CABINET AGENDA

Monday 28th June 2010

at 9.00 am

in Committee Room B, Civic Centre

MEMBERS: CABINET:

The Mayor, Stuart Drummond

Councillors Brash, Hall, Hargreaves, Hill, Jackson, Payne and H Thompson

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 Monday 7th June 2010 (previously circulated)

4. **BUDGET AND POLICY FRAMEWORK**

   4.1 Youth Justice Strategic Plan 2010-2011 – *Director of Child and Adult Services*

5. **KEY DECISIONS**

   5.1 Business Transformation - Service Delivery Review Options Analysis Report For Facilities Management – *Director of Regeneration and Neighbourhoods*
   5.2 Business Transformation – Service Delivery Review Options Analysis Report For Waste Management – *Director of Regeneration and Neighbourhoods*
   5.3 Connexions/Youth Service – Service Delivery Options Review – *Director of Child and Adult Services*

5.4 Homelessness Strategy – 2010-2015 – *Director of Regeneration and Neighbourhoods*

6. **OTHER ITEMS REQUIRING DECISION**

6.1 Shape of the Council – Next Steps – *Chief Executive*
6.2 The Way Forward – Business Transformation Programme – *Assistant Chief Executive*
6.3 Business Transformation – Reprographics Service Delivery Options Review Analysis Report – *Director of Regeneration and Neighbourhoods*
6.4 Rift House Recreational Ground – *Director of Regeneration and Neighbourhoods*

7. **ITEMS FOR DISCUSSION/INFORMATION**

No items

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

No items

CABINET
28 June 2010

Report of Director of Child & Adult Services

Subject: YOUTH JUSTICE STRATEGIC PLAN 2010-2011

SUMMARY

1. PURPOSE OF REPORT

To set out proposals for the development of the Youth Justice Strategic Plan 2010-2011.

2. SUMMARY OF CONTENTS

The Report outlines the reason for the Youth Justice Strategic Plan, the required content and the process of consultation with users and partners.

3. RELEVANCE TO CABINET

Budget and Policy Framework.

4. TYPE OF DECISION

Part of the Budget and Policy Framework

5. DECISION MAKING ROUTE

Cabinet	28 June 2010
Regeneration and Planning Services Scrutiny Forum	17 July 2010
Cabinet	19 July 2010
Council	5 August 2010

6. DECISION(S) REQUIRED

To approve the process for the development of the Youth Justice Strategic Plan and make a referral to Scrutiny.

Report of: Director of Child & Adult Services

Subject: YOUTH JUSTICE STRATEGIC PLAN 2010-2011

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1. PURPOSE OF REPORT

1.1 To set out proposals for the development of the Youth Justice Strategic Plan 2010-2011

2. BACKGROUND

2.1 The Youth Justice Performance Improvement Framework includes a range of elements that work together to improve practice and performance. As part of the framework Youth Offending Services are required to submit a Youth Justice Strategic Plan.

2.2 Unlike previous youth justice planning arrangements there are no Youth Justice Board prescribed templates or timeframes. This is designed to enable youth justice strategic planning process to be more closely aligned to other key local strategic plans such as the Local Children and Young People Plan and the Crime and Disorder Reduction Partnership.

2.3 The Youth Offending Service partnership can develop the structure and content of their Youth Justice Plan, however, the plan should address four key areas.

Resourcing and Value for money

2.4 The sufficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

2.5 The Youth Justice Strategic Plan will provide an overview of how the Youth Offending Service Management Board and wider partnership ensure that the Youth Offending Service has sufficient resources and infrastructure that are appropriately deployed to deliver youth justice services in line with the requirements of the National Standards for Youth Justice Services.

Structure and Governance

2.6 The Plan will set out the structures and governance necessary to ensure the effective delivery of local youth justice services. The leadership composition and role of the management board are critical to this as the Management Board is responsible for:

- Delivering the principal aim of reducing offending and re-offending
- Strategic performance oversight
- Ensuring the effective delivery of youth justice services for children and young people
- Accountability and representation of youth justice issues within the local authority
- Ensuring that children and young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies
- Ensuring the local authority discharge their duties under the Children's Act 1989, in particular those in Schedule 2, paragraph 7, to:
  - Discourage children and young people from committing offences
  - Take reasonable steps to reduce the need to bring criminal proceedings against children and young people
  - Avoid the need for children to be places in secure accommodation

2.7 The Youth Offending Service Management Board reports into both the Children's Trust and the Crime and Disorder Reduction Partnership, and through these into the local strategic partnership.

Partnership Arrangements

2.8 To ensure that effective partnership arrangements are in place between the Youth Offending Service, statutory partners and other local partners that have a stake in delivering youth justice services and that these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

Risks of Future Delivery

2.9 To ensure the Youth Offending Service has the capacity and capability to deliver effective youth justice services, identifying risks to future delivery and the Youth Offending Service partnership's plans to address risks.

2.10 The Youth Justice Strategic Plan will also detail the Youth Offending Service priorities for 2010-2011, the Action Plan to address the issues from the Core Case Inspection and subsequent work with the Youth Justice Board Performance Improvement Team.

3. PROPOSALS

3.1 The Youth Justice Strategic Plan is developed for consultation with users and partners of the service and for consideration by scrutiny.

3.2 The final draft will be available for consideration by Cabinet on 19 July 2010, Council on 5th August 2010 and submitted to the Youth Justice Board by the end of August 2010.

4. REASONS FOR RECOMMENDATIONS

The Youth Justice Strategic Plan is part of the Budget and Policy Framework, members are requested to approve the process for the development of the Youth Justice Strategic Plan and for referral to the Regeneration and Planning Services Scrutiny Forum on the 8 July 2010.

5. BACKGROUND PAPERS

Youth Justice Performance Improvement Framework (England).

6. CONTACT OFFICER

Danny Dunleavy
Youth Offending Service Manager

CABINET REPORT

28 June 2010

HARTLEPOOL BOROUGH COUNCIL

Report of: Director of Regeneration and Neighbourhoods

Subject: BUSINESS TRANSFORMATION SERVICE DELIVERY REVIEW OPTIONS ANALYSIS REPORT FOR FACILITIES MANAGEMENT

SUMMARY

1. PURPOSE OF REPORT

To inform on the findings of the Facilities Management service delivery options review and the options appraisal aspect of the review.

2. SUMMARY OF CONTENTS

The report summarises the deliberations of the review team, outlines options that have been considered and identifies preferred options for decision. Facilities Management (FM) is usually divided into Soft and Hard services although it should be noted that a number of activities can be considered to fall into either or both categories. For the purposes of this review the following definitions have been used.

- Hard FM is defined as the maintenance of buildings, engineering, landscaping and similar elements of an asset. Examples include mechanical and electrical systems maintenance, building fabric maintenance and repair of the management of hard landscaping.

- Soft FM is defined as the provision of services which relate to the maintenance of the environment within the facility. Examples include cleaning, catering, caretaking/attendants, soft landscaping and security

The majority of FM services operate as a trading account; we have reduced the number of trading accounts as far as practical to reduce the need for a client and contractor split. However, in some instances, such as capital works, school contracts, jobbing type contracts and external services, trading accounts still need to be maintained to account for costs and income. Operating as a trading arm of the council in a competitive environment there are other service pressures which Members need to be aware of the SDO review. The imminent challenge faced by FM services is the Building Schools for the Future programme. Central Government are eager to ensure that given 'one off' investment the schools estate once transformed does not deteriorate, but is properly maintained over the next 30 years. Their preference is for Local Authorities and Schools to enter into maintenance agreements either through the Local Authority or other providers to ensure the function is carried out properly.

Cabinet has previously agreed to the centralisation of budgets relating to property which includes building maintenance and cleaning, caretaking, security and grounds maintenance. It is intended that these elements of the centralisation of asset management will be transferred to the Facilities Management section to deliver in the most efficient and effective way on behalf of the Council for all Council buildings.

Where FM services are commissioned and/or carried out directly in other service areas e.g. caretaking in community buildings and vending machines across the Council and catering in leisure and recreational facilities consideration should be given to pool these services to enable maximum efficiencies to be realised. Where there are dual functions we need to look at the current way of working and the impact of any change on the service and analyse the benefits.

Consideration has been given to alternate service provision i.e. market testing of these services. The Building Cleaning service has recently been subject to market testing (2009/10) in a competitive market and were successful in being awarded the Housing Hartlepool contract. Building Maintenance services constantly compete for works and have recently been awarded the Rossmere School and HCIL Improvement Projects based on the success of the Brierton school refurbishment scheme. Research undertaken by Child and Adult Services Department with respect to the school meals service provided an independent evaluation of this service. This information was presented to Head Teachers and positive feedback was received regarding the price and quality of the service provided. The APSE performance management information identifies Hartlepool's building cleaning as one of the best in the Country based on cost and quality.

Based on the performance management and benchmarking information the review team focused on three areas to identify the overall efficiencies required to achieve the £260k target for this SDO review.

a) <u>Procurement and the negotiation of existing contracts</u>
The Council security contract includes for the provision of static guarding at a range of establishments within Hartlepool, the locking and unlocking of parks, cemeteries, car parks, open

spaces and provides response to alarm activations and other emergency situations. There are two areas for potential SDO savings to be achieved in this area, deterrent guarding and change to the security measure in the civic centre reception.

Since January 2010 the catering service has taken part in the NEPO (North East Purchasing Organisation) contract for the purchase of groceries, frozen foods, meat, fruit & vegetables, and milk which has generated savings that will contribute towards achieving the overall efficiency target.

b) <u>Change to current service arrangements</u>
We have introduced the management structures tiers and spans of control principles as part of the overall Business Transformation programme and are working towards the standardisation of management structures promoting generic management in all tiers. This will also result in the rationalisation of operational hours across the FM service, specifically in school catering, building maintenance, civic attendants and building cleaning the details of which are included within the body of the report.

c) <u>Growth and income generation</u>

A business case is being developed for the future operation of function catering. Previously, function catering has operated on an ad hoc basis to its business, and aspects of the service now need formalising and establishing on a firm economic base. Overall plans would be to consider rebranding the service and detailing the scope of its activity. At the moment activities are confined to developing the internal market, the external market will be developed in a cautious manner to determine if prospects for catering are sustainable. Similarly, the income and provision of vending is again being given consideration, and researched as part of the business plan.

