAL3G6	Specialist HLTA Level 3 Grade 6	430	1	14	No
Band 9	No	Yes	SAO5	Schools Administration and Organisation Level Five	439	0	17	Yes
Band 9	No	Yes	SCO9	Social Care Officer Band 9	420	0	22	Yes
Band 10	No	Yes	LM2	Senior Learning Mentor	456	3	11	No
Band 11	No	Yes	SW3	Social Worker D (post consolidation)	499	2	15	No
Band 12	No	Yes	NSTSSS01	FINANCE AND ADMINISTRATION OFFICER	526	1	13	No
Band 12	No	Yes	SW4	Social Worker E	540	4	40	No
Band 13	No	Yes	PP1	Principal Practitioner	579	2	13	No

A full list of all jobs and the impact by gender is attached at Appendix 26. No assessment is made in respect of ethnicity and disability as the numbers are so low and the age bandings do not lend themselves to pay comparisons

## Proposed Single Status Agreement

36. The gender impact assessment, in terms of the numbers of employees affected and the effect on average pay, on some changes to conditions of service where information is available is detailed in Table 29. No assessment is made in respect of
- a) some changes to conditions of service where information is not available and/or the changes apply only to voluntary overtime situations (including rest and free day working, overtime at double time on a Sunday etc)
  - b) ethnicity and disability (as the numbers are low) and age bandings (as the bandings do not lend themselves to such comparisons)
37. In order to be able to provide meaningful comparisons, the various term time only arrangements have been combined into a single term and condition, particularly as there is one consistent arrangement in future. The various term time only arrangements include
- c) Protected Whole time Pay for Nursery Nurses and Auxillaries whose whole time working week is either 30 or 32.5 hours
  - d) Retainer Pay
  - e) Whole Time Leave entitlement when working less than whole time
38. Similarly, the various Unsocial Working arrangements have been combined to enable meaningful comparisons, particularly as there is one consistent arrangement in future. The various Unsocial Working arrangements include (although not all are necessarily used)
- i. Shift Allowance - 10% of Grade 3
  - ii. Shift Allowance - 16% of Grade 3
  - iii. Shift Allowance - 12%
  - iv. Shift Allowance - 12.5%
  - v. Shift Allowance - 14%
  - vi. Shift Allowance - 20%
  - vii. Split Shift – 5p an hour
  - viii. Unsocial Hours - time and a fifth
  - ix. Irregular Hours - 7.5%
  - x. Irregular hours - 10%
  - xi. Homecare Allowance – 15%

The Homecare Allowance is an all-inclusive rate to reflect weekend working as well as extended day working. No additional payments are made in respect of weekend working (which is not consistent across the workforce). The analysis regarding the new arrangements includes some employees in residential homes who previously were paid an additional 2



## **Appendix B**

increments (included in basic pay) in accordance with Section 28(10) of the Purple Book.





**EQUALITY IMPACT ASSESSMENT – TERMS AND CONDITIONS**

Basic Leave entitlement of 28 days	Basic Leave entitlement of 28 days	80	82	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	None
Various Unsocial Working arrangements	New Flexibility arrangements	30	91	1411	1438	98.1	23	72	1223	1201.861	101.8	
Lettings outside hrs	No longer payable	14	2	1555	8856	17.56	n/a	n/a	n/a	n/a	n/a	None
Chargehand 6%	No longer payable	1	0	761	0	n/a	n/a	n/a	n/a	n/a	n/a	None
Chargehand 7%	No longer payable	0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	None
Foreman 1 13%	No longer payable	5	0	1648	0	n/a	n/a	n/a	n/a	n/a	n/a	None
Foreman 2 10%	No longer payable	2	0	1268	0	n/a	n/a	n/a	n/a	n/a	n/a	None
Team Leader 15%	No longer payable	4	0	1959	0	n/a	n/a	n/a	n/a	n/a	n/a	None
Junior Team Leader	No longer payable	1	0	295	0	n/a	n/a	n/a	n/a	n/a	n/a	None
Site allowance	No longer payable	0	0	0	0	n/a	n/a	n/a	n/a	n/a	n/a	None
Special Needs Allowance	No longer payable	0	29	0	923	n/a	n/a	n/a	n/a	n/a	n/a	None
Word Processing Allowance	No longer payable	0	3	0	483	n/a	n/a	n/a	n/a	n/a	n/a	None
Technician Qualification 1	No longer payable	2	1	184	160	115	n/a	n/a	n/a	n/a	n/a	None
Technician Qualification 2	No longer payable	1	1	135	117	115.38	n/a	n/a	n/a	n/a	n/a	None

## Appendix B

The changes to the above terms and conditions have been made either to rationalise and/or simplify the arrangements and/or to ensure equality principles are applied. With the exception of bonus (which favoured predominately male groups of employees before they were bought out on 31<sup>st</sup> March 2007), non pay terms and conditions have favoured predominately female groups of employees.

**39. Conclusions/Summary**

- a. The traditional local government pay and grading structure has contained a degree of gender bias and as such it has been necessary to undertake a wholesale review of existing pay and grading arrangements.
- b. Based on the Equality Impact assessment (detailed above) it appears that the proposed revised pay and grading structure is free from bias and redresses the historical inequalities between the female and male workforce, thereby significantly mitigating the risk of successful equal pay and/or sex, race, disability and age discrimination claims at Employment Tribunal.
- c. The positioning of the grade boundaries demonstrates there is no trend of significant female dominated groups immediately below grade boundaries where there are male dominated groups above.
- d. The proposed pay and grading structure has a significant differential positive equality impact and delivers
  - an increase in basic pay to 1626 female employees (59.06% of all females) compared and 386 male employees (53.24% of all males) with only 231 female employees (8.39% of all females) females suffering a detriment compared to 93 males (12.83% of all males). The gender pay gap widens slightly but there is a general convergence towards 100% in most Bands
  - there is no significant change in respect of ethnicity
  - there is no significant change in respect of disability
  - further work is needed to establish why some of the middle age ranges have not fared as well as the younger and more senior ones.
- e. The changes to terms and conditions have a greater impact on females, although the new arrangements apply equality principles and provide a defense to equal pay claims.

Appendix 1

Proposed Grade	Job Holders	Green Circles	White Circles	Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	18	8	9	1	44.44%	50.00%	5.56%
Band 14	59	31	24	4	52.54%	40.68%	6.78%
Band 13	85	37	43	5	43.53%	50.59%	5.88%
Band 12	126	53	61	12	42.06%	48.41%	9.52%
Band 11	96	27	41	28	28.13%	42.71%	29.17%
Band 10	131	19	85	27	14.50%	64.89%	20.61%
Band 9	222	60	127	35	27.03%	57.21%	15.77%
Band 8	214	118	38	58	55.14%	17.76%	27.10%
Band 7	378	167	182	29	44.18%	48.15%	7.67%
Band 6	708	411	258	39	58.05%	36.44%	5.51%
Band 5	605	334	210	61	55.21%	34.71%	10.08%
Band 4	72	62	4	6	86.11%	5.56%	8.33%
Band 3	215	208	3	4	96.74%	1.40%	1.86%
Band 2	264	200	53	11	75.76%	20.08%	4.17%
Band 1	285	277	4	4	97.19%	1.40%	1.40%
Total	3478	2012	1142	324	57.85%	32.83%	9.32%

Appendix B

Appendix 2

Proposed Grade	Gender	Job Holders	Green Circles	White Circles	Red Circles	Job Holders Percent	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	F	8	5	3	0	44.44%	62.50%	33.33%	0.00%
Band 15	M	10	3	6	1	55.56%	37.50%	66.67%	100.00%
Band 14	F	28	18	9	1	47.46%	58.06%	37.50%	25.00%
Band 14	M	31	13	15	3	52.54%	41.94%	62.50%	75.00%
Band 13	F	46	22	22	2	54.12%	59.46%	51.16%	40.00%
Band 13	M	39	15	21	3	45.88%	40.54%	48.84%	60.00%
Band 12	F	82	47	30	5	65.08%	88.68%	49.18%	41.67%
Band 12	M	44	6	31	7	34.92%	11.32%	50.82%	58.33%
Band 11	F	57	19	23	15	59.38%	70.37%	56.10%	53.57%
Band 11	M	39	8	18	13	40.63%	29.63%	43.90%	46.43%
Band 10	F	74	12	47	15	56.49%	63.16%	55.29%	55.56%
Band 10	M	57	7	38	12	43.51%	36.84%	44.71%	44.44%
Band 9	F	170	47	98	25	76.58%	78.33%	77.17%	71.43%
Band 9	M	52	13	29	10	23.42%	21.67%	22.83%	28.57%
Band 8	F	170	92	36	42	79.44%	77.97%	94.74%	72.41%
Band 8	M	44	26	2	16	20.56%	22.03%	5.26%	27.59%
Band 7	F	276	108	145	23	73.02%	64.67%	79.67%	79.31%
Band 7	M	102	59	37	6	26.98%	35.33%	20.33%	20.69%

**Proposed Grade    Gender    Job    Green Circles    White Circles    Red Circles    Job Holders Percent    Green Circle Percent    White Circle Percent    Red Circles Percent**



**Appendix B**

<b>Grade</b>		<b>Holders</b>	<b>Circles</b>	<b>Circles</b>	<b>Circles</b>	<b>Holders Percent</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
Band 6	F	573	308	232	33	80.93%	74.94%	89.92%	84.62%
Band 6	M	135	103	26	6	19.07%	25.06%	10.08%	15.38%
Band 5	F	493	245	194	54	81.49%	73.35%	92.38%	88.52%
Band 5	M	112	89	16	7	18.51%	26.65%	7.62%	11.48%
Band 4	F	51	45	3	3	70.83%	72.58%	75.00%	50.00%
Band 4	M	21	17	1	3	29.17%	27.42%	25.00%	50.00%
Band 3	F	198	194	0	4	92.09%	93.27%	0.00%	100.00%
Band 3	M	17	14	3	0	7.91%	6.73%	100.00%	0.00%
Band 2	F	254	195	52	7	96.21%	97.50%	98.11%	63.64%
Band 2	M	10	5	1	4	3.79%	2.50%	1.89%	36.36%
Band 1	F	273	269	2	2	95.79%	97.11%	50.00%	50.00%
Band 1	M	12	8	2	2	4.21%	2.89%	50.00%	50.00%
Total	F	2753	1626	896	231	79.15%	80.82%	78.46%	71.30%
Total	M	725	386	246	93	20.85%	19.18%	21.54%	28.70%

**Appendix B**

Appendix 3

Proposed Grade	Job Holders	Green Circles	White Circles	Red Circles	Green Circle Percent	White Circle Percent	Red Cirdes Percent
Band 15	10	3	6	1	30.00%	60.00%	10.00%
Band 14	31	13	15	3	41.94%	48.39%	9.68%
Band 13	39	15	21	3	38.46%	53.85%	7.69%
Band 12	44	6	31	7	13.64%	70.45%	15.91%
Band 11	39	8	18	13	20.51%	46.15%	33.33%
Band 10	57	7	38	12	12.28%	66.67%	21.05%
Band 9	52	13	29	10	25.00%	55.77%	19.23%
Band 8	44	26	2	16	59.09%	4.55%	36.36%
Band 7	102	59	37	6	57.84%	36.27%	5.88%
Band 6	135	103	26	6	76.30%	19.26%	4.44%
Band 5	112	89	16	7	79.46%	14.29%	6.25%
Band 4	21	17	1	3	80.95%	4.76%	14.29%
Band 3	17	14	3	0	82.35%	17.65%	0.00%
Band 2	10	5	1	4	50.00%	10.00%	40.00%
Band 1	12	8	2	2	66.67%	16.67%	16.67%
Total	725	386	246	93	53.24%	33.93%	12.83%

Appendix B

Appendix 4

Proposed Grade	Job Holders	Green Circles	White Circles	Females only			
				Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	8	5	3	0	62.50%	37.50%	0.00%
Band 14	28	18	9	1	64.29%	32.14%	3.57%
Band 13	46	22	22	2	47.83%	47.83%	4.35%
Band 12	82	47	30	5	57.32%	36.59%	6.10%
Band 11	57	19	23	15	33.33%	40.35%	26.32%
Band 10	74	12	47	15	16.22%	63.51%	20.27%
Band 9	170	47	98	25	27.65%	57.65%	14.71%
Band 8	170	92	36	42	54.12%	21.18%	24.71%
Band 7	276	108	145	23	39.13%	52.54%	8.33%
Band 6	573	308	232	33	53.75%	40.49%	5.76%
Band 5	493	245	194	54	49.70%	39.35%	10.95%
Band 4	51	45	3	3	88.24%	5.88%	5.88%
Band 3	198	194	0	4	97.98%	0.00%	2.02%
Band 2	254	195	52	7	76.77%	20.47%	2.76%
Band 1	273	269	2	2	98.53%	0.73%	0.73%
Total	2753	1626	896	231	59.06%	32.55%	8.39%

Band	Male (Nos)	Female (Nos)	Current Male Average earnings (£)	Current Female Average earnings (£)	Current Females basic pay as a % of Male basic pay	Proposed Male Average earnings (£)	Proposed Female Average earnings (£)	Proposed Females basic pay as a % of Male basic pay	Ave Male %age increase	Ave Female %age increase
1	13	273	12230	11592	94.78%	11794	11740	99.54%	-3.57%	1.28%
2	10	254	12295	11929	97.02%	12446	12305	98.87%	1.23%	3.15%
3	17	198	12034	11653	96.83%	13094	13068	99.80%	8.81%	12.14%
4	21	51	12660	12445	98.30%	14239	14220	99.87%	12.47%	14.26%
5	112	493	12921	13964	108.07%	14929	15018	100.60%	15.54%	7.55%
6	135	573	13641	15244	111.75%	15925	15997	100.45%	16.74%	4.94%
7	102	276	16106	17134	106.38%	17660	17744	100.48%	9.65%	3.56%
8	44	170	18630	18168	97.52%	19395	19374	99.89%	4.11%	6.64%
9	52	170	22172	21305	96.09%	22046	21804	98.90%	-0.57%	2.34%
10	57	74	25365	24923	98.26%	25147	25069	99.69%	-0.86%	0.59%
11	39	57	28282	27344	96.68%	28079	27856	99.21%	-0.72%	1.87%
12	44	82	30980	29083	93.88%	31071	30344	97.66%	0.29%	4.34%
13	39	46	33872	33602	99.20%	34488	34306	99.47%	1.82%	2.10%
14	30	28	37905	37054	97.75%	39027	38382	98.35%	2.96%	3.58%
15	10	8	42841	40753	95.13%	43964	42849	97.46%	2.62%	5.14%
Total	725	2753	19973	16307	81.65%	21101	17086	80.97%	5.65%	4.78%