There may be other opportunities to generate income which need are in the process of being worked up. e.g. 29 of our school kitchens have achieved the 5 star hygiene rating, the remaining have achieved a 4 star rating. We need to take advantage of this and sell our skills and services to local restaurants, cafes and takeaway outlets on hygiene, this will generate income for the Authority. The potential exists for additional income to be generated, by the provision of a deep cleaning service, provided to food businesses and other businesses within Hartlepool. Consideration is to be given to the marketing of the service, and the likely number of businesses who would take up the service.

Further to the above the potential exists for additional income to be generated by the Building Maintenance section. The approach introduced during 2009/10 in respect of building maintenance is one of selection rather than take on all jobs, this approach has resulted in a significant improvement in customer satisfaction and the quality of the service provided.

The SDO review has provided an opportunity to review our approach towards the delivery of FM services, out intention is to provide a range of services which meet customer expectations and become the "service provider of choice".

Discussions regarding the regionalisation of services are being held around the Country and Facilities Management services are traditionally seen as being a prime candidate for outsourcing. Pragmatism rather than protectionism is now the approach that should determine how FM services are delivered. However the decision making process must be driven by accurate performance data, benchmarked where possible with APSE and the private sector and used to produce stretching but achievable business targets. Facilities Management services have significant potential to deliver surpluses to the Council and there is no strategic value in outsourcing them as a principle but rather developing their potential through an informed and robust business planning process.

Hartlepool FM services have sought to consolidate and further develop our business base within schools and Council owned buildings whilst recognising the opportunities for growth that exist within the legislative changes arising from the Local Government Act 2003 regarding trading powers. Although the consolidation process has been largely successful, there has been limited activity in developing new business opportunities through the use of trading powers, or proactively seeking out new business opportunities. The good will and generally strong relationships enjoyed with schools has also created the risk that their continued support may be taken for granted without the need to re-assess our competitive standing against other service providers. Schools are increasingly looking for evidence of value that services provide and we must respond to this growing need to avoid the risk of losing their future and business.

The efficiency target of £278,000 is very challenging, and due to the nature of the services included within the scope of this review i.e. trading accounts, how the savings will manifest themselves is not as simple as reducing a budget. It is suggested that efficiency savings achieved on the trading accounts are retained by the trading account and that these amounts are reflected as a profit budget in the Council's overall General Fund Budget. This arrangement will ensure that efficiencies are reflected in the costs of providing the service and thereby ensure that value for money can be demonstrated and can be reflected in the General Fund budget.

3. RELEVANCE TO CABINET

The report details options for one of the reviews which form part of the Service Delivery Options Programme, is part of the Business Transfomation Programme, and is therefore relevant for Cabinet decision.

4. TYPE OF DECISION

Key Test i Applies. Forward Plan Ref: RN14/09.

5. DECISION MAKING ROUTE

Cabinet 28th June 2010.

6. DECISION(S) REQUIRED

Cabinet are asked to note

- The efficiencies already achieved in Management structures in Building Maintenance producing £80,000 (para 7.6) and catering contracts (para 7.3) generating £15,000 of savings.

Cabinet are asked to approve the efficiencies identified below

- The proposed operating changes in building cleaning (para 7.4), civic attendants (para 7.5), Stores (para 7.7) and school catering (para 7.10).
- To reduce the hours of the current deterrent security arrangements and in respect of Hartlepool connect (para 7.2 of the report).
- To recognise the opportunities for growth that exist within the legislation regarding trading powers and expand and develop the Facilities Management service to deliver surpluses to the Council (paras 7.13 – 7.20).

Cabinet is asked to agree to the reconsideration over the next 12 to 18 months of the transfomation options for services included in this SDO review.

Report of: Director of Regeneration and Neighbourhoods

Subject: FACILITIES MANAGEMENT SDO REVIEW PROGRESS REPORT INCLUDING OPTIONS APPRAISAL

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1. PURPOSE OF REPORT

1.1 To inform on the findings of the Facilities Management service delivery options review and the options appraisal aspect of the review.

2. REVIEW AIMS, EFFICIENCY TARGET AND SCOPE

2.1 The facilities management SDO review has a minimum 5% efficiency target, equating to £278,000 as part of the Business Transformation SDO efficiency programme. Facilities Management (FM) is usually divided into Soft and Hard services although it should be noted that a number of activities can be considered to fall into either or both categories. For the purposes of this review the following definitions have been used.

- Hard FM is defined as the maintenance of buildings, engineering, landscaping and similar elements of an asset. Examples include mechanical and electrical systems maintenance, building fabric maintenance and repair of the management of hard landscaping.

- Soft FM is defined as the provision of services which relate to the maintenance of the environment within the facility. Examples include cleaning, catering, caretaking/attendants, soft landscaping and security

2.2 Seen from a financial and budgetary perspective Facilities Management (FM) within the Local Authority is simplistically seen as a cost or an overhead, however when viewed from a different perspective, Facilities Management services should collectively be perceived as an integral part of the Council's business. The future public facing image of the service must acknowledge this, and recognise the need to continue to influence in a positive manner the perceptions of our customers/clients with a joined up partnership approach to FM services, be they external or internal to the Authority.

2.3 The Business Transformation programme has brought about the integration of FM services in one division. The vision for the new Facilities Management section is to establish it as a strategic business discipline that genuinely adds real value to all Council services and our customers and *we become the service provider of choice*.

2.4 The aim of the Facilities Management review is to *"provide clarity on who we are and what we do, the purpose and value of the services we provide and how those services are, and could be provided in the future".*

2.5 In a competitive environment where continuous improvement is the catalyst for the evolution of the traditional business strategy in order to meet the customer needs of tomorrow, the vision of Facilities Management must be to establish it as a strategic business discipline that genuinely adds real value and propels the service forward from both a financial performance perspective and positive profiling to a wider audience.

3. OTHER SERVICE PRESSURES

3.1 Schools Transformation: The imminent challenge faced by Facilities Management services is the Building Schools for the Future (BSF) programme. The BSF programme will enable extended school provision, flexible timetables, greater vocational provision, personalised learning and facilitated use by education improvement partners. It is anticipated that this will lead to increased use of school facilities thereby increasing costs of maintaining and managing these facilities. The need to maintain the higher standard of these facilities will require enhanced maintenance over the life of the facilities incorporating potentially the replacement of integral parts of the buildings which may include such items as windows, roofing, floor finishes and internal redecoration.

3.2 Central Government are eager to ensure that given 'one off' BSF Investment, the schools estate, once transformed does not deteriorate, but is properly maintained over the next 30 years and they are anxious to avoid a two tier estate, where some schools are well maintained and others are not. Their preference is for Local Authorities and Schools to enter into maintenance agreements either through the Local Authority or other providers to ensure the function is carried out properly. We are currently working with Schools on a FM procurement strategy that is based on option appraisals and competition, to establish the most cost effective means of ensuring that schools are well maintained for the agreed period of 30 years. Discussions with schools have demonstrated it is unlikely they will collectively adopt an Authority wide procurement approach preferring to select an *'a-la-carte'* framework based on the following 3 options:

i. provision by external partners
ii. school based provision
iii. in house provision by the Council

3.3 School Catering: The Council's in-house school catering service provides meals to the majority of Hartlepool schools under the terms of an annually renewed Service Level Agreement. Cabinet have recently considered and determined a way forward regarding the provision of school meals. The agreed subsidy scheme will operate with contributions towards the costs of school meals which involved increasing the price parents pay for school meals at a rate higher than inflation. There is a risk associated with this approach in that pupil numbers requiring a paid school meal may decline following the price increase.

3.4 The Council also receives a Healthy Eating grant which contributes towards the provision of high quality, nutritional school meals. This is a three year grant allocated to all Local Authorities to provide healthy school meals and is schedule to terminate at the end of this financial year. The grant for Hartlepool is £147,000. At this stage the Government has yet to inform us whether this grant will continue in its current form post 2011/12, they are currently consulting on whether to continue ring fencing it to a specific grant or including it within the Dedicated Schools Grant (DSG). If they go with the latter the risk will be schools may decide not to continue subsidising the service and as such this will place additional pressure on the service, and may have to be considered as a future budget pressure.

3.5 The majority of FM services operate as a trading account; we have reduced the number of trading accounts as far as practical to reduce the need for a client and contractor split. However, in some instances, such as capital works, school contracts, jobbing type contracts and external services, trading accounts still need to be maintained to account for costs and income. As work has progressed on trading account reviews it has been identified that slightly different accounting arrangements are needed for trading account efficiencies. There are effectively two types of trading account and suggested approaches for accounting for efficiencies are currently being considered.

(i) Trading accounts where there is a clear trail between the trading account and the client(s) and it is easy to track costs through the charging system. Typically these trading accounts are for a defined service with a small number of clients and relatively fixed annual charges.

(ii) Trading accounts where there is not a clear trail between the trading account and the client(s) and it difficult to track costs through the charging system as there are typically lots of small ad hoc jobs and multiple clients. Also within this category are contracts with schools and other external organisations where the trading income comes from outside of the Council's core budget.

4. INTERFACES WITH OTHER BUSINESS TRANSFORMATION WORKSTREAMS

4.1 The need to identify and record efficiencies against the various business transformation workstreams has been recognised at an early stage in order to avoid double counting and missed opportunities. This section concentrates on where other business transformation workstreams have been considered as part of the SDO review.

4.2 Management Structures: The management structures principles have been considered as part of the SDO review in the integration of FM services, this has enabled the bringing together of hard and soft FM services, e.g. building maintenance and cleaning. This approach has provided a consistent management hierarchy across the different services and is based on a de-layering of the operational management structure, with minimal impact on front line service provision.

4.3 Asset Management: The Accommodation strategy has been considered as part of the SDO review. Hot desking has been introduced within the supervisory element of the facilities management structures following the refurbishment of the Church Street Depot. The introduction of office recycling and the removal of waste under desks bins and the green cardboard paper recycling bins dotted throughout offices contribute toward the accommodation strategy principles on workspace allocation, which has brought about efficiencies in the building cleaning operation.

4.4 A scrutiny investigation into the provision of Public Conveniences has recently concluded which resulted in significant investment. Whilst the Authority could consider closing all or some of them, the majority of services costs are in prudential borrowing and would remain. The opening/closing hours, maintenance and cleansing has been considered when looking at building cleaning and security.