Appendix B

Appendix 6

Band	Number of males	Number of females	Proposed (exc protection) Male Average earnings per FTE (£)	Proposed (exc protection) Female Average earnings per FTE (£)	Proposed (exc protection) Females basic pay as a % of Male basic pay	Proposed (inc protection) Average earnings per FTE (£)	Proposed (inc protection) Female Average earnings per FTE (£)	Proposed (inc protection) Females basic pay as a % of Male basic pay
1	13	273	11794	11740	99.54%	12337	11750	95.24%
2	10	254	12446	12305	98.87%	12601	12358	98.07%
3	17	198	13094	13068	99.80%	13094	13097	100.02%
4	21	51	14239	14220	99.87%	14358	14288	99.51%
5	112	493	14929	15018	100.60%	15022	15149	100.85%
6	135	573	15925	15997	100.45%	15981	16103	100.76%
7	102	276	17660	17744	100.48%	17777	17866	100.50%
8	44	170	19395	19374	99.89%	20270	19680	97.09%
9	52	170	22046	21804	98.90%	22561	22130	98.09%
10	57	74	25147	25069	99.69%	25587	25505	99.68%
11	39	57	28079	27856	99.21%	28717	28370	98.79%
12	44	82	31071	30344	97.66%	31362	30448	97.09%
13	39	46	34488	34306	99.47%	34600	34548	99.85%
14	30	28	39027	38382	98.35%	39225	38451	98.03%
15	10	8	43964	42849	97.46%	43778	42849	97.88%
Total	725	2753	21101	17086	80.97%	21349	17222	80.67%

Appendix B

Appendix 7

Ethnicity	Job Holders	Green Circles	White Circles	Red Circles	Job Holders Percent	Green Circle Percent	White Circle Percent	Red Circles Percent
Not Stated	1	1	0	0	5.56%	12.50%	0.00%	0.00%
White	17	7	9	1	94.44%	87.50%	100.00%	100.00%
BME Not Stated	1	1	0	0	1.69%	3.23%	0.00%	0.00%
White	53	27	23	3	89.83%	87.10%	95.83%	75.00%
Not Stated	9	5	3	1	10.59%	13.51%	6.98%	20.00%
White	76	32	40	4	89.41%	86.49%	93.02%	80.00%
BME Not Stated	2	1	1	0	1.59%	1.89%	1.64%	0.00%
White	108	42	55	11	85.71%	79.25%	90.16%	91.67%
BME Not Stated	1	0	1	0	1.04%	0.00%	2.44%	0.00%
White	83	21	39	23	86.46%	77.78%	95.12%	82.14%
BME Not Stated	1	0	0	1	0.76%	0.00%	0.00%	3.70%
White	108	17	68	23	82.44%	89.47%	80.00%	85.19%

Appendix B

<b>Ethnicity</b>	<b>Job Holders</b>	<b>Green Circles</b>	<b>White Circles</b>	<b>Red Circles</b>	<b>Job Holders Percent</b>	<b>Green Circle Percent</b>	<b>White Circle Percent</b>	<b>Red Circles Percent</b>
BME	2	1	1	0	0.90%	1.67%	0.79%	0.00%
Not Stated	30	11	16	3	13.51%	18.33%	12.60%	8.57%
White	190	48	110	32	85.59%	80.00%	86.61%	91.43%
Not Stated	25	19	2	4	11.68%	16.10%	5.26%	6.90%
White	189	99	36	54	88.32%	83.90%	94.74%	93.10%
BME	3	3	0	0	0.79%	1.80%	0.00%	0.00%
Not Stated	50	33	13	4	13.23%	19.76%	7.14%	13.79%
White	325	131	169	25	85.98%	78.44%	92.86%	86.21%
BME	5	2	3	0	0.71%	0.49%	1.16%	0.00%
Not Stated	136	78	52	6	19.21%	18.98%	20.16%	15.38%
White	567	331	203	33	80.08%	80.54%	78.68%	84.62%
BME	3	1	1	1	0.50%	0.30%	0.48%	1.64%
Not Stated	152	94	45	13	25.12%	28.14%	21.43%	21.31%
White	450	239	164	47	74.38%	71.56%	78.10%	77.05%
Not Stated	23	20	1	2	31.94%	32.26%	25.00%	33.33%
White	49	42	3	4	68.06%	67.74%	75.00%	66.67%
Not Stated	58	56	0	2	26.98%	26.92%	0.00%	50.00%
White	157	152	3	2	73.02%	73.08%	100.00%	50.00%

Appendix B

<b>Ethnicity</b>	<b>Job Holders</b>	<b>Green Circles</b>	<b>White Circles</b>	<b>Red Circles</b>	<b>Job Holders Percent</b>	<b>Green Circle Percent</b>	<b>White Circle Percent</b>	<b>Red Circles Percent</b>
BME	1	1	0	0	0.38%	0.50%	0.00%	0.00%
Not Stated	40	32	7	1	15.15%	16.00%	13.21%	9.09%
White	223	167	46	10	84.47%	83.50%	86.79%	90.91%
Not Stated	63	62	0	1	22.11%	22.38%	0.00%	25.00%
White	222	215	4	3	77.89%	77.62%	100.00%	75.00%
BME	19	10	7	2	0.55%	0.50%	0.61%	0.62%
Not Stated	642	432	163	47	18.46%	21.47%	14.27%	14.51%
White	2817	1570	972	275	80.99%	78.03%	85.11%	84.88%



**Appendix B**

Appendix 8

Proposed Grade	Job Holders	Green Circles	White Circles	Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	17	7	9	1	41.18%	52.94%	5.88%
Band 14	53	27	23	3	50.94%	43.40%	5.66%
Band 13	76	32	40	4	42.11%	52.63%	5.26%
Band 12	108	42	55	11	38.89%	50.93%	10.19%
Band 11	83	21	39	23	25.30%	46.99%	27.71%
Band 10	108	17	68	23	15.74%	62.96%	21.30%
Band 9	190	48	110	32	25.26%	57.89%	16.84%
Band 8	189	99	36	54	52.38%	19.05%	28.57%
Band 7	325	131	169	25	40.31%	52.00%	7.69%
Band 6	567	331	203	33	58.38%	35.80%	5.82%
Band 5	450	239	164	47	53.11%	36.44%	10.44%
Band 4	49	42	3	4	85.71%	6.12%	8.16%
Band 3	157	152	3	2	96.82%	1.91%	1.27%
Band 2	223	167	46	10	74.89%	20.63%	4.48%
Band 1	222	215	4	3	96.85%	1.80%	1.35%
Total	2817	1570	972	275	55.73%	34.50%	9.76%

**Appendix B**

Appendix 9

Proposed Grade	Job Holders	Green Circles	White Circles	BME			
				Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 14	1	1	0	0	100.00%	0.00%	0.00%
Band 12	2	1	1	0	50.00%	50.00%	0.00%
Band 11	1	0	1	0	0.00%	100.00%	0.00%
Band 10	1	0	0	1	0.00%	0.00%	100.00%
Band 9	2	1	1	0	50.00%	50.00%	0.00%
Band 7	3	3	0	0	100.00%	0.00%	0.00%
Band 6	5	2	3	0	40.00%	60.00%	0.00%
Band 5	3	1	1	1	33.33%	33.33%	33.33%
Band 2	1	1	0	0	100.00%	0.00%	0.00%
Total	19	10	7	2	52.63%	36.84%	10.53%

Appendix B

Appendix 10

Proposed Grade	Job Holders	Green Circles	White Circles	Ethnicity Not Declared		White Circle Percent	Red Circles Percent
				Red Circles	Green Circle Percent		
Band 15	1	1	0	0	100.00%	0.00%	0.00%
Band 14	5	3	1	1	60.00%	20.00%	20.00%
Band 13	9	5	3	1	55.56%	33.33%	11.11%
Band 12	16	10	5	1	62.50%	31.25%	6.25%
Band 11	12	6	1	5	50.00%	8.33%	41.67%
Band 10	22	2	17	3	9.09%	77.27%	13.64%
Band 9	30	11	16	3	36.67%	53.33%	10.00%
Band 8	25	19	2	4	76.00%	8.00%	16.00%
Band 7	50	33	13	4	66.00%	26.00%	8.00%
Band 6	136	78	52	6	57.35%	38.24%	4.41%
Band 5	152	94	45	13	61.84%	29.61%	8.55%
Band 4	23	20	1	2	86.96%	4.35%	8.70%
Band 3	58	56	0	2	96.55%	0.00%	3.45%
Band 2	40	32	7	1	80.00%	17.50%	2.50%
Band 1	63	62	0	1	98.41%	0.00%	1.59%
Total	642	432	163	47	67.29%	25.39%	7.32%

Band	Non BME Emp's (Nos)	BME Emp's (Nos)	Current non BME back- ground Average basic pay (£)	Current BME back- round Average basic pay (£)	Current BME back- ground basic pay as a % of non BME back- ground basic pay	Proposed non BME back- ground Average basic pay (£)	Proposed BME back- ground Average basic pay (£)	Proposed BME back- ground basic pay as a % of non BME back- ground basic pay	Ave non BME %age increase	Ave BME %age increase
1	223	0	11617	0	0.00%	11743	0	0.00%	1.08%	0.00%
2	223	1	11956	11734	98.14%	12311	12294	99.86%	2.97%	4.77%
3	157	0	11664	0	0.00%	13069	0	0.00%	12.05%	0.00%
4	49	0	12447	0	0.00%	14227	0	0.00%	14.30%	0.00%
5	450	3	13861	14687	105.96%	15007	15078	100.47%	8.27%	2.66%
6	567	5	14953	15094	100.94%	15988	15992	100.03%	6.92%	5.95%
7	325	3	16992	15023	88.41%	17755	17154	96.62%	4.49%	14.18%
8	189	0	18373	0	0.00%	19406	0	0.00%	5.62%	0.00%
9	190	2	21624	18945	87.61%	21914	20736	94.62%	1.34%	9.45%
10	108	1	25188	27594	109.55%	25101	26066	103.84%	-0.35%	-5.54%
11	83	1	27834	27594	99.14%	27977	27594	98.63%	0.51%	0.00%
12	108	2	30000	28333	94.44%	30702	30163	98.24%	2.34%	6.46%
13	76	0	33797	0	0.00%	34398	0	0.00%	1.78%	0.00%
14	52	1	37594	35852	95.37%	38740	37543	96.91%	3.05%	4.72%
15	17	0	42020	0	0.00%	43391	0	0.00%	3.26%	0.00%
<b>Total</b>	<b>2817</b>	<b>19</b>	<b>17413</b>	<b>19049</b>	<b>109.40%</b>	<b>18202</b>	<b>20103</b>	<b>110.44%</b>	<b>4.53%</b>	<b>5.53%</b>

Appendix B

Appendix 12

Band	Number of non BME	Number of BME Employees	Proposed (exc protection) non BME back-ground Average basic pay (£)	Proposed (exc protection) BME back-ground Average basic pay (£)	Proposed (exc protection) BME back-ground basic pay as a % of non BME back-ground basic pay	Proposed (inc protection) non BME back-ground Average basic pay (£)	Proposed (inc protection) BME back-ground Average basic pay (£)	Proposed (inc protection) BME back-ground basic pay as a % of non BME back-ground basic pay
1	223	0	11743	0	0.00%	11773	0	0.00%
2	223	1	12311	12294	99.86%	12377	12294	99.33%
3	157	0	13069	0	0.00%	13086	0	0.00%
4	49	0	14227	0	0.00%	14306	0	0.00%
5	450	3	15007	15078	100.47%	15134	15202	100.45%
6	567	5	15988	15992	100.03%	16091	15992	99.38%
7	325	3	17755	17154	96.62%	17888	17154	95.90%
8	189	0	19406	0	0.00%	19868	0	0.00%
9	190	2	21914	20736	94.62%	22307	20736	92.96%
10	108	1	25101	26066	103.84%	25583	27594	107.86%
11	83	1	27977	27594	98.63%	28539	27594	96.69%
12	108	2	30702	30163	98.24%	30891	30163	97.64%
13	76	0	34398	0	0.00%	34578	0	0.00%
14	52	1	38740	37543	96.91%	38832	37543	96.68%
15	17	0	43391	0	0.00%	43440	0	0.00%
Total	2817	19	18202	20103	110.44%	18375	20203	109.95%

**Appendix B**

Appendix 13

<b>Disability</b>	<b>Job Holders</b>	<b>Green Circles</b>	<b>White Circles</b>	<b>Red Circles</b>	<b>Job Holders Percent</b>	<b>Green Circle Percent</b>	<b>White Circle Percent</b>	<b>Red Circles Percent</b>
With a Disability	2	2	0	0	11.11%	25.00%	0.00%	0.00%
With no Disability	14	5	8	1	77.78%	62.50%	88.89%	100.00%
Not Stated	2	1	1	0	11.11%	12.50%	11.11%	0.00%
With a Disability	1	1	0	0	1.69%	3.23%	0.00%	0.00%
With no Disability	47	23	21	3	79.66%	74.19%	87.50%	75.00%
Not Stated	11	7	3	1	18.64%	22.58%	12.50%	25.00%
With a Disability	9	4	5	0	10.59%	10.81%	11.63%	0.00%
With no Disability	63	24	35	4	74.12%	64.86%	81.40%	80.00%
Not Stated	13	9	3	1	15.29%	24.32%	6.98%	20.00%
With a Disability	2	0	2	0	1.59%	0.00%	3.28%	0.00%
With no Disability	102	40	53	9	80.95%	75.47%	86.89%	75.00%
Not Stated	22	13	6	3	17.46%	24.53%	9.84%	25.00%
With a Disability	4	1	2	1	4.17%	3.70%	4.88%	3.57%
With no Disability	71	15	36	20	73.96%	55.56%	87.80%	71.43%
Not Stated	21	11	3	7	21.88%	40.74%	7.32%	25.00%
<b>Disability</b>	<b>Job</b>	<b>Green</b>	<b>White</b>	<b>Red</b>	<b>Job Holders</b>	<b>Green Circle</b>	<b>White Circle</b>	<b>Red Circles</b>