4.5 Hartlepool Connect: Consideration has been given to the customer service aspect of facilities management services with respect to transferring this element of the service to Hartlepool Connext. It is felt that due to the nature of the service, the main client base being schools and the need to continue to build a rapport with all our customers it is paramount customer contact remains within the service area to ensure we deliver on the FM vision referred to previously. However, where there are internal enquiries/reports e.g. building maintenance reports from officers within Council administrative buildings, this aspect of the service should be transferred to Hartlepool Connect.

4.6 Procurement: As part of the SDO review, we have included the provision of all FM services procured and provided across the Council. This has highlighted a number of areas which the Authority can benefit from and are included as part of this review. The centralisation of asset management will drive procurement efficiencies to be indentified e.g. vending machines, a number of agreements have been set up in building and across departments for the right reasons, but if tendered collectively efficiencies for the Authority could be generated.

4.7 In addition a stock holding analysis to provide detail on stock, suppliers, prices, turnover and stock levels within the Council's own stores section has commenced and alternative service delivery options for the provision of stores has been considered and feeds into this SDO review and the procurement work-stream of the overall Business Transformation programme.

5. SUSTAINABILITY

5.1 Cabinet has previously agreed to the centralisation of budgets relating to property which includes building maintenance and cleaning, caretaking, security and grounds maintenance. It is intended that these elements of the centralisation of asset management will be transferred to the Facilities Management section to deliver in the most efficient and effective way on behalf of the Council for all Council buildings. The FM section will, in liaison with departmental representatives/managers, ensure that decisions being taken by either party dovetail.

5.2 The Facilities Management section is the largest employee base within the Local Authority and contributes significantly to the local economy. As such the section remains focussed on improving the skills of its 650 employees. This is carried out through training and development, considered to be prerequisite to successful personal and professional performance and organisational effectiveness.

5.3 Experience has shown that the importance placed on customer's views has particular significance in shaping the objectives of all aspects of the service in order to provide an innovative, flexible and bespoke service. Retaining current services and developing new products and services, ensures continuity of employment of local people which in turn has a positive impact on the general economy of the area.

5.4 Where FM services are commissioned and/or carried out directly in other service areas e.g. caretaking in community buildings and vending machines across the Council and catering in leisure and recreational facilities consideration should be given to pool these services to enable maximum efficiencies to be realised. Where there are dual functions we need to look at the current way of working and the impact of any change on the service and analyse the benefits.

5.5 With respect to catering in particular, it is recognised that function catering can generate additional income, subsidising many Council services if given the opportunity to develop and expand. Council departments continue to determine the specification and procurement route for catering services by-passing of the Council's catering service. It is fundamental to the sustainability of the catering service as a whole that the Council's in-house team are given with the opportunity to provide or at the very least offer professional advice on the procurement of such services. Areas to consider in this respect include 'Place in the Park - Ward Jackson Park, Summerhill, Central library, the Art Gallery and the Historic Quay.

5.6 Consideration needs to be given as to how caretaking and catering functions are provided in the future with a view to identifying the most appropriate delivery solution.

6. REVIEW PROCESS

6.1 The Review team met on a monthly basis to look at the existing service, establishing baseline information regarding costs and service performance, comparing ourselves to neighbouring Authorities and benchmarking ourselves nationally. (**Appendix 1a and 1b)**. Due to the nature of the service i.e. trading account, gathering financial information from our competitors proved difficult. Performance management information through APSE was provided and considered throughout the review. Building cleaning has for the past 5 years been shortlisted as one of the best performing services across England and Wales and in 2008/9 won the award as best performing service.

6.2 Consideration has been given to alternate service provision i.e. market testing of these services. The Building Cleaning service has recently been subject to market testing (2009/10) in a competitive market and were successful in being awarded the Housing Hartlepool contract. Building Maintenance services constantly compete for works and have recently been awarded the Rossmere School and HCIL Improvement Projects based on the success of the Brierton school refurbishment scheme. Research undertaken by Child and Adult Services Department with respect to the school meals service provided an independent evaluation of this service. This information was presented to Head Teachers and positive feedback was received regarding the price and quality of the service provided. All but two schools have signed up for the school meals service.

6.3 The review team was instrumental in ensuring Hartlepool was one of two local authorities who lead on a regional exercise looking to identify a "Best Practice approach to FM" commissioned by the North East Improvement and Efficiency partnership. This benchmarking exercise provided a direct comparison between the service requirements of the two Authorities. The outcome acknowledged and supported the reorganisation of Hartlepool FM services towards a more integrated service delivery management model. Advocating the single point of FM budget control within an Authority as this allows funding allocation to be based on need rather than individual departmental priorities (**Appendix 2.)** The report made further recommendations regarding the development and implementation of consistent monitoring methodologies to allow the accurate and meaningful comparative evaluation and benchmarking of service standards across Authorities.

6.4 The NEIP review was undertaken at a high level, the next steps, (if there is a regional appetite) will concentrate on two work strands:

- Potential collaborative cashable efficiency savings from common contracts for Hard and Soft FM services (possibly including delivery of some services by one LA to another across boundaries) and
- Potential efficiencies from inventing one standard model for performance management, SLAs etc.

6.5 The APSE performance management information identifies Hartlepool's building cleaning as one of the best in the Country based on cost and quality. The Housing Hartlepool Building Cleaning contract was awarded based with a 60/40 split on price and quality and the School meals market testing exercise undertaken in 2009/10 demonstrates that the Council's in-house FM services provide value for money services which are competitive in today's market.

6.6 Visits with neighbouring Local Authorities and other Authorities which have benefitted from Building Schools for the Future investment have been undertaken to learn from their experience and consider alternative ways of providing FM services.

6.7 Consultation with the Joint Trade Unions has been carried out at various stages throughout the review and a managed process has been agreed regarding implementation of the SDO review.

7. OPTIONS ANALYSIS & EFFICIENCIES

7.1 Based on the performance management and benchmarking information the review team focused on three areas to identify the overall efficiencies required to achieve the £260k target for this SDO review.

d) Procurement and the negotiation of existing contracts
e) Change to current service arrangements/savings
f) Growth and income generation

Procurement and Negotiation of Existing Contracts

7.2 Security Services: The client role for the provision of Council security transferred from Community Safety and Prevention to the Neighbourhood Services Division from 6th April 2010. This existing contract includes for the provision of static guarding at a range of establishments within Hartlepool. The service also includes the locking and unlocking of parks, cemeteries, car parks, open spaces. The service also provides response to alarm activations and other emergency situations. The three year security contract has been awarded to a local external provider, and commenced November 2006. There was an option for the Council to extend the contract for up to a further 2 years; in one year tranches and this has been activated. There are two areas for potential SDO savings to be achieved in this area:-

(i) Deterrent Guarding: The current security contract deterrent guarding lump sum for 2009/10 is circa £125,000 and is for 24 hour coverage. Services include the opening/closing of parks and recreational grounds, cemeteries and public conveniences. Over the duration of the current contract historical data shows that there are little or no requirements for deterrent guarding security related services during 8am – 4pm Monday to Friday. A potential saving of £45,000 could be realised, if the contract was restructured to take this into account. However, of this saving, £5,000 should be retained by the Supervising Officer for the contract to cover emergencies / bank holidays etc. Overall potential saving £40,000.

(ii) Civic Centre: CCTV is in operation in the Civic Centre reception area with clearly displayed signage and improved security measures such as the upgrading of the door systems which were installed as part of the refurbishment. The installation of these security measures has provided a deterrent and the existing post could be removed from the structure providing a potential saving of £15,000. Quarterly reviews would be undertaken between Hartlepool Connext and the FM service provider.

7.3 School Catering: Since January 2010 the catering service has taken part in the NEPO (North East Purchasing Organisation) contract for the purchase of groceries, frozen foods, meat, fruit & vegetables, and milk. As a result £15,000 savings will manifest themselves through reduced costs to the trading account and a rebate to the Authority via the NEPO contract.

Efficiencies

7.4 Building Cleaning: The section is in the process of adopting a new facilities management approach to service delivery. We have introduced the management structures tiers and spans of control principles as part of the overall Business Transformation programme and are working towards the standardisation of management structures promoting generic management in all tiers. An application for ER/VR has been received which would enable the deletion of a 30 hour Team Leader post, would create a saving of £23,727. A subsequent increase in hours from 30 to 37 hours per week for an existing Team Leader, would lead to an expenditure of £5,536. The overall saving therefore is circa £20,000.

7.5 Civic Attendants: The Civic Attendants service encapsulates general and specific requirements of all users within the Civic Centre. The Attendants ensure that the Civic Centre is opened and closed in accordance with the requirements of service users, and in line with Health and Safety requirements. Services are provided to ensure that the Council Chamber and Committee Rooms are prepared for use, from the setting up of furniture, microphones, loop systems and power point, to serving of refreshments. The daily inspection of external public areas surrounding the Civic Centre, and the monitoring of car parking allocation, ensures that all surrounding areas of the Civic are managed in line with the contract. The Attendants play a vital part in the reporting of repairs and any Health and Safety concerns. There are currently two attendants both working 37 hrs per week. It is proposed to reduce the overlap between the Attendants. Potential SDO saving £14,000.

7.6 Building Maintenance: the integration of Hard and Soft FM services has enabled a review of the existing management structures within Building Maintenance which has enabled two operational manager roles to be merged into one. This management structure review has provided savings of £80,000 contributing towards the SDO efficiency target.

7.7 Stores: Currently there are a variety of "stores" areas located around the depot e.g. main store, garage store, small plant store. This causes operational and staffing inefficiencies. By consolidating and combining the stores operations into one area and implementing efficiencies in administration procedures and operations, it would be possible to reduce the staffing requirement by one FTE, enabling efficiencies of £21,000 to be identified. This would necessitate one redundancy. This saving would feature as a reduced recharge to the various operational areas i.e. increased "surplus / profit".

7.8 As part of this consideration it would also be possible to combine the timber cutting facility with the stores operation and, with more generic working and staff training, a joiner could be released to move into the public buildings maintenance team to make better use of that skilled resource in the 'productive' operational area. This would reduce the stores recharge costs by one FTE, this is a reasonable arrangement which increases flexibility. Similarly the Support auxiliary staff in facilities management can reciprocate in times of need.

7.9 School Catering: The catering section proposes to implement a new banding system for school kitchens based on the 'take up' of meals being served within the school. Hours will be allocated to that individual school on this basis. Each banding would detail the hours for Cooks, Assistant Cook and Kitchen assistants.

7.10 To efficiently manage this rationalisation of hours, we propose a standardisation of start times for cooks and assistant cooks; the banding will also standardise the hours required in each kitchen and ensure staff coverage at critical core times. Numbers of staff will increase from current staff levels, although actual staff hours worked will decrease for the majority of the staff. This will generate efficiencies of £35,000.

7.11 The implementation of an exit strategy to minimise the impact of these proposals has already commenced. Staff are not being replaced and hours will be reduced as employees leave the Authority.

7.12 The catering department is committed to consistently following the bandings to effect a standardisation across all school kitchens, but there will be exceptions to the rule. Each kitchen will be looked at individually in this respect to ensure that staff hours also reflect the working environment. An example of this is a school kitchen where there are two separate dining halls and two separate service counters and additional core staff would be required to maintain an efficient lunch time service for both of the dining halls within the school.

Income Generation/Growth

7.13 Function Catering: A business case is being developed for the future operation of function catering. This involves consideration of finance, staffing resources, potential premises and the overall objectives of the service. Previously, function catering has operated on an ad hoc basis to its business, and aspects of the service now need formalising and establishing on a firm economic base. Overall plans would be to consider rebranding the service and detailing the scope of its activity. At the moment activities are confined to developing the internal market, and as a result have established two outlets to provide food and refreshments to Council staff i.e. civic centre and depot. Indications show that financially, if current trends continue, these outlets will yield a surplus of circa £20,000. The external market will be developed in a cautious manner to determine if prospects for catering are sustainable. Similarly, the income and provision of vending is again being given consideration, and researched as part of the business plan.

7.14 Building Cleaning: There may be training opportunities which have yet to be analysed, 29 of our school kitchens have achieved the 5 star hygiene rating, the remaining have achieved a 4 star rating. In Middlesbrough the catering service operates in partnership with Environmental Health providing a training service to local restaurants, cafes and takeaway outlets on hygiene, this subsidises the soft FM service and generates income for the Authority.

7.15 Potential exists for additional income to be generated, by the provision of a deep cleaning service, provided to food businesses within Hartlepool. It is intended that the service would be offered to business, by way of a consistent Hartlepool cleaning ‘Standard’, which would be produced in conjunction with Environmental Health. The provision of this service, would contribute to food businesses securing the Council’s ‘scores on the doors’ star hygiene ratings. These star ratings are published on the intranet.

7.16 Once established, income streams will be realised through the provision of cleaning services, equipment and the training of individual patrons of food establishments. Consideration is to be given to the marketing of the service, and the likely number of businesses who would take up the service.

7.17 Further to the above, potential exists for additional income to be generated by the repairs to the fabric of the food premises, via the Building Services section (e.g. repair of broken tiles, boilers etc). Other ‘spin offs’ may include factoring of cleaning chemicals, Portable Appliance Testing etc.

7.18 Basic and intermediate food hygiene training: In is intended that Facilities Management officers will be trained to achieve the Chartered Institute of Environmental Health (CIEH) Level 4 Award qualification in Managing Food Safety. Once qualifications are achieved the section proposes the delivery of basic and intermediate food hygiene training to food handlers.

7.19 At present, this training is provided to school catering staff, by an external service provider for approximately £55 per person. It is envisaged that 250 school kitchen staff could be trained ‘in house’ in basic food hygiene on a 3 year rolling programme. This would generate savings of circa £14,000.00 over this same recurring period. Further income generation could exist should this service be marketed to other internal and external customers (e.g. classroom assistants, breakfast club staff, after school staff and food handlers etc.).

7.20 Building Maintenance: The approach introduced in respect of building maintenance is one of selection, building on our strengths and where specialist services are required working with partners from the construction framework and / or bringing in local contractors to work either for or alongside us to enable income to be generated for the Council. This enables the in-house skills base to develop and expand as appropriate, and provides us with the flexibility during times of peaks and troughs experienced during the current economic climate.

8. RISK

8.1 As a commercial arm of the Council and in order to achieve the efficiencies required as part of the business transformation programme additional income has to be achieved. A number of services e.g. school meals are dependent upon parents opting for school meals and not packed lunches. The current economic climate has placed greater pressures on all our clients and the need to provide a flexible high quality and value for money service is fundamental to the sustainability of facilities management.

8.2 The Government is consulting on the distribution of future school funding and is proposing that the ring fenced school lunch grant is moved into the general Dedicated Schools Grant (DSG). This is consistent with most schools specific grants and gives schools the freedom to spend the money where they wish. If this grant is not retained as a specific grant, the Authority runs the risk of this funding being lost within the existing pressures on DSG. The grant of £150,000 is currently ring fenced to the provision of good quality nutritional school meals.

8.3 The BSF facilities management procurement strategy may result in the loss of FM contracts with Secondary Schools, which could have a knock on impact with Primary schools. TUPE would apply.

8.4 If all of the 5% efficiencies cannot be realised, the Council may have to consider the external procurement of FM services which could have TUPE implications.

9. FINANCIAL IMPLICATIONS

9.1 The Service Delivery Options (SDO) programme has been designed to review all Council activity over a three year programme and is planned to contribute over £3.5m in savings to the Business Transformation (BT) savings target of £ 6m over this period. Each review has a target for savings as part of this overall programme and these are assigned to specific financial years in the Medium Term Financial Strategy. For 2011/12 the MTFS forecasts are based on the achievement of £ 1.3m of Business Transformation SDO savings.

9.2 The Business Transformation programme was planned, as part of the MTFS, to support the budgetary position of the Council through a managed programme of change. The economic climate of the Country, and the likely impact of expected grant cuts post general election, means that the anticipated budget deficits, after all BT and other savings are taken, is still expected to be around £4m per annum for each of the next three years. These additional cuts equate to 4% of the annual budget and a cumulative cut of over 12% over three years. In practise there will be some areas Members wish to protect and this will simply mean higher cuts in other area and/or the cessation of some services.

9.3 It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT programme (and more specifically the SDO programme) will only mean the need to make unplanned cuts and redundancies elsewhere in the Authority. This position has been exacerbated through the economic circumstances and likely grant settlements and failure to implement SDO savings will in all likelihood make the 2011/12 budget position unmanageable owing to anticipated grant cuts commencing this year. In addition, as reported in the MTFS the Council faces a range of budget risks which exceed the available strategic risk reserve and this funding shortfall will need to be addressed in 2010/11 and 2011/12, which further reduces financial flexibility.

9.4 The SDO reviews are attempting to ensure that a service base can be maintained, costs can be minimised and the payback on any investment is maximised. In simplistic terms each £25K of savings identified which are not implemented will require one unplanned redundancy with likely associated termination costs. No funding is available for these termination costs as existing balance sheet flexibility is committed to supporting the SDO programme in a loan basis, so higher savings will be needed to fund these termination costs outright.

9.5 The proposals in this report deliver £278K of savings which is the target for this review. If Cabinet decides to not take the decisions required to deliver these savings this amount will have to be found from other, unplanned cuts, in addition to those which will be required as a result of grant cuts after the election. Cabinet will need to identify where they are prepared to see these alternative cuts being made. The costs of delivering the savings revolve around ER/VR.

9.6 There are one-off costs of £43,834 attributable to the delivery of the management structure changes identified in paragraph 7.6.

10. <u>SUMMARY</u>

10.1 The SDO review has provided an opportunity to review our approach towards the delivery of FM services, out intention is to provide a range of services which meet customer expectations and achieve the desired financial outcomes which will enable the services to develop and support the Council's Business Transformation Programme.

10.2 Discussions regarding the regionalisation of services are being held around the Country and Facilities Management services have also been traditionally seen as being a prime candidate for outsourcing. Pragmatism rather than protectionism is now the approach that should determine how FM services are delivered. However the decision making process must be driven by accurate performance data, benchmarked where possible with APSE and the private sector and used to produce stretching but achievable business targets. Facilities Management services have significant potential to deliver surpluses to the Council and there is no strategic value in outsourcing them as a principle but rather developing their potential through an informed and robust business planning process.

10.3 Hartlepool FM services have sought to consolidate and further develop our business base within schools and Council owned buildings whilst recognising the opportunities for growth that exist within the legislative changes arising from the Local Government Act 2003 regarding trading powers. Although the consolidation process has been largely successful, there has been limited activity in developing new business opportunities through the use of trading powers, or proactively seeking out new business opportunities. The good will and generally strong relationships enjoyed with schools has also created the risk that their continued support may be taken for granted without the need to re-assess our competitive standing against other service providers. Schools are increasingly looking for evidence of value that services provide and we must respond to this growing need to avoid the risk of losing their future and business.

10.4 The efficiency target of £278,000 is very challenging, and due to the nature of the services included within the scope of this review i.e. trading accounts, how the savings will manifest themselves is not as simple as reducing a budget. It is suggested that efficiency savings achieved on the trading accounts are retained by the trading account and that these amounts are reflected as a profit budget in the Council's overall General Fund Budget. This arrangement will ensure that efficiencies are reflected in the costs of providing the service and thereby ensure that value for money can be demonstrated and can be reflected in the General Fund budget.

Service Area	Proposed action	Efficiency to be realised
Security	Deterrent guarding reduced hours & Cessation of security in contract centre reception	£55,000
School catering	Re-negotiation of food contracts & standardisation of hours	£50,000
Function catering	Income generation activity	£20,000
Building cleaning	ER/VR	£18,000
Civic attendants	Rationalisation of service	£14,000
Building maintenance	Management structures and income generation activity	£100,000
Stores	Structural change	£21,000
Total		**£278,000**

10.5 The subsidy of the school meals service has placed an additional burden on achieving these targets and in the current climate caution should be taken with respect to growth and income generating targets. However it is anticipated that by rebranding and marketing Facilities Management service as a package we will increase our client base and generate additional income which will in itself realise the savings required. The main challenges to be met within the Facilities Management section in order to achieve the vision are :

- Continuous improvement
- Maximising and demonstrating value for money to our customers
- Establishing facilities management as an essential part of our customer's core activities
- Maintaining a positive public and Member awareness of our services
- Business retention and growth
- Making a positive and measurable contribution to the Council's priorities, which will in turn reflect those of the community and partner organisations

10.6 The consideration of the major transformation of these services in the light of the limited time available will need to be revisited over the next 12 – 18 months as part of further considerations which will be required across the authority for all areas of the organisation in the light of external pressures which the authority will be facing.