**Appendix B**

	<b>Holders</b>	<b>Circles</b>	<b>Circles</b>	<b>Circles</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
With a Disability	8	2	5	1	6.11%	10.53%	5.88%	3.70%
With no Disability	92	13	57	22	70.23%	68.42%	67.06%	81.48%
Not Stated	31	4	23	4	23.66%	21.05%	27.06%	14.81%
With a Disability	9	0	5	4	4.05%	0.00%	3.94%	11.43%
With no Disability	161	42	92	27	72.52%	70.00%	72.44%	77.14%
Not Stated	52	18	30	4	23.42%	30.00%	23.62%	11.43%
With a Disability	12	7	2	3	5.61%	5.93%	5.26%	5.17%
With no Disability	169	87	33	49	78.97%	73.73%	86.84%	84.48%
Not Stated	33	24	3	6	15.42%	20.34%	7.89%	10.34%
With a Disability	18	7	8	3	4.76%	4.19%	4.40%	10.34%
With no Disability	278	110	147	21	73.54%	65.87%	80.77%	72.41%
Not Stated	82	50	27	5	21.69%	29.94%	14.84%	17.24%
With a Disability	22	12	8	2	3.11%	2.92%	3.10%	5.13%
With no Disability	501	289	180	32	70.76%	70.32%	69.77%	82.05%
Not Stated	185	110	70	5	26.13%	26.76%	27.13%	12.82%
With a Disability	22	11	6	5	3.64%	3.29%	2.86%	8.20%

**Appendix B**

<b>Disability</b>	<b>Job Holders</b>	<b>Green Circles</b>	<b>White Circles</b>	<b>Red Circles</b>	<b>Job Holders Percent</b>	<b>Green Circle Percent</b>	<b>White Circle Percent</b>	<b>Red Circles Percent</b>
With no Disability	372	190	141	41	61.49%	56.89%	67.14%	67.21%
Not Stated	211	133	63	15	34.88%	39.82%	30.00%	24.59%
With a Disability	3	3	0	0	4.17%	4.84%	0.00%	0.00%
With no Disability	40	34	3	3	55.56%	54.84%	75.00%	50.00%
Not Stated	29	25	1	3	40.28%	40.32%	25.00%	50.00%
With a Disability	2	2	0	0	0.93%	0.96%	0.00%	0.00%
With no Disability	139	135	3	1	64.65%	64.90%	100.00%	25.00%
Not Stated	74	71	0	3	34.42%	34.13%	0.00%	75.00%
With a Disability	13	10	3	0	4.92%	5.00%	5.66%	0.00%
With no Disability	195	146	40	9	73.86%	73.00%	75.47%	81.82%
Not Stated	56	44	10	2	21.21%	22.00%	18.87%	18.18%
With a Disability	2	2	0	0	0.70%	0.72%	0.00%	0.00%
With no Disability	193	188	2	3	67.72%	67.87%	50.00%	75.00%
Not Stated	90	87	2	1	31.58%	31.41%	50.00%	25.00%
With a Disability	129	64	46	19	3.71%	3.18%	4.03%	5.86%
With no Disability	2437	1341	851	245	70.07%	66.65%	74.52%	75.62%
Not Stated	912	607	245	60	26.22%	30.17%	21.45%	18.52%



Appendix B

Appendix 14

Proposed Grade	Job Holders	Green Circles	White Circles	Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	14	5	8	1	35.71%	57.14%	7.14%
Band 14	47	23	21	3	48.94%	44.68%	6.38%
Band 13	63	24	35	4	38.10%	55.56%	6.35%
Band 12	102	40	53	9	39.22%	51.96%	8.82%
Band 11	71	15	36	20	21.13%	50.70%	28.17%
Band 10	92	13	57	22	14.13%	61.96%	23.91%
Band 9	161	42	92	27	26.09%	57.14%	16.77%
Band 8	169	87	33	49	51.48%	19.53%	28.99%
Band 7	278	110	147	21	39.57%	52.88%	7.55%
Band 6	501	289	180	32	57.68%	35.93%	6.39%
Band 5	372	190	141	41	51.08%	37.90%	11.02%
Band 4	40	34	3	3	85.00%	7.50%	7.50%
Band 3	139	135	3	1	97.12%	2.16%	0.72%
Band 2	195	146	40	9	74.87%	20.51%	4.62%
Band 1	193	188	2	3	97.41%	1.04%	1.55%
Total	2437	1341	851	245	55.03%	34.92%	10.05%

**Appendix B**

**Appendix 14**

Proposed Grade	Job Holders	Green Circles	White Circles	Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	14	5	8	1	35.71%	57.14%	7.14%
Band 14	47	23	21	3	48.94%	44.68%	6.38%
Band 13	63	24	35	4	38.10%	55.56%	6.35%
Band 12	102	40	53	9	39.22%	51.96%	8.82%
Band 11	71	15	36	20	21.13%	50.70%	28.17%
Band 10	92	13	57	22	14.13%	61.96%	23.91%
Band 9	161	42	92	27	26.09%	57.14%	16.77%
Band 8	169	87	33	49	51.48%	19.53%	28.99%
Band 7	278	110	147	21	39.57%	52.88%	7.55%
Band 6	501	289	180	32	57.68%	35.93%	6.39%
Band 5	372	190	141	41	51.08%	37.90%	11.02%
Band 4	40	34	3	3	85.00%	7.50%	7.50%
Band 3	139	135	3	1	97.12%	2.16%	0.72%
Band 2	195	146	40	9	74.87%	20.51%	4.62%
Band 1	193	188	2	3	97.41%	1.04%	1.55%
Total	2437	1341	851	245	55.03%	34.92%	10.05%

Appendix B

Appendix 15

Proposed Grade	Job Holders	Green Circles	White Circles	With a Disability		White Circle Percent	Red Circles Percent
				Red Circles	Green Circle Percent		
Band 15	2	2	0	0	100.00%	0.00%	0.00%
Band 14	1	1	0	0	100.00%	0.00%	0.00%
Band 13	9	4	5	0	44.44%	55.56%	0.00%
Band 12	2	0	2	0	0.00%	100.00%	0.00%
Band 11	4	1	2	1	25.00%	50.00%	25.00%
Band 10	8	2	5	1	25.00%	62.50%	12.50%
Band 9	9	0	5	4	0.00%	55.56%	44.44%
Band 8	12	7	2	3	58.33%	16.67%	25.00%
Band 7	18	7	8	3	38.89%	44.44%	16.67%
Band 6	22	12	8	2	54.55%	36.36%	9.09%
Band 5	22	11	6	5	50.00%	27.27%	22.73%
Band 4	3	3	0	0	100.00%	0.00%	0.00%
Band 3	2	2	0	0	100.00%	0.00%	0.00%
Band 2	13	10	3	0	76.92%	23.08%	0.00%
Band 1	2	2	0	0	100.00%	0.00%	0.00%
Total	129	64	46	19	49.61%	35.66%	14.73%

Appendix B

Appendix 16

Proposed Grade	Job Holders	Green Circles	White Circles	Disability not Declared		White Circle Percent	Red Circles Percent
				Red Circles	Green Circle Percent		
Band 15	2	1	1	0	50.00%	50.00%	0.00%
Band 14	11	7	3	1	63.64%	27.27%	9.09%
Band 13	13	9	3	1	69.23%	23.08%	7.69%
Band 12	22	13	6	3	59.09%	27.27%	13.64%
Band 11	21	11	3	7	52.38%	14.29%	33.33%
Band 10	31	4	23	4	12.90%	74.19%	12.90%
Band 9	52	18	30	4	34.62%	57.69%	7.69%
Band 8	33	24	3	6	72.73%	9.09%	18.18%
Band 7	82	50	27	5	60.98%	32.93%	6.10%
Band 6	185	110	70	5	59.46%	37.84%	2.70%
Band 5	211	133	63	15	63.03%	29.86%	7.11%
Band 4	29	25	1	3	86.21%	3.45%	10.34%
Band 3	74	71	0	3	95.95%	0.00%	4.05%
Band 2	56	44	10	2	78.57%	17.86%	3.57%
Band 1	90	87	2	1	96.67%	2.22%	1.11%
Total	912	607	245	60	66.56%	26.86%	6.58%

Grade	Employees with no disability (Nos)	Employees with a disability (Nos)	Current no disability average basic pay (£)	Current disability average basic pay (£)	Current disability basic pay as a % of no disability basic pay	Proposed no disability average basic pay (£)	Proposed disability average basic pay (£)	Proposed disability basic pay as a % of no disability basic pay	Ave no disability %age increase	Ave disability %age increase
1	194	2	11620	11577	99.63%	11742	11737	99.96%	1.05%	1.38%
2	195	13	11957	11845	99.06%	12311	12292	99.85%	2.96%	3.77%
3	139	2	11652	11574	99.33%	13068	13064	99.97%	12.15%	12.87%
4	40	3	12465	11737	94.16%	14226	14197	99.80%	14.13%	20.96%
5	372	22	13958	14090	100.95%	15014	15080	100.44%	7.57%	7.03%
6	501	22	14967	14841	99.16%	15989	16022	100.21%	6.83%	7.96%
7	278	18	17013	17035	100.13%	17782	17756	99.85%	4.52%	4.23%
8	169	12	18326	19075	104.09%	19412	19351	99.69%	5.93%	1.45%
9	161	9	21647	23293	107.60%	21922	22452	102.42%	1.27%	-3.61%
10	92	8	25432	24433	96.07%	25166	24827	98.65%	-1.05%	1.61%
11	71	4	28028	27489	98.08%	28005	28067	100.22%	-0.08%	2.10%
12	102	2	30014	30163	100.50%	30679	30163	98.32%	2.22%	0.00%
13	63	9	33966	33512	98.66%	34450	34522	100.21%	1.42%	3.01%
14	46	1	37819	34991	92.52%	38856	37543	96.62%	2.74%	7.29%
15	14	2	42257	39253	92.89%	43516	42093	96.73%	2.98%	7.24%
<b>Total</b>	<b>2437</b>	<b>129</b>	<b>17479</b>	<b>18589</b>	<b>106.35%</b>	<b>18236</b>	<b>19331</b>	<b>106.00%</b>	<b>4.33%</b>	<b>3.99%</b>

Band	Number of employees with no disability	Number of employees with a disability	Proposed (exc protection) no disability Average basic pay (£)	Proposed (exc protection) disability Average basic pay (£)	Proposed (exc protection) disability basic pay as a % of no disability Basic pay	Proposed (inc protection) no disability Average basic pay (£)	Proposed (inc protection) disability Average basic pay (£)	Proposed (inc protection) disability basic pay as a % of no disability basic pay
1	194	2	11742	11737	99.96%	11776	11737	99.67%
2	195	13	12311	12292	99.85%	12376	12292	99.32%
3	139	2	13068	13064	99.97%	13079	13064	99.89%
4	40	3	14226	14197	99.80%	14313	14197	99.19%
5	372	22	15014	15080	100.44%	15151	15333	101.20%
6	501	22	15989	16022	100.21%	16105	16106	100.01%
7	278	18	17782	17756	99.85%	17912	18105	101.08%
8	169	12	19412	19351	99.69%	19879	19948	100.35%
9	161	9	21922	22452	102.42%	22333	23293	104.30%
10	92	8	25166	24827	98.65%	25723	24923	96.89%
11	71	4	28005	28067	100.22%	28553	28487	99.77%
12	102	2	30679	30163	98.32%	30855	30163	97.76%
13	63	9	34450	34522	100.21%	34668	34522	99.58%
14	46	1	38856	37543	96.62%	38961	37543	96.36%
15	14	2	43516	42093	96.73%	43576	42093	96.60%
<b>Total</b>	<b>2437</b>	<b>129</b>	<b>18236</b>	<b>19331</b>	<b>106.00%</b>	<b>18417</b>	<b>19571</b>	<b>106.27%</b>

Appendix B

Appendix 19

Proposed Grade	Age Group	Job Holders	Green Circles	White Circles	Red Circles	Job Holders Percent	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	25 to 34	1	1	0	0	5.56%	12.50%	0.00%	0.00%
Band 15	35 to 44	3	1	2	0	16.67%	12.50%	22.22%	0.00%
Band 15	45 to 54	10	4	5	1	55.56%	50.00%	55.56%	100.00%
Band 15	55 to 64	4	2	2	0	22.22%	25.00%	22.22%	0.00%
Band 14	25 to 34	2	0	2	0	3.39%	0.00%	8.33%	0.00%
Band 14	35 to 44	14	9	5	0	23.73%	29.03%	20.83%	0.00%
Band 14	45 to 54	33	16	14	3	55.93%	51.61%	58.33%	75.00%
Band 14	55 to 64	10	6	3	1	16.95%	19.35%	12.50%	25.00%
Band 13	16 to 24	1	1	0	0	1.18%	2.70%	0.00%	0.00%
Band 13	25 to 34	15	6	9	0	17.65%	16.22%	20.93%	0.00%
Band 13	35 to 44	26	10	14	2	30.59%	27.03%	32.56%	40.00%
Band 13	45 to 54	30	13	14	3	35.29%	35.14%	32.56%	60.00%
Band 13	55 to 64	13	7	6	0	15.29%	18.92%	13.95%	0.00%
Band 12	25 to 34	26	14	9	3	20.63%	26.42%	14.75%	25.00%
Band 12	35 to 44	44	21	19	4	34.92%	39.62%	31.15%	33.33%
Band 12	45 to 54	35	14	19	2	27.78%	26.42%	31.15%	16.67%
Band 12	55 to 64	21	4	14	3	16.67%	7.55%	22.95%	25.00%
Band 11	25 to 34	18	10	5	3	18.75%	37.04%	12.20%	10.71%
Band 11	35 to 44	34	10	14	10	35.42%	37.04%	34.15%	35.71%
Band 11	45 to 54	32	4	18	10	33.33%	14.81%	43.90%	35.71%
Band 11	55 to 64	11	3	4	4	11.46%	11.11%	9.76%	14.29%
Band 11	65+	1	0	0	1	1.04%	0.00%	0.00%	3.57%
Band 10	16 to 24	5	2	3	0	3.82%	10.53%	3.53%	0.00%
Band 10	25 to 34	23	2	15	6	17.56%	10.53%	17.65%	22.22%