11. RECOMMENDATION

11.1 Cabinet are asked to note

- The efficiencies already achieved in Management structures in Building Maintenance producing £80,000 (para 7.6) and catering contracts (para 7.3) generating £15,000 of savings.

11.2 Cabinet are asked to approve the efficiencies identified below

- The proposed operating changes in building cleaning (para 7.4), civic attendants (para 7.5), Stores (para 7.7) and school catering (para 7.10).
- To reduce the hours of the current deterrent security arrangements and in respect of Hartlepool connect (para 7.2 of the report).
- To recognise the opportunities for growth that exist within the legislation regarding trading powers and expand and develop the Facilities Management service to deliver surpluses to the Council (paras 7.13 – 7.20).

11.3 Cabinet is asked to agree to the reconsideration over the next 12 to 18 months of the transformation options for services included in this SDO review.

12. REASON FOR RECOMMENDATIONS

12.1 The SDO efficiency target for Facilities Management is challenging, however to ensure we achieve the full savings required without impacting on service thresholds a change in approach is required, part of that focuses on making changes to current operations which will not impact on performance and continue to meet customer expectations.

13 BACKGROUND PAPERS

- Cabinet report: Business Transformation - Waste Management SDO review delivery plan November 2009
- Housing Hartlepool contract 2009
- APSE Performance Management Data 2008/9
- Report to Hartlepool Schools' Forum 13th January 2010
- Cabinet Report – School Meals, February 2010
- Construction Framework BSF Facilities Management Strategy to Secondary Head Teachers November 2009
- NEIP Turner & Townsend Report 2009
- Business Transformation Programme Board report: Facilities Management SDO Options Analysis Report, April 2010

14. CONTACT OFFICER

Denise Ogden
Assistant Director (Neighbourhood Services)
Regeneration & Neighbourhoods Department
Tel 01429 523201
Denise.Ogden@hartlepool.gov.uk

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5.1 Appendix 1a

Building cleaning performance indicator standings 2008/09 : Family group report

Name of authority	**Hartlepool Borough Council**
PIN	**5093**
Family group	**C2**

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Authority output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark
Key performance indicators									
PI 01 - Cost per square metre for all areas cleaned (excluding cec)	9	£16.26	£12.98	£10.65	**£11.47**	2	£11.83	1	£11.31
PI 02 - Cost per square metre for all areas cleaned (including cec)	9	£16.49	£13.55	£11.30	**£11.71**	2	£12.01	1	£11.63
PI 09 - Square metres cleaned (large offices) per scheduled hour	5	1.17	0.86	0.70					1.04
PI 12 - Square metres cleaned (small offices) per scheduled hour	5	0.70	0.61	0.48					0.69
PI 13 - Square metres cleaned (all offices) per scheduled hour	7	1.04	0.85	0.68	**1.00**	2			1.02
PI 10 - Square metres cleaned (libraries) per scheduled hour	7	1.14	0.83	0.50	**0.82**	5			1.06
PI 11 - Square metres cleaned (secondary schools) per scheduled hour	8	1.19	0.90	0.69	**1.19**	1	1.05	1	1.09
PI 23 - Square metres cleaned (primary schools) per scheduled hour	9	0.96	0.78	0.64	**0.96**	1	0.84	1	0.88
PI 26 - Square metres cleaned (special schools) per scheduled hour	8	1.12	0.73	0.52	**0.89**	2	0.89	1	0.96
PI 16 - Total square metres (excluding outdoor areas) cleaned per FTE employee	9	1637.30	1378.95	957.76	**1436.71**	4	1444.50	2	1610.40
PI 20a - Staff absence (front line staff)	8	6.77%	4.65%	2.40%	**2.40%**	1	3.86%	1	3.18%
PI 24a - Staff absence (all employees)	8	6.77%	4.80%	2.49%	**2.49%**	1	4.28%	1	3.39%
PI 22 - Customer satisfaction surveys	–	–	–	–		–	–	–	–

Notes:

a. The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.

b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.

c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Building cleaning performance indicator standings 2008/09 : Family group report

Name of authority Hartlepool Borough Council
PIN 5093
Family group C2

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Authority output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark
Band a performance indicators									
PI 03 - Cost of overall service per FTE front-line employee	9	£17,840	£15,125	£13,168	**£15,776**	6	£14,093	3	£13,707
PI 17 - Front line staff cost per square metre cleaned	9	£13.83	£11.13	£8.73	**£10.78**	4	£10.68	2	£9.74
PI 27 - Cost per scheduled input hour (excluding cec)	9	£12.02	£10.66	£8.72	**£10.18**	4	£10.14	2	£9.48
PI 04 - Number of paid staff hours per measured square metre cleaned	8	1.84	1.50	1.29	**1.35**	2	1.35	1	1.33
PI 06 - Cleaning materials cost as a percentage of total cost	10	4.48%	2.52%	0.95%	**2.74%**				
PI 07 - Cleaning equipment cost as a percentage of total cost	8	2.18%	1.11%	0.28%					
PI 29 - Materials and equipment cost as a percentage of total cost	10	6.17%	3.43%	2.30%	**2.74%**				
PI 19 - Additional works/variation orders as a percentage of scheduled work	7	7.50%	2.60%	0.39%	**2.29%**				
PI 20b - Staff absence excluding long term (front line staff)	3	1.96%	1.57%	0.93%	**0.93%**	1			1.11%
PI 24b - Staff absence excluding long term (all employees)	4	1.97%	1.47%	0.96%	**0.96%**	1			1.01%
PI 32 - Charge per housing void cleaned	3	£128.19	£96.77	£59.21	**£102.92**	2			£67.95
Band b performance indicators									
PI 05 - All staff costs as a percentage of total cost	10	96.59%	90.66%	86.44%	**90.91%**				
PI 28 - Front line staff costs as a percentage of total cost	10	88.38%	83.20%	78.42%	**81.22%**				
PI 08 - Other costs as a percentage of total cost	10	10.78%	5.80%	0.91%	**6.35%**				
PI 31 - Central establishment charges as a percentage of total cost	10	8.54%	4.30%	1.40%	**1.74%**	3	1.74%	1	1.57%
PI 14 - Quality assurance and consultation process	9	191	95.22	56	**108**	2	99	1	125
PI 15 - Human resources and people management	10	69	50.90	25	**69**	1	63	1	66
PI 21a - Starters as a percentage of total operational staff	8	28.82%	12.96%	0.00%	**5.22%**	2	8.47%	1	3.65%
PI 21b - Starters (employed for at least 12 weeks) as a percentage of total operational staff	6	24.89%	12.16%	0.00%	**4.64%**	2			2.32%
PI 25a - Leavers as a percentage of total operational staff	8	20.04%	12.62%	1.77%	**11.01%**	3	11.01%	2	6.84%
PI 25b - Leavers (employed for at least 12 weeks) as a percentage of total operational staff	5	10.92%	8.43%	1.77%	**10.43%**	4			4.58%
PI 18 - LEA schools cleaned as a percentage of all LEA schools	9	92.11%	60.62%	13.40%	**92.11%**	1	75.52%	1	89.44%
PI 30 - Square metres cleaned (public conveniences) per scheduled hour	1	0.09	0.09	0.09					0.09

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Building cleaning performance indicator standings 2008/09 : whole service report

Name of authority — **Hartlepool Borough Council**
PIN — **5093**

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Authority output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark
Key performance indicators									
PI 01 - Cost per square metre for all areas cleaned (excluding cec)	62	£22.62	£13.21	£7.81	**£11.47**	**16**	£11.47	**1**	£10.03
PI 02 - Cost per square metre for all areas cleaned (including cec)	62	£23.87	£13.86	£8.39	**£11.71**	**14**	£11.88	**1**	£10.09
PI 09 - Square metres cleaned (large offices) per scheduled hour	53	2.11	0.89	0.34			0.99		1.16
PI 12 - Square metres cleaned (small offices) per scheduled hour	50	1.04	0.59	0.41			0.67		0.77
PI 13 - Square metres cleaned (all offices) per scheduled hour	56	2.02	0.84	0.36	**1.00**	**10**	0.92	**1**	1.06
PI 10 - Square metres cleaned (libraries) per scheduled hour	54	1.71	0.77	0.46	**0.82**	**19**	0.86	**2**	1.02
PI 11 - Square metres cleaned (secondary schools) per scheduled hour	54	1.26	0.87	0.55	**1.19**	**2**	0.97	**1**	1.05
PI 23 - Square metres cleaned (primary schools) per scheduled hour	58	1.59	0.78	0.24	**0.96**	**5**	0.87	**1**	0.94
PI 26 - Square metres cleaned (special schools) per scheduled hour	43	1.61	0.76	0.38	**0.89**	**9**	0.84	**1**	1.10
PI 16 - Total square metres (excluding outdoor areas) cleaned per FTE employee	62	1927.35	1401.70	791.62	**1436.71**	**29**	1600.36	**2**	1681.45
PI 20a - Staff absence (front line staff)	54	9.31%	5.20%	2.00%	**2.40%**	**3**	3.94%	**1**	3.05%
PI 24a - Staff absence (all employees)	57	9.61%	5.29%	1.83%	**2.49%**	**3**	4.10%	**1**	3.35%
PI 22 - Customer satisfaction surveys	9	86.07%	73.32%	67.87%			74.11%		78.86%

Notes:

a. The authority will only be ranked in service if it has shown an output / score within the set parameters for the performance indicator.

b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.

c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Building cleaning performance indicator standings 2008/09 : whole service report

Name of authority Hartlepool Borough Council
PIN 5093

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Authority output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark
Band a performance indicators									
PI 03 - Cost of overall service per FTE front-line employee	60	£22,939	£15,525	£11,535	£15,776	33	£13,842	3	£13,214
PI 17 - Front line staff cost per square metre cleaned	61	£16.65	£11.11	£6.58	£10.78	30	£9.88	2	£8.54
PI 27 - Cost per scheduled input hour (excluding cec)	57	£14.36	£10.39	£7.29	£10.18	31	£9.57	3	£8.66
PI 04 - Number of paid staff hours per measured square metre cleaned	60	2.30	1.43	0.66	1.35	26	1.25	2	1.12
PI 06 - Cleaning materials cost as a percentage of total cost	61	5.83%	2.56%	0.78%	2.74%				
PI 07 - Cleaning equipment cost as a percentage of total cost	59	3.31%	1.26%	0.28%					
PI 29 - Materials and equipment cost as a percentage of total cost	62	7.57%	3.69%	1.27%	2.74%				
PI 19 - Additional works/variation orders as a percentage of scheduled work	46	26.96%	4.17%	0.14%	2.29%				
PI 20b - Staff absence excluding long term (front line staff)	40	5.75%	2.37%	0.64%	0.93%	2	1.44%	1	1.15%
PI 24b - Staff absence excluding long term (all employees)	43	7.41%	2.46%	0.65%	0.96%	3	1.39%	1	1.13%
PI 32 - Charge per housing void cleaned	11	£150.81	£94.91	£58.51	£102.92	8	£68.00	3	£59.21
Band b performance indicators									
PI 05 - All staff costs as a percentage of total cost	63	97.55%	90.87%	77.35%	90.91%				
PI 28 - Front line staff costs as a percentage of total cost	63	92.90%	82.61%	61.26%	81.22%				
PI 08 - Other costs as a percentage of total cost	62	11.96%	5.00%	0.40%	6.35%				
PI 31 - Central establishment charges as a percentage of total cost	58	8.97%	4.16%	0.99%	1.74%	9	2.54%	1	1.55%
PI 14 - Quality assurance and consultation process	63	191	96.33	15	108	21	118	2	147
PI 15 - Human resources and people management	65	82	49.65	15	69	6	61	1	68
PI 21a - Starters as a percentage of total operational staff	54	30.94%	12.64%	0.00%	5.22%	10	6.79%	1	3.42%
PI 21b - Starters (employed for at least 12 weeks) as a percentage of total operational staff	46	25.12%	9.13%	0.00%	4.64%	16	2.87%	2	0.27%
PI 25a - Leavers as a percentage of total operational staff	52	28.21%	13.52%	1.77%	11.01%	23	9.01%	2	6.15%
PI 25b - Leavers (employed for at least 12 weeks) as a percentage of total operational staff	40	27.76%	10.32%	1.77%	10.43%	24	6.06%	3	2.55%
PI 18 - LEA schools cleaned as a percentage of all LEA schools	60	100.00%	76.87%	2.35%	92.11%	23	100.00%	2	100.00%
PI 30 - Square metres cleaned (public conveniences) per scheduled hour	20	0.36	0.14	0.03			0.28		0.32

APSE Performance Network Awards 2008

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- home
- membership resources
- connect
- exhibitions and marketing
- seminars and events
- lifelong learning and development
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- performance networks
- press and the media
- research and campaigns

Peak performers

Councils throughout the UK were celebrating the best performers in local government front line services as over 400 representatives of local councils came together to hear the winners of the APSE performance networks awards 2008, announced by actress and TV presenter Denise Welch. The APSE performance networks awards formed part of a high profile seminar which explored best practice in performance management within the public sector including a guest speak from the USA city of Baltimore to explore how American cities count the cost and performance of their local public services.

List of winners and finalists

1. Building cleaning
(Sponsored by Jark Recruitment)

Most improved finalists

Doncaster Metropolitan Borough Council
Nottinghamshire County Council
Orkney Islands Council
Torfaen County Borough Council
Wolverhampton City Council
Wrexham County Borough Council

Winner: Wolverhampton City Council

Click here for larger image
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Best performer finalists

Birmingham City Council
Doncaster Metropolitan Borough Council
Hartlepool Borough Council
Sheffield City Council
St Helens Metropolitan Borough Council
Stoke-on-Trent City Council
Warrington Council

Winner: Hartlepool Borough Council

APSE Performance Network Awards 2009

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- seminars and events
- lifelong learning and development
- best value consultancy
- interim solutions
- performance networks
- press and the media
- research and campaigns

Council's quick step to the top with Flavia!

Some early festive cheer was brought to local authorities with Strictly Come Dancing star, Flavia Cacace, presenting winners of the APSE performance networks awards 2009. Hosted in Blackpool the awards recognised the best and most improved performers in local government front line services.

The awards evening followed a packed seminar programme with speakers including Richard Reeves of DEMOS, Valerie Watts, Chief Executive of Derry Council, Max Moulin of Sheffield Hallam University and Simon Burrell of INVOLVE as well as a host of interactive workshops with specialist speakers from across local government front line services

Read the full awards press release here.

Download press quality images of Flavia Cacace and the winners here

Click here for larger image

List of winners and finalists

1. Building cleaning
(Sponsored by Polymorph Ltd)

Best performer finalists

Hartlepool Borough Council
London Borough of Greenwich
Southampton City Council
St Helens Metropolitan Borough Council
Staffordshire County Council
Warrington Borough Council

polymorph

Winner: St Helens Metropolitan Borough Council

Click here for larger image
Video available on request

Report
For
The North East
Improvement and Efficiency
Partnership

Tom Whitehead
Principal Consultant

Turner & Townsend
Victoria House
Pearson Way
Thornaby
Stockton on Tees
TS17 6PT

t: +44 (0)1609 611 116
e: tom.whitehead@turntown.co.uk
w: turnerandtownsend.com

Facilities Management Review
Stockton on Tees and Hartlepool Borough Councils

February 10

Contents

Rev	Originator	Approved	Date
0	Tom Whitehead		29/01/2010

DOCUMENT2

1 Our Approach

We have carried out an initial review of the current FM services and their delivery methodologies which have been identified in the existing Interim Options Report for Stockton on Tees Borough Council and Hartlepool Borough Council.

Our review has focused on a number of key areas including;

- Service Delivery Methodologies and structures
- Service Management
- Scope of Facilities management
- Performance Monitoring
- Performance Management

Our findings have been benchmarked against the Interim Options Report which has also been produced for Hartlepool Council. This benchmarking has provided a direct comparison between the service requirements of the two Authorities and has enabled our findings' transferability to other Authorities to be evaluated.

In addition to the Desktop Review described above we have met with key personnel from each authority with responsibility for service delivery. From Hartlepool Borough Council we met with John Brownhill, Keith Lucas and Albert Williams. We also met with Tony Beckwith, Russell Smith, Ian Hodgson and Mark Wardle of Stockton Borough Council.

These meetings provided additional, service specific operational information and focused on;

- Existing Service Contracts
- Current Contracted Service Levels
- Currently Delivered Service Levels
- Management Structures
- Customer/Service User Satisfaction Survey Results (where available)
- Details of Current Exemplar Services

2 Definitions

Facilities Management (FM) is usually divided into Soft and Hard services although it should be noted that a number of activities that can be considered to fall into either or both categories.

Hard FM can be defined as the maintenance of buildings, engineering, landscaping and similar elements of an asset. Examples include mechanical and electrical systems maintenance, building fabric maintenance and repair and the management of hard landscaping.

Soft FM can be defined as the provision of services which relate to the maintenance of the environment within the facility. Examples include cleaning, catering, caretaking and security

The British Insitute of Faclities Management define Facilities Management as "the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities".

The definition of Facilities Management may be extended to include the provision of non operational professional support services such as Building Control, Building Surveying, Buildings Inspection Design Services, Urban Planning, Architectural Support and Quantity Surveying. Within the Private Sector these services are usually purchased from outside the operational FM organisation as it is not usually economically viable for these services to be provided in house unless the FM organisation is particularly large.

3 Initial Reviews

Both Hartlepool and Stockton Borough Councils have already carried out initial reviews of their FM service provision and have reported on their findings.

The reports which resulted from the initial reviews provide an overview of Authorities' current FM service delivery.

These reports go some way towards addressing the issues each Authority faces in their delivery of FM services and are a good starting point for further, more in depth work to augment the existing findings and develop them into full service delivery strategies which can be utilised across several co-operating Local Authorities and assist in the delivery of high quality FM services.

4 Services Scopes and Delivery Methodologies

The scope of services undertaken by both authorities is very similar as are their budget management methodologies.

Budgets are currently held at departmental level with fiscal responsibility sitting with individual departmental heads. This situation has allowed departments to have control over their FM spend but has led, anecdotally, to a number of occasions where monies have been spent on items which may not have been business critical within one area though this funding could have been better utilised elsewhere in a different department to provide essential replacement of capital items.

4.1 Hartlepool Borough Council

Hartlepool Borough Council (HBC) currently provide a full range of municipal and facilities management services to the Authority's civic buildings, schools, offices, community centres and public libraries.

With the exception of the tasks detailed below all FM services are delivered by directly employed staff under internal departmental management

The only FM services which are not delivered by directly employed Internal Labour Force (ILF) staff are Window Cleaning, Kitchen Equipment Maintenance and a small number of highly specialised tasks such as Lift Maintenance. These services are contracted on an Authority wide basis to service partners. The Window Cleaning contract was subject to review recently, it is intended that the Catering Equipment Maintenance contract be re tendered later this year although it should be noted that the Authority's current BSF project is likely to have some impact on the scope of both these contracts.

Services Specifications and Performance Standards are agreed on a building by building basis with each building manager. It is typical that the starting point for Service Standards specification is the available budget for the required service rather than the desired or required services. An individual services specification is then developed for each building to provide the maximum service possible within the available budget.

ILF services are currently provided on a "bought hours" basis; under this the ILF provides an agreed number of staff hours to be used in the provision of an agreed service, individual Building Managers have the flexibility to direct the ILF staff to carry out additional duties of a similar nature providing the total hours remain below the purchased level.

ILF management hold Service Review meeting at least annually with their service users in order that their service needs continue to be met.

Service delivery meetings are held at least monthly between site managers and their senior building users to ensure that the required standards are continuing to be met.

4.2 Stockton Borough Council

Stockton on Tees Borough Council (SBC) provides a full range of municipal services to internal client groups, including schools, and the communities which fall within its area of responsibility. Each service is delivered by members of the Authority's ILF with the exception of cleaning civic buildings, which is contracted to Middlesbrough Council's ILF, and some specialist maintenance tasks such as Lift Maintenance.

Non ILF provided services are believed to be of a good quality and appear to meet the service specification to which the service provider is committed.

5 Current Service Structures

Many organisations' management structure have evolved into their current form over a number of years. Evolutionary change to an organisation's management structure frequently occur where organisations merge or are formed from a number of legacy organisations. This evolution is not inevitable but to avoid it requires regular, although not necessarily frequent, structural review and revision.

The place of professional support services such as Architectural Services, Building Control and Building Surveyors in the overall structure needs to be clarified in both Authorities. The Authorities' own staff and management appear to be clear as to the role and structural position of these services within the wider organisation, given the information available, their management and reporting lines were not obvious to third parties.