**Appendix B**

<b>Proposed Grade</b>	<b>Age Group</b>	<b>Job Holders</b>	<b>Green Circles</b>	<b>White Circles</b>	<b>Red Circles</b>	<b>Job Holders Percent</b>	<b>Green Circle Percent</b>	<b>White Circle Percent</b>	<b>Red Circles Percent</b>
Band 10	35 to 44	49	4	36	9	37.40%	21.05%	42.35%	33.33%
Band 10	45 to 54	31	6	19	6	23.66%	31.58%	22.35%	22.22%
Band 10	55 to 64	23	5	12	6	17.56%	26.32%	14.12%	22.22%
Band 9	16 to 24	11	6	5	0	4.95%	10.00%	3.94%	0.00%
Band 9	25 to 34	38	9	27	2	17.12%	15.00%	21.26%	5.71%
Band 9	35 to 44	73	18	41	14	32.88%	30.00%	32.28%	40.00%
Band 9	45 to 54	72	19	42	11	32.43%	31.67%	33.07%	31.43%
Band 9	55 to 64	27	8	12	7	12.16%	13.33%	9.45%	20.00%
Band 9	65+	1	0	0	1	0.45%	0.00%	0.00%	2.86%
Band 8	16 to 24	4	2	1	1	1.87%	1.69%	2.63%	1.72%
Band 8	25 to 34	36	16	11	9	16.82%	13.56%	28.95%	15.52%
Band 8	35 to 44	68	32	13	23	31.78%	27.12%	34.21%	39.66%
Band 8	45 to 54	71	47	8	16	33.18%	39.83%	21.05%	27.59%
Band 8	55 to 64	35	21	5	9	16.36%	17.80%	13.16%	15.52%
Band 7	16 to 24	17	8	8	1	4.50%	4.79%	4.40%	3.45%
Band 7	25 to 34	52	19	31	2	13.76%	11.38%	17.03%	6.90%
Band 7	35 to 44	143	60	70	13	37.83%	35.93%	38.46%	44.83%
Band 7	45 to 54	127	61	54	12	33.60%	36.53%	29.67%	41.38%
Band 7	55 to 64	37	18	18	1	9.79%	10.78%	9.89%	3.45%
Band 7	65+	2	1	1	0	0.53%	0.60%	0.55%	0.00%
Band 6	16 to 24	58	38	20	0	8.19%	9.25%	7.75%	0.00%
Band 6	25 to 34	121	54	62	5	17.09%	13.14%	24.03%	12.82%
Band 6	35 to 44	226	125	90	11	31.92%	30.41%	34.88%	28.21%
Band 6	45 to 54	216	133	67	16	30.51%	32.36%	25.97%	41.03%
Band 6	55 to 64	83	59	17	7	11.72%	14.36%	6.59%	17.95%
Band 6	65+	4	2	2	0	0.56%	0.49%	0.78%	0.00%



Appendix B

Proposed Grade	Age Group	Job Holders	Green Circles	White Circles	Red Circles	Job Holders Percent	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 5	16 to 24	61	31	23	7	10.08%	9.28%	10.95%	11.48%
Band 5	25 to 34	76	30	38	8	12.56%	8.98%	18.10%	13.11%
Band 5	35 to 44	183	81	82	20	30.25%	24.25%	39.05%	32.79%
Band 5	45 to 54	177	110	51	16	29.26%	32.93%	24.29%	26.23%
Band 5	55 to 64	106	80	16	10	17.52%	23.95%	7.62%	16.39%
Band 5	65+	2	2	0	0	0.33%	0.60%	0.00%	0.00%
Band 4	16 to 24	5	2	2	1	6.94%	3.23%	50.00%	16.67%
Band 4	25 to 34	11	8	0	3	15.28%	12.90%	0.00%	50.00%
Band 4	35 to 44	13	11	1	1	18.06%	17.74%	25.00%	16.67%
Band 4	45 to 54	15	13	1	1	20.83%	20.97%	25.00%	16.67%
Band 4	55 to 64	16	16	0	0	22.22%	25.81%	0.00%	0.00%
Band 4	65+	12	12	0	0	16.67%	19.35%	0.00%	0.00%
Band 3	16 to 24	13	12	0	1	6.05%	5.77%	0.00%	25.00%
Band 3	25 to 34	21	19	1	1	9.77%	9.13%	33.33%	25.00%
Band 3	35 to 44	84	81	2	1	39.07%	38.94%	66.67%	25.00%
Band 3	45 to 54	62	61	0	1	28.84%	29.33%	0.00%	25.00%
Band 3	55 to 64	35	35	0	0	16.28%	16.83%	0.00%	0.00%
Band 2	16 to 24	3	2	0	1	1.14%	1.00%	0.00%	9.09%
Band 2	25 to 34	21	17	2	2	7.95%	8.50%	3.77%	18.18%
Band 2	35 to 44	88	68	16	4	33.33%	34.00%	30.19%	36.36%
Band 2	45 to 54	92	69	22	1	34.85%	34.50%	41.51%	9.09%
Band 2	55 to 64	59	43	13	3	22.35%	21.50%	24.53%	27.27%
Band 2	65+	1	1	0	0	0.38%	0.50%	0.00%	0.00%
Band 1	16 to 24	11	10	1	0	3.86%	3.61%	25.00%	0.00%
Band 1	25 to 34	17	16	0	1	5.96%	5.78%	0.00%	25.00%
Band 1	35 to 44	87	84	2	1	30.53%	30.32%	50.00%	25.00%

**Appendix B**

<b>Proposed Grade</b>	<b>Age Group</b>	<b>Job Holders</b>	<b>Green Circles</b>	<b>White Circles</b>	<b>Red Circles</b>	<b>Job Holders Percent</b>	<b>Green Circle Percent</b>	<b>White Circle Percent</b>	<b>Red Circles Percent</b>
Band 1	45 to 54	106	105	0	1	37.19%	37.91%	0.00%	25.00%
Band 1	55 to 64	63	61	1	1	22.11%	22.02%	25.00%	25.00%
Band 1	65+	1	1	0	0	0.35%	0.36%	0.00%	0.00%
All	16 to 24	189	114	63	12	5.43%	5.67%	5.52%	3.70%
All	25 to 34	478	221	212	45	13.74%	10.98%	18.56%	13.89%
All	35 to 44	1135	615	407	113	32.63%	30.57%	35.64%	34.88%
All	45 to 54	1109	675	334	100	31.89%	33.55%	29.25%	30.86%
All	55 to 64	543	368	123	52	15.61%	18.29%	10.77%	16.05%
All	65+	24	19	3	2	0.69%	0.94%	0.26%	0.62%

Appendix B

Appendix 20

Proposed Grade	Job Holders	Green Circles	White Circles	Aged 16-24			
				Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 13	1	1	0	0	100.00%	0.00%	0.00%
Band 10	5	2	3	0	40.00%	60.00%	0.00%
Band 9	11	6	5	0	54.55%	45.45%	0.00%
Band 8	4	2	1	1	50.00%	25.00%	25.00%
Band 7	17	8	8	1	47.06%	47.06%	5.88%
Band 6	58	38	20	0	65.52%	34.48%	0.00%
Band 5	61	31	23	7	50.82%	37.70%	11.48%
Band 4	5	2	2	1	40.00%	40.00%	20.00%
Band 3	13	12	0	1	92.31%	0.00%	7.69%
Band 2	3	2	0	1	66.67%	0.00%	33.33%
Band 1	11	10	1	0	90.91%	9.09%	0.00%
Total	189	114	63	12	60.32%	33.33%	6.35%

Appendix B

Appendix 21

Proposed Grade	Job Holders	Green Circles	White Circles	Aged 25-34			
				Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	1	1	0	0	100.00%	0.00%	0.00%
Band 14	2	0	2	0	0.00%	100.00%	0.00%
Band 13	15	6	9	0	40.00%	60.00%	0.00%
Band 12	26	14	9	3	53.85%	34.62%	11.54%
Band 11	18	10	5	3	55.56%	27.78%	16.67%
Band 10	23	2	15	6	8.70%	65.22%	26.09%
Band 9	38	9	27	2	23.68%	71.05%	5.26%
Band 8	36	16	11	9	44.44%	30.56%	25.00%
Band 7	52	19	31	2	36.54%	59.62%	3.85%
Band 6	121	54	62	5	44.63%	51.24%	4.13%
Band 5	76	30	38	8	39.47%	50.00%	10.53%
Band 4	11	8	0	3	72.73%	0.00%	27.27%
Band 3	21	19	1	1	90.48%	4.76%	4.76%
Band 2	21	17	2	2	80.95%	9.52%	9.52%
Band 1	17	16	0	1	94.12%	0.00%	5.88%
Total	478	221	212	45	46.23%	44.35%	9.41%

Appendix B

Appendix 22

Proposed Grade	Job Holders	Green Circles	White Circles	Aged 35-44			
				Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	3	1	2	0	33.33%	66.67%	0.00%
Band 14	14	9	5	0	64.29%	35.71%	0.00%
Band 13	26	10	14	2	38.46%	53.85%	7.69%
Band 12	44	21	19	4	47.73%	43.18%	9.09%
Band 11	34	10	14	10	29.41%	41.18%	29.41%
Band 10	49	4	36	9	8.16%	73.47%	18.37%
Band 9	73	18	41	14	24.66%	56.16%	19.18%
Band 8	68	32	13	23	47.06%	19.12%	33.82%
Band 7	143	60	70	13	41.96%	48.95%	9.09%
Band 6	226	125	90	11	55.31%	39.82%	4.87%
Band 5	183	81	82	20	44.26%	44.81%	10.93%
Band 4	13	11	1	1	84.62%	7.69%	7.69%
Band 3	84	81	2	1	96.43%	2.38%	1.19%
Band 2	88	68	16	4	77.27%	18.18%	4.55%
Band 1	87	84	2	1	96.55%	2.30%	1.15%
Total	1135	615	407	113	54.19%	35.86%	9.96%

Appendix B

Appendix 23

Proposed Grade	Job Holders	Green Circles	White Circles	Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	10	4	5	1	40.00%	50.00%	10.00%
Band 14	33	16	14	3	48.48%	42.42%	9.09%
Band 13	30	13	14	3	43.33%	46.67%	10.00%
Band 12	35	14	19	2	40.00%	54.29%	5.71%
Band 11	32	4	18	10	12.50%	56.25%	31.25%
Band 10	31	6	19	6	19.35%	61.29%	19.35%
Band 9	72	19	42	11	26.39%	58.33%	15.28%
Band 8	71	47	8	16	66.20%	11.27%	22.54%
Band 7	127	61	54	12	48.03%	42.52%	9.45%
Band 6	216	133	67	16	61.57%	31.02%	7.41%
Band 5	177	110	51	16	62.15%	28.81%	9.04%
Band 4	15	13	1	1	86.67%	6.67%	6.67%
Band 3	62	61	0	1	98.39%	0.00%	1.61%
Band 2	92	69	22	1	75.00%	23.91%	1.09%
Band 1	106	105	0	1	99.06%	0.00%	0.94%
Total	1109	675	334	100	60.87%	30.12%	9.02%

Appendix B

Appendix 24

Proposed Grade	Job Holders	Green Circles	White Circles	Aged 55-64			
				Red Circles	Green Circle Percent	White Circle Percent	Red Circles Percent
Band 15	4	2	2	0	50.00%	50.00%	0.00%
Band 14	10	6	3	1	60.00%	30.00%	10.00%
Band 13	13	7	6	0	53.85%	46.15%	0.00%
Band 12	21	4	14	3	19.05%	66.67%	14.29%
Band 11	11	3	4	4	27.27%	36.36%	36.36%
Band 10	23	5	12	6	21.74%	52.17%	26.09%
Band 9	27	8	12	7	29.63%	44.44%	25.93%
Band 8	35	21	5	9	60.00%	14.29%	25.71%
Band 7	37	18	18	1	48.65%	48.65%	2.70%
Band 6	83	59	17	7	71.08%	20.48%	8.43%
Band 5	106	80	16	10	75.47%	15.09%	9.43%
Band 4	16	16	0	0	100.00%	0.00%	0.00%
Band 3	35	35	0	0	100.00%	0.00%	0.00%
Band 2	59	43	13	3	72.88%	22.03%	5.08%
Band 1	63	61	1	1	96.83%	1.59%	1.59%
Total	543	368	123	52	67.77%	22.65%	9.58%

Appendix B

Appendix 25

Proposed Grade	Job Holders	Green Circles	White Circles	Aged 65+		White Circle Percent	Red Circles Percent
				Red Circles	Green Circle Percent		
Band 11	1	0	0	1	0.00%	0.00%	100.00%
Band 9	1	0	0	1	0.00%	0.00%	100.00%
Band 7	2	1	1	0	50.00%	50.00%	0.00%
Band 6	4	2	2	0	50.00%	50.00%	0.00%
Band 5	2	2	0	0	100.00%	0.00%	0.00%
Band 4	12	12	0	0	100.00%	0.00%	0.00%
Band 2	1	1	0	0	100.00%	0.00%	0.00%
Band 1	1	1	0	0	100.00%	0.00%	0.00%
Total	24	19	3	2	79.17%	12.50%	8.33%



# CABINET REPORT

27<sup>th</sup> May 2008



**Report of:** Director of Neighbourhood Services

**Subject:** RESIDENT PERMIT COST INCREASES

---

## SUMMARY

### 1. PURPOSE OF REPORT

To consider the results of a consultation with residents regarding proposed new permit cost increases.

### 2. SUMMARY OF CONTENTS

This report outlines the background of the proposed charge increases and considers the residents consultation feedback to either pay an increased charge for permits or opt out of the scheme.

### 3. RELEVANCE TO CABINET

Cabinet considered this report at its meeting 22<sup>nd</sup> January 2008, where a decision was deferred until further consultation could take place with residents in the higher price band.

### 4. TYPE OF DECISION

Non key

### 5. DECISION MAKING ROUTE

Cabinet decision

### 6. DECISION(S) REQUIRED

That Cabinet approve:

- 1) A charge increase to £5 for all residential / visitor / concessionary permits to be effective as and when the current existing permits expire.

- 2) A phased increased charge for permits be considered annually.
- 3) That locations where residents have expressed a preference to be withdrawn from the scheme (**as outlined in section 3.4 of this report**) be removed as and when the current permits expire.

**Report of:** Director of Neighbourhood Services

**Subject:** PROPOSED RESIDENT PERMIT COST INCREASES

---

## 1. PURPOSE OF REPORT

To consider the findings of a consultation carried out with residents regarding proposed cost increases to the resident permit scheme and/ or to consider requests for locations to opt out of the current parking restrictions.

## 2. BACKGROUND

- 2.1 Several residents only parking areas are currently in operation within the town. The original controlled zone was established when pay and display charges were introduced in the town centre although the scheme has since been extended both within the town centre area and to Seaton Carew along with areas close to The Hospital.
- 2.2 The cost of a permit has remained at a nominal £1 charge whilst the administrative and enforcement costs have been subsidised from the pay and display income the service recovers. Cabinet Members had suggested that this element of the service should be self financing and that the anticipated £80,000 costs should be met by the residents themselves.
- 2.3 For 2007/08 the loss on our parking income is estimated at £400K.
- 2.4 Cabinet members recognised that the need to provide permit controlled zones originated from the introduction of pay and display charges and that areas closest to the town centre car parks were therefore in greatest need of protection. To this extent they proposed a two tier permit charge dependant on location. The proposed discounted central zone is outlined in **Appendix A** of this report.
- 2.5 Cabinet members agreed in principle to amend the current permit prices based on the creation of a central discounted area (**Appendix A**) approving in principle an immediate increase of £20 per permit, but that properties within the discounted zone would be subsidised by £15, effectively making the charge £5.
- 2.6 The results of a resident consultation on the proposal were considered by Cabinet on 22<sup>nd</sup> January 2008. Many residents had been unsupportive of the new charge increase and although Cabinet agreed in principle to increase all permit charges to £5, they also agreed to undertake further consultation with

residents in the higher band in respect of a three year phased increase (this would result in the cost of a permit increasing to £5 in the first year, £10 in the second year and £20 in the third year). In addition residents were also asked if as a result of the proposed charge increase they wished to withdraw from the scheme as and when their current permits expire.

### 3. CONSIDERATION OF ISSUES

- 3.1 The consultation was restricted to resident permit holders living outside of the proposed subsidised zone as they had the option to opt out of the scheme. The subsidised zone was seen as being most directly affected by the pay and display off street parking charges and as such it was a necessity that residents remained in the scheme.
- 3.2 **Appendix B** shows a breakdown by location of both the percentage return and responses of returned consultation forms.
- 3.3 Cabinet had also indicated that the inclusion / removal of any location would be by clear majority. However where the completed returns indicated a relatively close decision, further analysis has been carried out to determine whether a street can partially remain within the controlled zone to best meet the wishes of residents.
- 3.4 In summary the findings of the consultation were as follows:
- a) **Arncliffe Gardens** – Clear majority in favour of opting out.
  - b) **Clifton Avenue** – Majority favour opt out. Further analysis shows no compact group wishing to remain in scheme to justify including any retention in the scheme.
  - c) **Eltringham Road** – Low percentage return with split decision in response to consultation. In view of low number of returned forms and the proposed removal from the scheme of surrounding streets it is suggested that this location should also be removed.
  - d) **Grange Road** – Clear majority favour opt out
  - e) **Grantham Avenue** – Clear majority wish to opt out.
  - f) **Holforth Road** – Clear majority in favour of retaining permit controls
  - g) **Howbeck Lane** – Majority favour opt out. This location is however linked to the Holforth Road and Warren court “zone L” and it would not be possible to exclude part of this zone as the likely displacement of vehicles would be unmanageable in the remaining unregulated streets. For this reason and the fact that the majority of residents (56%) wishing

to opt out of the scheme was relatively close, it is suggested that this location should remain in the permit scheme.

- h) **Hutton Avenue** – Majority favour opt out. (59%). Further analysis of the returns indicated that most of the residents living at the west of Hutton Avenue wished to opt out whilst the east (closest to the town centre) preferred to retain the parking controls. It would be possible therefore to split the street and retain some of the permit controls best meeting the demand preferences expressed by residents.
- i) **Lansdowne Road** - Clear majority favour opting out of scheme.
- j) **Linden Grove** - Majority favour opting out of scheme (59%) Analysis of results has however shown a clear split within this location. Properties closest to Grange Road have expressed an interest to stay in the scheme, whilst those properties closest to Park Road would rather opt out. A compromise could be to allow permit controls between Grange Road and Wilton Avenue whilst removing controls on the rest of the street. This would best reflect the preferences of the response received from residents.
- k) **Park Road** – Clear majority favour opting out of the scheme. Analysis shows no clear pattern or manageable alternative to retaining any controls.
- l) **Stanhope Avenue** – Clear majority favour opting out of scheme.
- m) **Wansbeck Gardens** – Clear majority favour opting out of scheme.
- n) **Warren Court** – Clear majority wish to remain in scheme.
- o) **Wilton Avenue** – Clear majority favour opting out of scheme.
- p) **Wilton Road** - Clear majority favour opting out of scheme.

#### SEATON CAREW

- a) **Victoria Street** – Clear majority wish to remain in scheme.
- b) **Queens Terrace** - Clear majority favour opting out of scheme, however return was relatively low and the surrounding locations of Green Terrace and Victoria Street would leave Queen Terrace isolated. In view of the likely displacement of vehicles it may be beneficial to allow this street to remain in the controlled zone.
- c) **Station Lane** – split decision. As this location is again on the fringe of the current controlled zone there may be some displaced traffic into this location. As a consequence it may be beneficial to allow this location to remain in the controlled zone.

- d) **North Road** - Clear majority favour opting out of scheme.
- e) **Green Terrace** – Clear majority wish to remain in scheme.
- f) **East View Terrace** - Clear majority favour opting out of scheme.
- g) **The Cliff** - Clear majority wish to stay in the scheme.
- h) **The Green** - Clear majority favour opting out of scheme.

## FINANCIAL IMPLICATIONS

- 4.1 Previous reports have already detailed the current financial position in relation to the residents permit scheme. In summary the scheme currently costs £80,000 to administer. A cost which has historically been subsidised from the pay and display car park revenue income. Cabinet have agreed in principle that this cost should be funded by those residents who directly benefit from the services and the proposed charges have been set accordingly.
- 4.2 The proposed charge allows for a continued subsidy, phased over a three year period. Although this is geared to ensure the provision of a cost neutral scheme, a continued reduced subsidy will still be required until permits are renewed in the third year of the scheme. During this period the subsidy will continue to be met from the pay and display car park revenue.

## 5. RECOMMENDATIONS

That Cabinet approve:

- 1) A charge increase to £5 for all residential / visitor / concessionary permits to be effective as and when the current existing permits expire.
- 2) A phased increased charge for permits be considered annually.
- 3) That locations where residents have expressed a preference to be withdrawn from the scheme (**as outlined in section 3.4 of this report**) be removed as and when the current permits expire.

APPENDIX A



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

## APPENDIX B

**Results of Residents Consultation on whether to remain in or opt out of Residents Parking Scheme**

STREET	CONSULTATIONS SENT	CONSULTATIONS RETURNED	% OF FORMS RETURNED	% VOTE FOR NEITHER OPTION	% OF FORMS IN FAVOUR OF REMAINING IN SCHEME	% OF RETURNS WISHING TO OPT OUT OF SCHEME
Arncliffe Gardens	102	67	66%		7.5%	92.5%
Clifton Avenue	69	30	43%	10%	37%	53%
Eltringham Road	12	4	33%		50%	50%
Grange Road	131	41	31%	5%	27%	68%
Grantham Avenue	42	28	66%		7%	93%
Holdforth Road	21	2	10%		100%	-
Howbeck Lane	31	16	52%		44%	56%
Hutton Avenue	106	44	42%	2%	39%	59%
Lansdowne Road	80	31	39%	3%	6%	90%
Linden Grove	63	46	73%	6%	35%	59%
Park Road	106	71	64%	4%	27%	69%
Stanhope Avenue	33	13	39%	8%	0%	92%
Wansbeck Gardens	97	53	55%		15%	85%
Warren Court	15	1	6%		100%	-
Wilton Avenue	56	30	54%	3%	7%	90%
Wilton Road	10	8	80%	12.5%	12.5%	75%



**Results of Residents Consultation on whether to remain in or opt  
out of Residents Parking Scheme  
In Seaton Carew**

STREET	CONSULTATIONS SENT	CONSULTATIONS RETURNED	% OF FORMS RETURNED	% VOTE FOR NEITHER OPTION	% OF FORMS IN FAVOUR OF REMAINING IN SCHEME	% OF RETURNS WISHING TO OPT OUT OF SCHEME
Victoria Street	19	7	37		57%	43%
Station Lane	20	6	30		50%	50%
Queens Terrace	13	4	30		25%	75%
North Road	16	9	56		11%	89%
Green Terrace	14	4	29		75%	25%
East View Terrace	17	8	53		25%	75%
The Cliff	31	11	35		73%	27%
The Green	50	26	52	4	19%	77%

# CABINET REPORT

27 May 2008



**Report of:** DIRECTOR OF REGENERATION & PLANNING SERVICES

**Subject:** SELECTIVE LICENSING OF PRIVATE LANDLORDS AND THEIR PROPERTIES

---

## SUMMARY

### 1. PURPOSE OF REPORT

To report the results of consultation on the introduction of a selective licensing scheme for private landlords in those areas agreed by Cabinet at its February meeting, to agree the designation of those areas, and to seek approval from Cabinet to proceed with an application to the Department for Communities and Local Government (CLG) for confirmation of the designation.

### 2. SUMMARY OF CONTENTS

The report outlines the results of consultation exercise on the introduction of a selective licensing scheme for private landlords in targeted areas of the town. The report also sets out NDCs commitment to the scheme.

### 3. RELEVANCE TO CABINET

The possibility of adopting selective licensing for areas suffering from low demand and anti-social behaviour is of widespread community interest in raising private sector housing management standards and improving the behaviour of anti-social tenants. A decision to adopt this discretionary power may affect substantial areas of the Borough.

### 4. TYPE OF DECISION

Non key.

**5. DECISION MAKING ROUTE**

Cabinet

**6. DECISION(S) REQUIRED**

- 6.1 That Cabinet note the results of the consultation exercise.
- 6.2 That Cabinet agrees to designate a selective licensing scheme in respect of the areas previously identified as Areas A to F.
- 6.3 That approval is given to making an application to the Department for Communities and Local Government setting out Hartlepool's case to introduce a selective licensing scheme in those areas, and to seek approval of the designation.
- 6.4 That Cabinet acknowledges the concerns raised by residents about area boundaries and agrees to consider these areas as part of any second phase should evidence support it, subject to resources.

**Report of:** DIRECTOR OF REGENERATION & PLANNING SERVICES

**Subject:** SELECTIVE LICENSING OF PRIVATE LANDLORDS

---

**1. PURPOSE OF REPORT**

1.1 To report the results of consultation on the introduction of a selective licensing scheme for private landlords in those areas agreed by Cabinet at its February meeting, to agree the designation of those areas, and to seek approval from Cabinet to proceed with an application to the Department for Communities and Local Government (CLG) for confirmation of the designation.

**2. BACKGROUND**

2.1 The principle of a phased introduction of selective licensing was approved at Cabinet on 18 February 2008.

2.2 It was agreed that a first phase of action covering six areas, based on a 'worst first' approach, should be pursued and for residents, landlords and others with an interest in those areas to be consulted. The areas are identified as A to F in **Appendix A** and were previously referred to as 'Option 2'.

2.3 At the time of reporting to Cabinet in February, the outcome of an application for funding made to the NDC was unknown.

**3. CONSULTATION**

3.1 Residents' consultation documents were delivered to all properties in the proposed areas. In addition documents were sent to Residents' Associations in the areas and Ward Councillors representing the five wards including areas A to F. Residents were also given the opportunity of attending drop-in sessions to discuss the proposals.

3.2 Landlords' Consultation documents were sent to 707 landlords with properties in the town, including Registered Social Landlords.

3.3 Both consultation documents were also made available on-line.

#### 4. RESULTS OF LANDLORDS' CONSULTATION

- 4.1 A full breakdown of results from the Landlords' consultation is attached in **Appendix B**.
- 4.2 99 landlords responded to the consultation, of which 36 owned or managed properties in the proposed licensing areas. 34 landlords were members of the Landlord Accreditation scheme. The response represented a return rate of 14%.
- 4.3 Overall, the landlords who took part in the consultation owned or managed 8823 in the town, 345 of which were in the proposed selective licensing areas.
- 4.4 Half of the landlords responding agreed with the areas identified for the first phase of licensing. Landlords likely to be most directly affected however, were slightly less in favour with 39% being in agreement with the proposed areas.
- 4.5 Members of the Landlord Accreditation scheme were no more or less in favour of the proposals than non-members.
- 4.6 Generally, landlords agreed that there were issues in the areas where they owned or managed properties and those landlords with properties in the proposed licensing areas were more likely to say that there were problems.
- 4.7 Anti-social behaviour was the biggest problem according to landlords responding, with 31% of all landlords agreeing it was a problem and 50% of landlords with properties in the proposed areas. Property condition, low house values and empty properties also scored highly in the proposed areas.
- 4.8 Whilst a high proportion of landlords agreed that anti-social behaviour was an issue where they owned or managed properties and 62% of them agreed that landlords in the designated areas should be required to deal with anti-social behaviour caused by their tenants, a number felt that it should be dealt with by others.
- 4.9 Ten landlords commented that anti-social behaviour was a matter for the police and/or Local Authority to deal with. Some felt that they had little power to deal with such matters and felt it would place them in vulnerable positions.
- 4.10 Overall landlords thought that the two issues that would be improved following the introduction of licensing in the proposed areas would be property condition and anti-social behaviour. One third of landlords with properties in the proposed areas thought that anti-social behaviour and property condition would improve following the introduction of licensing.

- 4.11 Those landlords not in favour of selective licensing expressed concerns that designating areas as such will do nothing to improve social or economic conditions and in some cases will result in good landlords and tenants not wanting to invest in, or live in a 'stigmatised area.'
- 4.12 Tenant referencing or 'vetting' was a major concern for landlords, some of whom felt it was not possible to obtain accurate references. To some extent this concern will be minimised by the use of the recently introduced 'Good Tenant Scheme' in Hartlepool. As one landlord put it –

'Licensing individually will not solve any problems – it needs to run alongside a good referencing system from the Council which needs to be advertised as being in force and adhered to. If this happens then it may help to combat anti-social behaviour which is the biggest problem.'