5.1 Hartlepool Borough Council

The various departments within the Authority hold individual budgets for the provision of services within their area of responsibility.

Hartlepool Borough Council is currently consulting with staff over a proposed reorganisation of its management structures. This reorganisation is a move towards a more integrated service delivery management model which will provide a consistent management hierarchy and chain of command across the various delivered services and is based on a De-Layering of the operational management structure.

There are some anomalies in the way in which some services are delivered. For example, grounds maintenance in schools and public parks and gardens are carried out by different departments within the Authority although there is a high degree of skills synergy between the staff who delivers each of these services.

Additional information on the detailed scope of departmental responsibility would be required in order to develop this area further.

Organograms of the current and proposed structures are attached as Appendix A

5.2 Stockton Borough Council

Stockton Borough Council has not recently carried a full review of management structures and responsibilities.

Each department has budgetary responsibility for the delivery of the services within its remit. Departments access central support functions such as finance, HR and legal services thus negating any need to provide these services at a departmental level.

The overall management structure within the Authority has developed over the years and appears to be effective in delivering the service requirements.

There is some blurring of the lines between FM and Finance with regard to management responsibility for some aspects of service provision.

Organograms of the current management structures are attached as Appendix B

6 Performance Monitoring and Management

Performance monitoring is required in order that the quality and scope of the services provided meet the requirements and expectations of the end user and the contracted services scope.

6.1 Hartlepool Borough Council

Hartlepool Council currently runs a customer feedback programme which is based on a 10% sample of completed jobs to receiving a feedback form for completion by the job instigator. Results from this method of monitoring are positive and have not resulted in any significant negative issues being raised by respondents.

In addition to this there are relatively informal reporting lines which appear to be based on the principal that a service is successful if there are no complaints. Service users are aware of the ways in which they can raise performance issues and there is evidence that they are very happy to use these methods should the need arise.

Customer satisfaction surveys are undertaken annually in order to assess the effectiveness of the Authority's services delivery and the level of satisfaction of their service users. Data from the survey for the year 2008/9 was provided. This date related to the provision of services to schools, scores were high indicating a high level of satisfaction with current service delivery.

6.2 Stockton Borough Council

Stockton Council has a well developed performance monitoring regime which operates in conjunction with the Authority's job logging system.

Meetings are held between service managers and service users to discuss quality and service delivery issues. Results of these meetings have not been included in this report.

Overall feedback is reported as being positive with any issues being addressed through the relevant service management.

7 Opportunities for Strategic Development

We have identified a number of areas in which there are opportunities to develop each Authority's FM strategy in such a way that such changes may be used as the basis for a model on which to develop a larger scale, cross authority regional FM delivery strategy.

7.1 Structures

Current management structures in both Authorities appear to work although there are varying degrees of consistency between the management structures of each service delivery area.

Hartlepool's current restructuring exercise appears to be going some way towards the standardisation of management structures across the Authority, there is still a need for further work to be carried out if a single unified structure is to be adopted across all the Authority's service delivery areas.

7.2 Budget Management

A single point of FM budget control within each authority would allow funding allocation to be based on need rather than individual departmental priorities. Capital expenditure could be targeted across the authority at areas or departments with particularly pressing needs and unnecessary expenditure on works with limited added value could be minimised by ensuring that the Authority's strategic vision is supported by the use of both capital and revenue FM funds.

7.3 Monitoring

Internal Quality Checks are an essential component of service delivery monitoring. There is a need to implement a comprehensive, consistent and meaningful method of monitoring the performance of the FM service.

The development and implementation of consistent monitoring methodologies will allow the accurate and meaningful comparative evaluation and benchmarking of service standards across authorities.

A high quality and meaningful performance monitoring regime is an essential component of high quality service delivery and should feed the reporting regime which in turn facilitates an ongoing process of continuous improvement.

7.4 Reporting

Consistent, reliable reporting that is capable of being benchmarked against peer group organisations is essential if continuous improvement in the delivery of FM is to be achieved across the region.

Reporting regimes must be put in place which will support cross comparison and evaluation of service delivery levels, service user satisfaction, and the identification of exemplar services in Authorities throughout the Tees Valley.

7.5 Standard SLAs.

Service Level Agreements and service delivery standards should be written in such a way as to allow the needs of individual service users to be met whilst providing a consistent basis on which to evaluate the performance of service providers and the satisfaction of service users across a number of Authorities.

7.6 FM Delivery Strategy

The strategic delivery model for FM services across the Tees Valley Authorities needs to be aligned in order that maximum advantage can be taken of cross Authority working, the maximisation of economies of scale in the purchasing of services from outside the Tees Valley Authorities.

The overall strategic vision for FM service delivery in the Tees Valley Authorities must work in conjunction with the Property Management Strategy

7.7 Property Management Strategy

The strategic FM strategy will work in conjunction with Property Management Strategy. This joined up approach to Property and Facilities Management will enhance the ability of the Authorities to procure and dispose of buildings and other fixed assets whilst taking due cognisance of the impacts that these procurements and disposals will have on the strategic and operational delivery of Facilities Management across the Tees Valley.

8 Future Operational Structures

It is not possible to produce meaningful, definitive and detailed operational structures given the time available for this element of the project. However, in Appendix C we have provided a high level indicative structure which, with the appropriate inputs and consultation could form the basis of an exemplar future operational management model. This model requires development so as to provide a structure which could, with minimal modelling to accommodate local needs, provide a benchmark structure for utilisation across the Tees valley.

9 Additional Required Information

In order to develop a service delivery model for the benchmark Authorities which will provide a robust support framework for the delivery of high quality FM services, a number of areas need to be evaluated further and additional information obtained. We would expect this additional information to include, but not be limited to;

- Detailed Current Management Responsibilities at a Departmental Level
- Details of Current Budgetary Control Mechanisms
- Detailed Requirements Specification for a Future Operational Management Models
- Detailed Breakdowns of Current Performance Success Criteria
- Detailed Requirements Specification for Future Performance Standards
- Current Service Monitoring Methodologies and feedback mechanisms.
- Detailed Performance Reporting Requirements
- Detailed breakdown of each Service Line's Scope of Works and Service Provision. This will be utilised to highlight any areas of service capability overlap.

10 Private Sector Comparison Table

Service	Stockton Borough Council	Hartlepool Borough Council	Typical Large Scale Private Sector Organisation
Service Delivery Methodology	Most services are delivered by directly employed staff supported by central functions for HR, Purchasing, Finance, Health & Safety and the like	Most services are delivered by directly employed staff supported by central functions for HR, Purchasing, Finance, Health & Safety and the like	Services tend to bee delivered by directly employed staff supported by central functions for HR, Purchasing, Finance, Health & Safety and the like.
Scope of Facilities Management	The provision of Hard and Soft FM services, largely by directly employed staff. Most services which many Private sector organisations would consider to be specialist are provided in house. Only Lift Maintenance is contracted to an outside organisation Professional support services including Building Control, Architecture, Surveyors and the like.	The provision of Hard and Soft FM services, largely by directly employed staff. Most services which many Private sector organisations would consider to be specialist are provided in house. Only Lift Maintenance is contracted to an outside organisation Professional support services including Building Control, Architecture, Surveyors and the like.	The provision of Hard and Soft FM services, largely by directly employed staff with specialist operations contracted out to suitably skilled and qualified third parties. Professional support services including Building Control, Architecture, Surveyors and the like will usually be bought in as the need arises, this may be contracted on a job by job basis, by the use of a call off contract using an agreed schedule of rates or a combination of both.
Performance Monitoring	Contractual performance is monitored through regular meetings with service users and by requesting	Feedback is requested from the instigators of approximately 10% of reported jobs via the HBC job	Typically an agreed percentage of jobs logged on the company's helpdesk/works allocation system

	feedback from service users who log jobs on the SBC job logging system. This formal performance monitoring is supplemented by a well developed informal monitoring regime which includes informal reporting of issues, and Service Managers making themselves available to service users to discuss and performance issues.	logging system. Feedback meetings are held between operational service managers and their service users. Results of these meetings were not made available but were understood to be positive. Annual service delivery surveys are carried out, the results of the 2008/9 survey, the most recent to have been undertaken, are extremely positive although only the results from schools were made available.	will be taken and the job instigator invited to provide feedback. Customer satisfaction surveys are frequently used, typically on an annual basis. Formal review meetings would be expected to be held between service managers and service users and the results of any feedback made available to inform a regime of continuous improvement.
Performance Management	Services tend to be bespoke to each building or service user and management of the service is by a mixture of informal on site direction and formal instruction from service managers. Service standards are set but are not necessarily followed as the local needs of the individual service user are acknowledged and, where possible, met.	Formal service agreements are used, particularly where services are purchased from organisations outside the Authority. Where services are delivered in house management tends to be by a mixture of informal on site direction and formal instruction from service managers.	Internal monitoring of service quality and delivery is used as the basis of a system of formal performance management, often linked to the provider's SLA's and staff performance management procedures.
Service Management Structures	Management structures have developed over a number of years	Hartlepool BC is currently undertaking a review and	Management structures typically are clear, relatively flat, well understood

	and appear to be broadly effective and understood by those who feature in them. Some structural anomalies were identified during the course of the staff consultation meeting but none were viewed as being critical to service delivery.	restructure of its management structures. The proposed structures appear to be a noticeably simpler than those which it is intended that they replace.	and regularly reviewed to ensure continuing effectiveness and appropriateness for the developing requirements of the organisation.
Exemplar Services	SBC has a well developed and successful Energy Management department which manages the BEMS systems in authority managed buildings. The Authority, partly as a result of it's role within the North East Asbestos Forum, is working closely with Lucien for the delivery of asbestos related consultancy and management. The Authority manages a database containing details of the condition of its buildings. All buildings are recorded in the database. Detailed building information is believed to be 70-80% accurate.	HBC currently provides a number of services to third party organisations. These include ▪ PAT Testing ▪ Catering for Buffet Lunches ▪ Building Materials Factoring. ▪ Small Plant Hire ▪ Commercial Removals	Many private sector FM providers have developed their range of services from an initial specialism and strive to provide exemplar services in every area in which they work.