## 5. RESULTS OF RESIDENTS' CONSULTATION

- 5.1 A full breakdown of results from the Residents' consultation is attached in **Appendix C**.
- 5.2 In total, 273 residents' consultation documents were returned and this represented a return rate of approximately 18% of occupied properties.
- 5.3 The majority of responses came from owner occupiers (70%). Private tenants represented 19% of the respondents.
- 5.4 Nine out of ten respondents agreed with the areas identified for the introduction of selective licensing, although a number of responses suggested that area boundaries should be amended to take in additional properties adjacent to the areas considered.
- 5.5 Six residents disagreed with the areas selected for the introduction of licensing: two thought that it should be a town-wide scheme; two disagreed because their areas had not been included and one commented that it should include registered social landlords.
- 5.6 Overall, 95% of respondents said that they wanted licensing in their area. Only two respondents disagreed.
- 5.7 Overall, 34% of residents thought that low demand for housing was a problem in their areas. However, this ranged from 17% in Area E to 56% in Area F.
- 5.8 High turnover of occupiers was thought to be a problem by 54% of residents overall. This ranged from 34% in Area F to 72% in Area C.
- 5.9 Anti-social behaviour was the biggest issue in the residents view with 76% of respondents saying this was a problem. This ranged from 71% in Area B to 92% in Area C.

- 5.10 Residents in Area B thought that property condition was the biggest issue in their area with 82% saying it was a problem. Overall 62% of residents stated that it was a problem in their areas.
- 5.11 Empty properties were considered to be a problem in all areas, with two thirds of residents stating this was a problem. 91% agreed that this was a problem in Area F.
- 5.12 Over 90% of residents thought that landlords should be required to:
- Demand references for prospective tenants
  - Ensure the safety of gas, electrical appliances, furniture and smoke alarms
  - Supply the tenants with a written tenancy agreement
  - Deal with anti-social behaviour caused by their tenants
  - Ensure that rented properties meet a minimum condition standard
- 5.13 Overall, 83% of residents thought that introducing licensing would bring about an improvement in anti-social behaviour in their areas, whilst 46% thought it would improve demand for housing.

## 6. BOUNDARY ISSUES

- 6.1 Although residents were supportive of the introduction of licensing in their areas, some queries were raised about the proposed area boundaries.
- 6.2 Some landlords and residents indicated that they thought that licensing should be extended to the whole town and to all landlords, including Registered Social Landlords. The designation of selective licensing has to be based on the need to focus on those areas where additional action is considered to be necessary to tackle low demand or anti-social behaviour. A town-wide scheme would take the focus away from those areas, there would be difficulties in providing the evidence to support such a scheme, and central government approval would be unlikely. Registered Social Landlords can not be included in selective licensing schemes, but are expected to operate in accordance with statutory housing management guidance issued nationally by the Housing Corporation.
- 6.3 It was suggested that St Oswalds Street, Parton Street, Avondale Gardens and Mapleton Road in the North (Area A) and Hereford Street, Sydenham Road, Kendal Road (part) and Wensleydale Street (part) in the South (Area F), should be included within the boundaries.
- 6.4 If the suggested boundary amendments in 6.3 were to be agreed, residents and landlords with properties in those areas would need to be consulted and this could result in a delay of up to three months in making an application to CLG. The additional streets would not be natural extensions to the boundaries of Areas A and F, and would need to be considered as areas in their own right, although based on the criteria used for the previous report,

these streets were not indicated as priorities. The issue for these additional streets is as much about worries over displacement of problems from the proposed areas as dealing with existing problems. The commitment to monitor the possible 'second phase' areas and to focus existing landlord accreditation and anti-social behaviour unit services could be extended to include the streets identified in 6.3.

- 6.5 Overall, it is recommended that the area boundaries are not amended, but for the purpose of considering a future second phase, the additional streets could be included alongside the other identified areas.

## **7. CONCLUSIONS FROM THE CONSULTATION**

- 7.1 Support from residents in the proposed selective licensing areas was overwhelming, and although not as supportive, a significant proportion of landlords agreed with the proposals.
- 7.2 Landlords and residents were in agreement that there were problems in the proposed licensing areas, although landlords' expectations of the impact of licensing were much lower than those of residents.
- 7.3 Both residents and landlords agreed that anti-social behaviour and property condition were the two issues most likely to be improved by the introduction of licensing.
- 7.4 On balance, whilst not wanting to over-burden landlords with additional regulation and expense, the needs of residents directly affected by problems is so significant that the council needs to consider the action it can take.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 Staffing requirements and financial implications were outlined in the February report. In order to deliver the licensing scheme, three new posts will be needed. The cost associated with these posts has been estimated at around £480,000, for the five-year period.
- 8.2 Initial set-up and operational costs, such as statutory advertising, recruitment, equipment and information & communications technology has been estimated at around £40,000 over the five years.
- 8.3 Hartlepool New Deal for Communities agreed in April to provide financial assistance of £139,970 over a three-year period towards the initial set up and running costs of the licensing scheme, subject to a number of conditions, around the operation of the scheme, outputs and recruitment of staff.
- 8.4 Although expected by central government to be self-financing, the experience of existing selective licensing schemes is that because the



licensing fee has to be fair on landlords the amount of income generated is not sufficient to meet scheme costs. Other schemes charge between £200 and £500 per property, reflecting discounts, for example, to members of accredited schemes. It is anticipated that the average licence application fee charged will be in the region of £400 for a five-year licence. On the basis that 500 properties may require licensing, it is anticipated that up to £200,000 of income may be generated over the lifetime of the scheme.

- 8.5 The financial commitment from the Council and NDC together with the anticipated fee income is expected to sufficiently resource the scheme over the five-year life of the first phase. The financial risk for the scheme is that the level of fee income could be less than estimated due to landlords selling properties changing the tenure to owner-occupation, and difficulties in maintaining an adequate income stream in year. These issues will need to be closely monitored.

## 9. DESIGNATION OF THE SELECTIVE LICENSING AREAS

- 9.1 In order to designate an area under Section 80 of the Housing Act 2004, the Cabinet has to be satisfied that:

- *the area is, or is likely to become, an area of low housing demand, and/or it is experiencing a significant and persistent problem caused by anti-social behaviour*
- *making the designation will, when combined with other measures taken in the area by the housing authority or others, significantly contribute to the improvement of social or economic conditions in the area or lead to a reduction in, or elimination of anti-social behaviour problems*
- *other courses of action available to the council which might provide an effective method of achieving those objectives have been considered*
- *representations made as a result of consultation have been considered*
- *exercise of the selective licensing powers would be consistent with the council's housing strategy*
- *a coordinated approach will be adopted for dealing with issues of homelessness, empty properties and anti-social behaviour as a result of combining licensing with other courses of action available to the council and other persons.*

- 9.2 The council already has activities and initiatives in place which have an impact on private rented housing and these were referred to in the February report. Whilst these initiatives work well, the voluntary nature of those

directly influencing the standards of management of private rented houses is not making the impact needed, and this is borne out by the results of the recent residents' consultation. Introduction of selective licensing could provide the legal and operational basis for the council to be more proactive, utilising the existing schemes and ensuring a more targeted approach.

- 9.3 The introduction of selective licensing is consistent with the objectives of the housing strategy in trying to secure a well managed and maintained private rented sector, improving options for tenure selection and reducing pressure on providing affordable housing, and contributing to housing market renewal.

## **10. RECOMMENDATIONS**

- 10.1 That Cabinet note the results of the consultation exercise.
- 10.2 That Cabinet agrees to designate a selective licensing scheme in respect of the areas identified as Areas A to F in Appendix A.
- 10.3 That approval is given to making an application to the Department for Communities and Local Government setting out Hartlepool's case to introduce a selective licensing scheme in those areas.
- 10.4 That Cabinet acknowledges the concerns raised by respondents about area boundaries, and agrees to consider these areas as part of any second phase should evidence support it, subject to resources.
- 10.5 That Cabinet recognises concerns about displacement of problems into areas outside the designated scheme and agrees to monitor and respond to issues resulting from introduction of the scheme.

## 6.2 Appendix A

### Areas Considered for Phase 1 of Selective Licensing scheme

<b>Area A</b>		<b>Area E</b>	
Brougham Terrace	2 to 40 Evens	Charterhouse Street	
Grainger Street	1 to 21 Odds	Cornwall Street	
Gray Street		Derby Street	
Hurworth Street		Devon Street	
Perth Street		Dorset Street	
Turnbull Street	46 to 68 inc	Eton Street	
<b>Area B</b>		Harrow Street	
Addison Road	2 to 4 Evens	Jackson Street	
Belk Street		Marlborough Street	
Cameron Road		Oxford Road	2 to 136a Evens
Furness Street		Richmond Street	
<b>Area C</b>		Rossall Street	
Blake Street	2 to 18 Evens	Rugby Street	
Carr Street		Shrewsbury Street	11 to 39a Odds
Hart Lane	31 to 57 Odds	Uppingham Street	
Jobson Street		<b>Area F</b>	
Murray Street	77 to 79 Odds	Borrowdale Street	
Richardson Street		Kathleen Street	2 to 8 Evens 1 to 5 Odds
Rodney Street		Patterdale Street	
<b>Area D</b>			
Avenue Road	36 to 60 Evens		
Dent Street			
Derwent Street			
Elliott Street	2 to 12 Evens 1/1A		
Errol Street			
Lowthian Road			
Morton Street			
Raby Road	25 to 57 Odds		
Straker Street			
Wharton Street			
York Road	11 to 81 Odds 2 to 48 Evens		
Young Street	5 to 11 Odds		

## 6.2 Appendix B

### Results of Landlords' Survey 2008

99 questionnaires were returned out of 707 distributed, which represented a return rate of 14%. 36 were completed by landlords who stated that they had properties in the areas under consideration.

#### Question 1 - Breakdown of Respondents

Owner	Owner/ Agent	Agent	Registered Social Landlord	Landlords' Association	Blank
78 (81%)	3 (3%)	10 (10%)	2 (2%)	1 (1%)	3 (3%)

#### Question 2 - How many properties do you own or manage?

<b>In Hartlepool</b>	8823
<b>In Area A</b>	65
<b>In Area B</b>	16
<b>In Area C</b>	20
<b>In Area D</b>	81
<b>In Area E</b>	113
<b>In Area F</b>	50

N.B. Some landlords did not supply this information, so the numbers are an under-representation.

#### Question 3 - Approximately what % of your income is made up of Housing Benefits payments?

77 landlords received some housing benefit payments (78%). The amounts ranged from 2 to 100%.

#### Question 4 - Are you a member of the Hartlepool Landlord Accreditation scheme?

Yes	No	Don't Know	Blank
34 (34%)	42 (42%)	17 (17%)	6 (6%)

## 6.2 Appendix B

**Question 5 - Where you own or manage a property, would you say there is a problem with the following?**

Yes	Low Demand	High Turnover	ASB	Empty Properties	Property Condition	Low House Value
<b>All responses (n=99)</b>	9 (9%)	16 (16%)	31 (31%)	17 (17%)	14 (14%)	12 (12%)
<b>With Properties in Areas A – F (n=36)</b>	5 (14%)	7 (19.5%)	18 (50%)	8 (22%)	10 (28%)	9 (25%)

Other problems quoted were

- High demand (2)
- Out of town landlords who don't care about properties
- Tenants absconding leaving debt

**Question 6 - Do you agree that landlords in the designated areas should be required to.. ?**

	All responses (n=99)	With properties in areas A-F (n=36)
<b>Demand references from prospective tenants</b>	85 (89%)	30 (83%)
<b>Ensure the safety of gas &amp; electrical appliances, furniture and smoke alarms</b>	87 (91%)	31 (86%)
<b>Supply tenants with a written tenancy agreement</b>	93 (97%)	34 (94%)
<b>Deal with anti-social behaviour caused by their tenants</b>	60 (62%)	20 (55.5%)
<b>Ensure that rented properties meet a minimum condition standard</b>	89 (93%)	33 (92%)

**Question 7 - Do you agree with the areas selected for the introduction of selective licensing?**

	Yes	No	Don't Know	Blank
<b>All responses (n=99)</b>	50 (50.5%)	20 (20%)	27 (28%)	2 (2%)
<b>With properties in areas A – F (n=36)</b>	14 (39%)	12 (33%)	10 (28%)	0

## 6.2 Appendix B

**Of the Accreditation scheme members – do you agree with the areas selected for selective licensing?**

Yes	No	Don't Know
17(50%)	7(21%)	10 (29%)

**Question 8 - Do you think that the introduction of licensing in these areas will improve the following?**

	All responses (n=99)	With properties in Areas A-F (n=36)
<b>Demand for housing</b>	22 (23%)	8 (22%)
<b>Turnover of occupiers</b>	23 (24%)	8 (22%)
<b>Anti-social behaviour</b>	42 (44%)	12 (33%)
<b>Empty properties</b>	31 (32%)	9 (25%)
<b>Property condition</b>	43 (45%)	12 (33%)
<b>House Values</b>	34 (35%)	11 (31%)
<b>Other</b>	3 (3%)	2 (6%)

Other comments

- If rogue landlords are removed, the area will be more respected
- It will move the problem elsewhere
- Probably not any. Why not do a trial on one street to measure effectiveness.

**Results of Residents' Survey 2008**

273 questionnaires were returned out of approximately 1750 distributed. This represented a return rate of 16%. If the properties assumed to be empty from Council Tax data are removed from the calculation, the return rate is around 18%.

**Question 1- Area**

Area	Number Returned	Approx % of occupied properties
A	30	21%
B	28	18%
C	25	17%
D	48	14%
E	102	17%
F	32	34%
Other	8	n/a

**Question 2 – Tenure**

Business	Living with Family or friends	Owner occupier	Residents Group	Registered Social Landlord Tenant	Private Tenant	Blank
2 (<1%)	2 (<1%)	192 (70%)	9 (3.5%)	9 (3.5%)	53 (19%)	5 (2%)

**Question 3 – Where you live would you say that there is problem with the following?**

	Low Demand for Housing	High Turnover of Occupiers	Anti-social Behaviour	Empty Properties	Property Condition	Low House Values	Other
<b>All responses (n=273)</b>	96 (35%)	151 (55%)	214 (78%)	178 (65%)	169 (62%)	120 (44%)	25 (9%)
<b>Area A (n=30)</b>	14 (47%)	16 (53%)	26 (87%)	22 (73%)	21 (70%)	16 (53%)	3 (10%)
<b>Area B (n=28)</b>	11 (39%)	17 (61%)	20 (71%)	22 (78%)	23 (82%)	13 (46%)	1 (4%)
<b>Area C (n=25)</b>	13 (52%)	18 (17%)	23 (92%)	20 (80%)	17 (68%)	19 (76%)	5 (20%)
<b>Area D (n=48)</b>	17 (35%)	30 (62%)	38 (79%)	32 (67%)	23 (48%)	20 (42%)	1 (2%)
<b>Area E (n=102)</b>	20 (17%)	56 (55%)	78 (76%)	48 (47%)	55 (54%)	29 (28%)	11 (11%)
<b>Area F (n=32)</b>	18 (56%)	11 (34%)	23 (72%)	29 (91%)	24 (75%)	20 (62%)	5 (16%)

**Question 3 - Other issues cited as problems in the areas included:**

- Alcohol (4)
- Drugs – dealing and using (7)
- Noise (1)
- Bad/Poor/Absent landlords (4)
- Rubbish, litter & filth (6)
- Crime (1)
- Dog fouling (2)
- Hard for owners to sell (1)

**Question 4 – Do you agree that landlords in designated selective licensing areas should be required to?**

Dem and References for Prospective Tenants	Ensure safety of gas, electrical appliances, furniture and smoke alarms	Supply the tenants with a written tenancy agreement	Deal with Anti-social Behaviour caused by their tenants	Ensure that rented properties meet a minimum condition standard
251 (92%)	246 (90%)	245 (90%)	261 (96%)	245 (90%)

**Question 5 – Do you think that the introduction of licensing in these areas will improve the following**

	All Responses (n=273)	Area A (n=30)	Area B (n=28)	Area C (n=25)	Area D (n=48)	Area E (n=102)	Area F (n=32)
Dem and for Housing	126 (46%)	19 (63%)	17 (61%)	14 (56%)	22 (46%)	34 (33%)	15 (47%)
Turnover of Occupiers	148 (54%)	14 (47%)	19 (68%)	17 (68%)	23 (48%)	53 (52%)	16 (50%)
Anti-social Behaviour	226 (83%)	28 (93%)	23 (82%)	23 (92%)	33 (69%)	87 (85%)	23 (72%)
Empty Properties	172 (63%)	19 (63%)	23 (82%)	17 (68%)	32 (67%)	51 (50%)	24 (75%)
Property Condition	214 (78%)	26 (87%)	23 (82%)	20 (80%)	33 (69%)	79 (77%)	25 (78%)
House Values	184 (67%)	23 (77%)	21 (75%)	21 (84%)	30 (62%)	60 (59%)	22 (69%)
Other	10 (4%)	1 (3%)	1 (4%)	1 (4%)	3 (6%)	3 (3%)	1 (3%)

**Other issues expected to improve included:**

- Better tenants/homes for families & homeless (5)
- Community spirit
- Peace of mind
- Enhanced quality of life



- Reduction of criminal behaviour
- Reduction in drug selling

**Question 6 – Do you agree with the areas selected for the introduction of selective licensing?**

<b>Yes</b>	<b>No</b>	<b>Don't Know</b>
247 (90.5%)	6 (2%)	20 (7.5%)

**Question 7 – Do you want licensing to be introduced in your area?**

<b>Yes</b>	<b>No</b>	<b>Don't Know</b>
259 (95%)	2 (1%)	12 (4%)

# CABINET REPORT

27<sup>th</sup> May 2008



**Report of:** Chief Executive

**Subject:** AUDIT COMMISSION ANNUAL AUDIT AND INSPECTION LETTER 2006/07

---

## SUMMARY

### 1. PURPOSE OF REPORT

1.1 To inform the Cabinet of the content of the Audit Commission Annual Audit and Inspection Letter 2006/07.

### 2. SUMMARY OF CONTENTS

2.1 Attached is the Audit Commissions Annual Audit and Inspection Letter for members for 2006/07 (**Appendix A**). The letter summarises the conclusions and significant issues arising from the Audit Commissions recent audit and inspections of the Council.

### 3. RELEVANCE TO CABINET

3.1 The Audit and Inspection Letter 2006/07 includes the Councils rating in relation to the CPA process as well as judgements regarding the Councils performance and direction of travel, opinion on the Councils accounts and governance issues.

### 4. TYPE OF DECISION

4.1 Non-Key

**5. DECISION MAKING ROUTE**

- 5.1 The Audit Commission Audit and Inspection Letter 2006/07 has been considered by the Audit Committee at its meeting of the 15.05.08 and will be considered by the Scrutiny Co-ordinating Committee at its meeting of the 30.05.08.

**6. DECISION(S) REQUIRED**

- 6.1 It is recommended that Members of the Cabinet:-
- (a) Note the content of this report; and
  - (b) Consider the content of the Audit Commission Annual Audit and Inspection Letter 2006/07.

**Report of:** Chief Executive

**Subject:** AUDIT COMMISSION ANNUAL AUDIT AND  
INSPECTION LETTER 2006/07

---

**1. PURPOSE OF REPORT**

1.1 To inform the Cabinet of the outcome of the Audit Commission Annual Audit and Inspection Letter 2006/07.

**2. BACKGROUND**

2.1 This report advises Members that under the CPA assessment criteria the Council's performance has been judged as four-star (the highest rating). The report indicates that the Council works well with its partners to deliver good services and an improving quality of life to the people of Hartlepool

2.2 The CPA judgement has been made using the methodology, "CPA – The Harder Test", which is a more stringent test with more emphasis placed on outcomes for local people and value for money. A direction of travel judgement is part of the test and measures how well the Council is improving. Under the new framework the Council is judged as improving strongly (the highest rating).

**3. RECOMMENDATIONS**

3.1 It is recommended that Members of the Cabinet:-

- (a) Note the content of this report; and
- (b) Consider the content of the Annual Audit and Inspection Letter 2006/07.

# Annual Audit and Inspection Letter

**Hartlepool Borough Council**

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

Audit in the public sector is underpinned by three fundamental principles:

- auditors are appointed independently from the bodies being audited;
- the scope of auditors' work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business; and
- auditors may report aspects of their work widely to the public and other key stakeholders.

The duties and powers of auditors appointed by the Audit Commission are set out in the Audit Commission Act 1998 and the Local Government Act 1999 and the Commission's statutory Code of Audit Practice. Under the Code of Audit Practice, appointed auditors are also required to comply with the current professional standards issued by the independent Auditing Practices Board.

Appointed auditors act quite separately from the Commission and in meeting their statutory responsibilities are required to exercise their professional judgement independently of both the Commission and the audited body.

### **Status of our reports**

This report provides an overall summary of the Audit Commission's assessment of the Council, drawing on audit, inspection and performance assessment work and is prepared by your Relationship Manager.

In this report, the Commission summarises findings and conclusions from the statutory audit, which have previously been reported to you by your appointed auditor. Appointed auditors act separately from the Commission and, in meeting their statutory responsibilities, are required to exercise their professional judgement independently of the Commission (and the audited body). The findings and conclusions therefore remain those of the appointed auditor and should be considered within the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission.

Reports prepared by appointed auditors are:

- prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission; and
- addressed to members or officers and prepared for the sole use of the audited body; no responsibility is taken by auditors to any member or officer in their individual capacity, or to any third party.

### **Copies of this report**

If you require further copies of this report, or a copy in large print, in Braille, on tape, or in a language other than English, please call 0844 798 7070.

© Audit Commission 2008

For further information on the work of the Commission please contact:

Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ

Tel: 020 7828 1212 Fax: 020 7976 6187 Textphone (minicom): 020 7630 0421

[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

# Contents

<b>Key messages</b>	<b>4</b>
Action needed by the Council	4
<b>Purpose, responsibilities and scope</b>	<b>5</b>
<b>How is Hartlepool Borough Council performing?</b>	<b>6</b>
The improvement since last year – our Direction of Travel report	7
Other regulators	10
Other performance work	12
<b>The audit of the accounts and value for money</b>	<b>14</b>
<b>Looking ahead</b>	<b>16</b>
<b>Closing remarks</b>	<b>17</b>
Availability of this letter	17

## Key messages

- 1 The Council is improving strongly and remains a four-star council.
- 2 We gave an unqualified opinion on the Council's 2006/07 accounts.
- 3 Improvements have been made in priority areas, in particular housing and education. The Council has an above average number of performance indicators in the top quartile. Some areas remain relatively poor performers, such as the number of young people not in education, training or employment.
- 4 The Council provides value for money. There is scope to improve this further by extending good procurement practice to whole services, and improving capital planning.
- 5 Strong partnership working has helped to improve both services and the environment for local people.
- 6 The Council has significant levels of reserves to support future expenditure, but needs to ensure that financial plans are clear and demonstrate the need for such reserves.

## Action needed by the Council

- 7 Target action on priority areas which are failing to improve sufficiently.
- 8 Ensure financial strategies, including capital, are made clearer for the benefit of stakeholders.



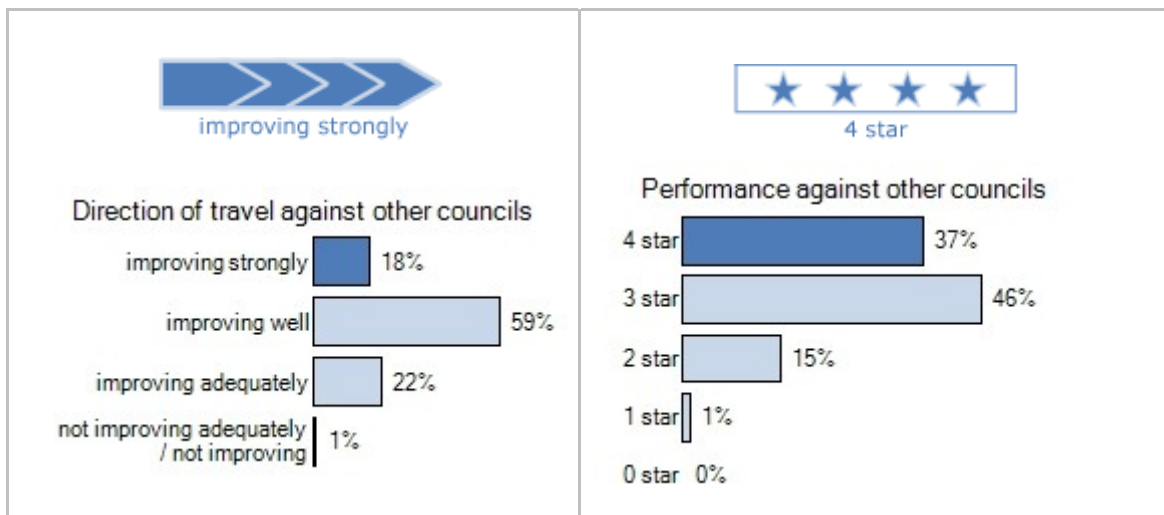
## Purpose, responsibilities and scope

- 9 This report provides an overall summary of the Audit Commission's assessment of the Council. It draws on the most recent Comprehensive Performance Assessment (CPA), the findings and conclusions from the audit of the Council for 2006/07 and from any inspections undertaken since the last Annual Audit and Inspection Letter. (It also includes the results of the most recent corporate assessment.)
- 10 We have addressed this letter to members as it is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to assist the Council in meeting its responsibilities.
- 11 This letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk). In addition, the Council is planning to publish it on its website.
- 12 As your appointed auditor I am responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, I review and report on:
  - the Council's accounts;
  - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (value for money conclusion); and
  - whether the Council's best value performance plan has been prepared and published in line with legislation and statutory guidance.
- 13 This letter includes the latest assessment on the Council's performance under the CPA framework, including our Direction of Travel report and the results of any inspections carried out by the Audit Commission under section 10 of the Local Government Act 1999. It summarises the key issues arising from the CPA and any such inspections. Inspection reports are issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.
- 14 We have listed the reports issued to the Council relating to 2006/07 audit and inspection work at the end of this letter.

## How is Hartlepool Borough Council performing?

- 15 The Audit Commission’s overall judgement is that Hartlepool Borough Council is improving strongly and we have classified Hartlepool Borough Council as four-star in its current level of performance under the Comprehensive Performance Assessment. These assessments have been completed in all single tier and county councils with the following results.
- 16 Performance is improving in all priority areas, with an above average number of performance indicators within the top quartile. Employment is increasing and more hard-to-reach groups are engaged in work and decision making. Housing has improved significantly, with land made available for Housing Market Renewal and the provision of private and social housing to meet identified needs. There have been improvements in all education key stages which have caught up to or exceeded the national average. Strong partnership working is helping to improve the health and social care of local people along with environmental quality. Crime and the fear of crime are reducing.
- 17 The Council is improving value for money and high cost services reflect investment to improve priorities. Efficiency targets are being met. There are clear links between corporate, service and financial planning. Capacity to deliver plans is good, through the development of both in-house and partnership arrangements. The Council has identified areas for further organisational development and is tackling areas such as high numbers of young people not in education, employment or training.

**Figure 1 Overall performance for this council**



Source: Audit Commission

- 18 The detailed assessment for Hartlepool Council is as follows.

### Our overall assessment – the CPA scorecard

**Table 1 CPA scorecard**

Element	Assessment
Direction of Travel judgement	Improving strongly
<b>Overall</b>	<b>4 star</b>
<b>Corporate assessment/capacity to improve</b>	<b>4 out of 4</b>
Current performance	
Children and young people*	3 out of 4
Social care (adults)*	3 out of 4
Use of resources*	3 out of 4
Housing	3 out of 4
Environment	3 out of 4
Culture	3 out of 4
Benefits	4 out of 4

*(Note: \* these aspects have a greater influence on the overall CPA score)  
(1 = lowest, 4 = highest)*

### The improvement since last year – our Direction of Travel report

- 19 Hartlepool Council has continued to make strong improvements to service outcomes during 2006/07. It has further improved its comparative position, where 46 per cent of PIs are above the best quartile breakpoint compared to the average for all single tier authorities of 29 per cent. This has been achieved during 2006/07 by improvements to 62 per cent of PIs which is within the average range for single tier authorities but is indicative of very strong improvement given the proportion of PIs already in the top quartile.

- 20 The Council has established its own set of Key Performance Indicators (KPIs) to monitor performance in implementing the Community Strategy aims. Over 72 per cent of these KPIs improved in 2006/07. Almost 50 per cent have improved in each of the last two years, demonstrating a strong track record of improvement in all areas. External benchmarking shows Hartlepool to be the most improved unitary Council in 2006/07. The improvement in performance has been matched by improved satisfaction levels in most service areas when compared with satisfaction in 2003/04. In 2006/07 54 per cent of service satisfaction measures were in the top quartile. However, during the same period satisfaction with the Council overall reduced as with all councils nationally.
- 21 Improvements have been made in each of the Council's seven priority areas.
- 22 Its work with local businesses for jobs and the economy have helped to increase the number of new business start-ups, provide more training for local people and help more people into employment. More hard-to-reach groups have been targeted including drug users, long term unemployed, young people, carers and disabled people. The gap between the local and national employment rates has narrowed.
- 23 The programme for its Lifelong Learning and Skills priority targeted children and young people as well as adult groups. This was recognised by JAR report, published in March 2007, as improving academic standards, increasing attendance and reducing permanent exclusions. There have been further improvements in all education key stages which have caught up to or exceeded the national average. Children's services, the education service and social care services for children have all been given a 'good' rating. Health services for children are considered to be adequate. The Council maintains its score of 3 for Children and Young people services.
- 24 During 2006/07 the Council worked effectively with its partners to improve the Health and Care of local adults. Improvements include increasing intermediate care and extending home care provision of Telecare. Smoking has reduced by 9 per cent. Improved independence for older people and other adults is reflected in top scores in the national performance assessment framework (PAF) indicators. Life expectancy is rising for men and women but not as quickly as the rest of the country. Improvements in the health of children include introducing the new food trust standards and helping children feel safer in school and in their local area. The Council also provides good support for children with learning difficulties and/or disabilities.
- 25 The Council is working effectively with its partners to improve Community Safety. Less people think that anti-social behaviour activities are a problem and there has been a significant reduction in crime overall during 2006/07.
- 26 The Council is continuing to improve its environment and housing services for local people by improving waste, recycling and cleansing performance. It has also made land available for the Housing Market Renewal Programme and facilitated the provision of private and social housing in accordance with local housing needs.

- 27 Culture and Leisure services are contributing to the social regeneration of the area including the health and well-being of local people, tourism and lifelong learning within the Borough and investments include improved sport facilities. The 2006 Maritime Festival was successful in attracting 60,000 people and which contributed to the build up and planning for the 2010 Tall Ships event.
- 28 The Council is improving access and the quality of its services to all citizens including hard to reach groups. Significant progress has been made with the 'Strengthening Communities' priority, including the delivery of environmental services at a neighbourhood level. It has encouraged minority groups including young people and BME representatives to be involved in decision making including through the LSP. Improved information has contributed to increased satisfaction with the local area as a place to live.
- 29 The Council is improving value for money. Although the revenue spend per head is 22 per cent higher than the unitary authority average reflecting the needs in an area ranked 14th most deprived in the country, cost per user in some service areas such as education attainment is relatively low. Increases in education spending below similar councils but levels of improvement are relatively high. High costs in social services reflect an emphasis towards care in the home which is consistent with national and Council priorities; and performance is generally above average. High performance is reflected in high levels of satisfaction in most service areas. The Council is meeting its efficiency target of £2.2 million per annum and the Corporate Assessment report published in March 2007 concluded that 'The Council provides good value for money'.
- 30 The Community Strategy sets out the overall aims and ambitions that are shared by the Council with other members of the Hartlepool Partnership. The Corporate Plan sets out plans for improvement over the coming three years; it is aligned with the Community Strategy and is agreed by cabinet and Council after detailed consideration and review by Scrutiny. Robust plans for improvement are well established as part of the Council's corporate and service planning processes which are strong. Financial planning is informed by Council priorities and departmental service plans include the improvement priorities identified in the Corporate Plan. Ongoing review of the plans at corporate and service levels ensures that they remain robust by responding to change including the need to review performance.
- 31 There is good implementation of improvement plans. Eighty per cent of the 2006/07 Corporate Plan actions were completed and a further 9 per cent were on target to meet deadline dates. Those not completed were rescheduled after discussion with Cabinet or Portfolio holders. The Corporate Assessment recognised that the Council is performing well in this area. In 2007 the Council maintained its 'excellent' score for BFI services. It maintained a score of 4 for each of claims administration, security, resource management and improved its score for user focus from two to three.

- 32 There is strong capacity for the Council to deliver its plans through the development of both in-house and partnership arrangements. Organisational development priorities and plans are set out in the Corporate Plan and will continue to be delivered through the 'Way Forward' change programme. Key strategies and plans - including the Efficiency Strategy, ICT Strategy, People and Member Development Strategies, Workforce Development Plan, Procurement Strategy and diversity schemes - have been developed to provide guidance for further improvement. The application of these arrangements has helped to deliver improvements and there is a realistic programme to further improve value for money and service delivery performance.
- 33 There are no significant weaknesses in arrangements for securing continuous improvement. The Council has identified areas for further organisational development and has established work programmes for them to be addressed, such as taking further steps to address absence and increasing investment to enhance capacity to drive further improvement. It has also identified areas for further action to improve service performance such as addressing problems in relation to NEETS and high rates of teenage pregnancy.

## Other regulators

- 34 An important aspect of the role of the Relationship Manager is to work with other inspectorates and regulators who also review and report on the Council's performance. Relationship Managers share information and seek to provide 'joined up' regulation to the Council. During the last year the Council has received the following assessments from other inspectorates.
- 35 The Ofsted Annual Performance Assessment concluded that:
- *'Hartlepool Borough Council consistently delivers above minimum standards. The council has responded positively to the recommendations raised in the joint area review report and has made good progress since that time. Its services for children and young people are well coordinated and managed.'*
  - *There is a clear focus upon, and a commitment to, improving the lives and life opportunities of children and young people across Hartlepool.*
  - *The council capitalises on the advantages of the small size of the authority and adopts appropriate strategies to meet the challenges this brings.*
  - *Outcomes are improving and are generally better than those achieved in similar areas. Children and young people's views are sought and increasingly used to influence decisions. Their needs are rigorously assessed and services personalised so that each individual can be healthy, be safe, enjoy and achieve, make a positive contribution and achieve economic well-being.*



- *The local authority knows its strengths and has a clear appreciation of what it needs to do to improve further. A number of significant factors demonstrate the council's good capacity to improve: the quality of senior leadership and management, very strong partnership working and the overall trend in improvements which have led to the good progress made since the joint area review.'*

36 The Commission for Social Care Inspection (CSCI) in its annual letter gave the following ratings.

**Table 2**

<b>Areas for judgement</b>	<b>Grade awarded</b>
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Good
Making a positive contribution	Good
Increased choice and control	Good
Freedom from discrimination or harassment	Good
Economic well-being	Excellent
Maintaining personal dignity and respect	Good
Capacity to Improve (combined judgement)	Promising
Leadership	
Commissioning and use of resources	
<b>Star rating</b>	<b>2 stars</b>

37 The Benefits Fraud Inspectorate concluded that:

- *'In 2006 we reported that the council met 10 of the 12 performance measures. The council's most recent self-assessment showed that it achieved a rating of excellent against 10 of the 13 performance measures scored by the Department. In 2006 the council met 64 of the 65 enablers, this year the council again met 64. As a result of improved appeals performance the overall User focus score had increased from meeting minimum requirements in 2006 to Good in 2007. The council told us that it had an established comprehensive performance management framework that ensured performance was regularly reviewed and problems were addressed quickly. Managing performance in this way had enabled the council to achieve an excellent performance overall.'*

## Other performance work

### Arson

- 38 The Commission published a report which indicated that partnership working across Teesside to tackle arson and deliberate fires is effective and has improved considerably over the last two or three years. The main agencies involved in this work are the fire authority, police and the four local councils and partners are all committed to working together. They share information and coordinate their actions well.
- 39 The key messages from the report are as follows.
- With the fire authority taking the lead, the partners have made a real impact, achieving significant improvements in reducing the level of arson and deliberate fire setting.
  - The commitment of the partners to work together to tackle arson is clear and unambiguous.
  - Strategic planning arrangements are generally robust.
  - Partnership working in practice is effective. There is good sharing of information and good communications. Action and resource deployment is based on detailed intelligence.
  - Performance management is based on high quality performance information.
  - There is room for further improvement, for example, in some elements of shared planning and in the clarity with which different roles and responsibilities are set out.

### Health inequalities

- 40 Partnership working is helping to improve the North East's health outcomes but more needs to be done to close the gap between the North East and the rest of England. Life expectancy is lower, rates for sickness and disability are twice the national average, and smoking mortality rates are among the highest in England. There is also a high prevalence of obesity, increasing sexual health infection rates and serious alcohol and substance misuse issues.
- 41 Tackling health inequalities is a high priority for the Government, which has been increasingly encouraging health trusts to work in partnership with local public bodies and the voluntary sector to improve health and reduce inequalities through a number of initiatives, targets and legislation. The factors causing health inequalities are complex and can best be addressed through agencies working together.



- 42 The Audit Commission, Deloitte and PricewaterhouseCoopers have reviewed how organisations across the North East are working together to address health inequalities, culminating in a workshop in October 2007 for 200 representatives from the NHS, local government and the many voluntary sector agencies involved in tackling health inequalities, where we identified seven key challenges.
- Challenge 1: Develop arrangements to evaluate projects and ensure continued funding of those that deliver tangible outcomes, and to embed this learning in project planning and performance management systems.
  - Challenge 2: Gather intelligence on where gaps in services exist and a profile of those accessing services. Target services at those areas and individuals where there is unmet need and develop strategies to target hard to reach groups.
  - Challenge 3: Ensure local area agreements contain a breadth of targets to reduce health inequalities, across all sectors and ensure health and wellbeing strategies are translated into local delivery plans that contain sufficient detail and local targets to monitor progress.
  - Challenge 4: Spread awareness of priorities and services on offer and provide networking opportunities and information sharing systems to improve the links between service planners and service providers. Cascade messages and targets to frontline workers such as teachers, health professionals and social workers.
  - Challenge 5: Use the Regional Health and Wellbeing Strategy to provide direction for the North East and link national, regional and local policies. Develop networking opportunities and support to share good practice to achieve the aim of transforming the North East into the healthiest region in the country within a generation.
  - Challenge 6: Give community and voluntary sector organisations increased certainty over funding with agreed delivery targets and simplify commissioning arrangements to make it easier for them to bid for the provision of services.
  - Challenge 7: systematically seek community views to influence how and where services are provided.
- 43 A report summarising the work to date was distributed widely to inform future development and improvement. We will be building on this work in the coming year, focussing in on specific areas, identifying good practice and helping to identify and overcome barriers to improving health outcomes in the North East.

### **Data quality**

- 44 Our second report on the Council's data quality arrangements concluded that they remain adequate, and actions agreed last year had been implemented. Our spot check of a small sample of performance indicators confirmed that all had been correctly calculated except that the number of private sector homes vacant for over six months was understated. The indicator was amended, and action taken to ensure the error does not reoccur.

## The audit of the accounts and value for money

- 45 As your appointed auditor, I have reported separately to the General Purposes Committee on the issues arising from our 2006/07 audit and have issued:
- my audit report, providing an unqualified opinion on your accounts [or otherwise] and a conclusion on your vfm arrangements to say that these arrangements are adequate on 28 September; and
  - my report on the Best Value Performance Plan confirming that the Plan has been audited.

### Use of Resources

- 46 The findings of the auditor are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made by the auditor in the following areas.
- Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
  - Financial management (including how the financial management is integrated with strategy to support council priorities).
  - Financial standing (including the strength of the Council's financial position).
  - Internal control (including how effectively the Council maintains proper stewardship and control of its finances).
  - Value for money (including an assessment of how well the Council balances the costs and quality of its services).
- 47 For the purposes of the CPA we have assessed the Council's arrangements for use of resources in these five areas as follows.

---

**Table 3**

<b>Element</b>	<b>Assessment</b>
Financial reporting	3 out of 4
Financial management	2 out of 4
Financial standing	3 out of 4
Internal control	3 out of 4
Value for money	3 out of 4
<b>Overall assessment of the Audit Commission</b>	<b>3 out of 4</b>

*(Note: 1 = lowest, 4 = highest)*

## **The key issues arising from the audit**

- 48** The Council's accounts were published to statutory deadlines, having been subject to member scrutiny and are accessible on the website. An annual report is not published, although summary financial information is reported in Hartbeat.
- 49** The Council continues to have significant levels of revenue reserves, increasing to £32 million (£31 million at the end of the previous financial year). Earmarked funds, which are set aside for specific future spending, account for £14 million of the total. The balance of £19 million is available to support 2007/08 and later expenditure. The Council needs to ensure that financial plans clearly and transparently reflect the plans for reserves. We are working with the Council to review its medium term financial strategy.
- 50** The Council works well with partners, but has not yet fully developed risk management and governance arrangements to ensure they meet required standards.
- 51** The Council provides value for money overall. Further improvements could be made by extending good procurement practice to whole services which are above average costs, such as parks and cleansing, and improving project planning for capital projects.

## Looking ahead

- 52** The public service inspectorates are currently developing a new performance assessment framework, the Comprehensive Area Assessment (CAA). CAA will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local tax payers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.
- 53** CAA will result in reduced levels of inspection and better coordination of inspection activity. The key components of CAA will be a joint inspectorate annual area risk assessment and reporting performance on the new national indicator set, together with a joint inspectorate annual direction of travel assessment and an annual use of resources assessment. The auditors' use of resources judgements will therefore continue, but their scope will be widened to cover issues such as commissioning and the sustainable use of resources.
- 54** The first results of our work on CAA will be published in the autumn of 2009. This will include the performance data from 2008/09, the first year of the new Local Area Agreements.

## Closing remarks

- 55 This letter has been discussed and agreed with the Assistant Chief Executive. A copy of the letter will be presented at the Cabinet, Scrutiny Co-ordinating Committee and Audit Committee in April and May 2008. Copies need to be provided all Council members.
- 56 Further detailed findings, conclusions and recommendations on the areas covered by audit and inspection work are included in the reports issued to the Council during the year.

**Table 4 Reports issued**

Report	Date of issue
Audit and inspection plan	April 2006
Interim audit memorandum	November 2007
Annual Governance Report	September 2007
Opinion on financial statements	September 2007
Value for money conclusion	September 2007
Final accounts memorandum	November 2007
Partnership working across Teesside - Tackling arson	July 2007
Data quality	November 2007
Annual audit and inspection letter	February 2008

- 57 The Council has taken a positive and constructive approach to audit and inspection work, and I wish to thank the Council's staff for their support and cooperation during the audit.

## Availability of this letter

- 58 This letter will be published on the Audit Commission's website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk), and also on the Council's website.

**Steve Nicklin**  
**Relationship Manager and District Auditor**  
 March 2008