Appendix A

Tier 2

Tier 3

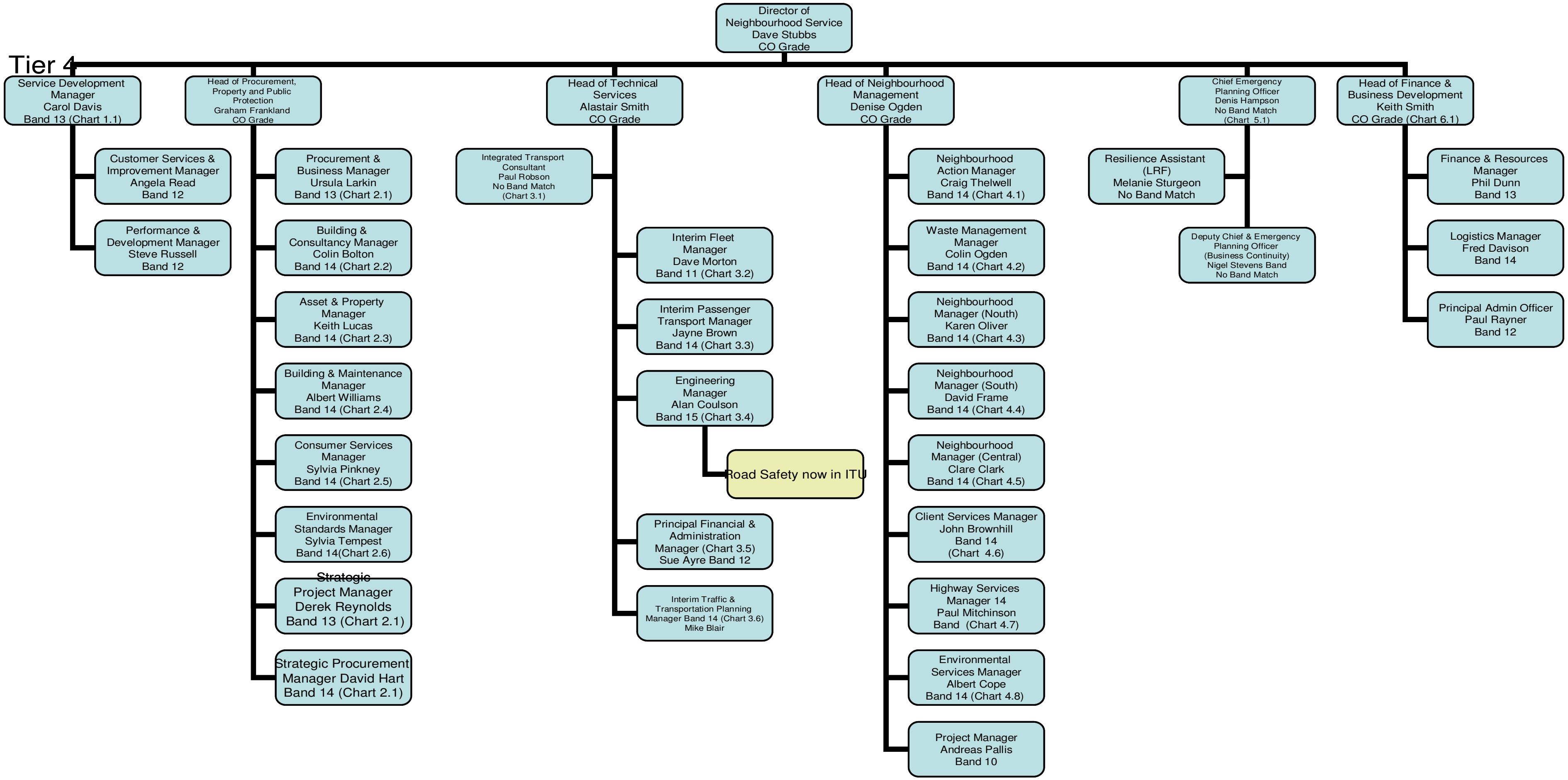

Tier 4
Director of Neighbourhood Service Dave Stubbs CO Grade
Service Development Manager Carol Davis Band 13 (Chart 1.1)
Customer Services & Improvement Manager Angela Read Band 12
Performance & Development Manager Steve Russell Band 12
Head of Procurement, Property and Public Protection Graham Frankland CO Grade
Procurement & Business Manager Ursula Larkin Band 13 (Chart 2.1)
Building & Consultancy Manager Colin Bolton Band 14 (Chart 2.2)
Asset & Property Manager Keith Lucas Band 14 (Chart 2.3)
Building & Maintenance Manager Albert Williams Band 14 (Chart 2.4)
Consumer Services Manager Sylvia Pinkney Band 14 (Chart 2.5)
Environmental Standards Manager Sylvia Tempest Band 14(Chart 2.6)
Strategic Project Manager Derek Reynolds Band 13 (Chart 2.1)
Strategic Procurement Manager David Hart Band 14 (Chart 2.1)
Head of Technical Services Alastair Smith CO Grade
Integrated Transport Consultant Paul Robson No Band Match (Chart 3.1)
Interim Fleet Manager Dave Morton Band 11 (Chart 3.2)
Interim Passenger Transport Manager Jayne Brown Band 14 (Chart 3.3)
Engineering Manager Alan Coulson Band 15 (Chart 3.4)
Road Safety now in ITU
Principal Financial & Administration Manager (Chart 3.5) Sue Ayre Band 12
Interim Traffic & Transportation Planning Manager Band 14 (Chart 3.6) Mike Blair
Head of Neighbourhood Management Denise Ogden CO Grade
Neighbourhood Action Manager Craig Thelwell Band 14 (Chart 4.1)
Waste Management Manager Colin Ogden Band 14 (Chart 4.2)
Neighbourhood Manager (Nouth) Karen Oliver Band 14 (Chart 4.3)
Neighbourhood Manager (South) David Frame Band 14 (Chart 4.4)
Neighbourhood Manager (Central) Clare Clark Band 14 (Chart 4.5)
Client Services Manager John Brownhill Band 14 (Chart 4.6)
Highway Services Manager 14 Paul Mitchinson Band (Chart 4.7)
Environmental Services Manager Albert Cope Band 14 (Chart 4.8)
Project Manager Andreas Pallis Band 10
Chief Emergency Planning Officer Denis Hampson No Band Match (Chart 5.1)
Resilience Assistant (LRF) Melanie Sturgeon No Band Match
Deputy Chief & Emergency Planning Officer (Business Continuity) Nigel Stevens Band No Band Match
Head of Finance & Business Development Keith Smith CO Grade (Chart 6.1)
Finance & Resources Manager Phil Dunn Band 13
Logistics Manager Fred Davison Band 14
Principal Admin Officer Paul Rayner Band 12

Chart 2.1 Procurement & Business Support

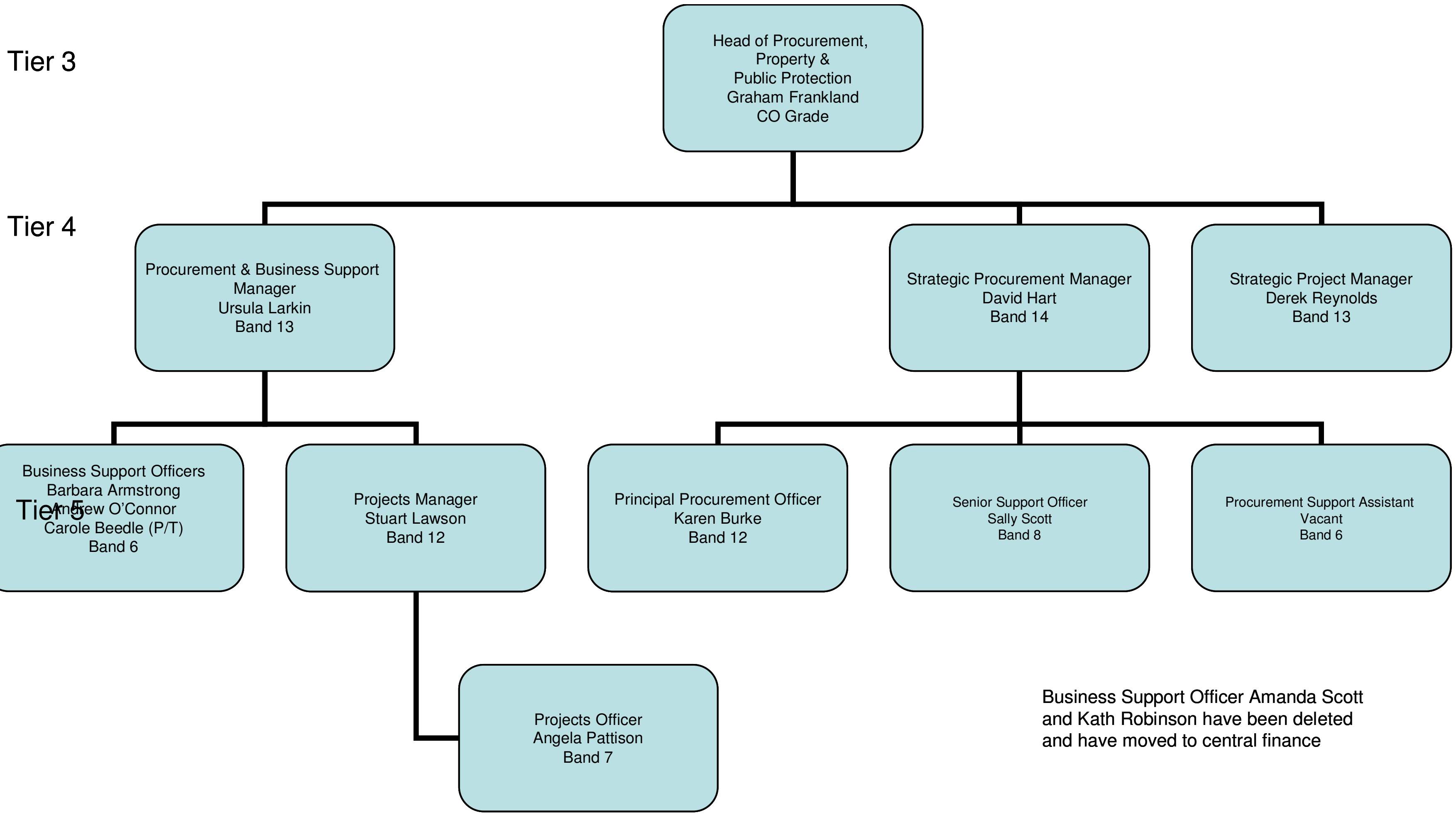


Chart 2.2 Building Consultancy

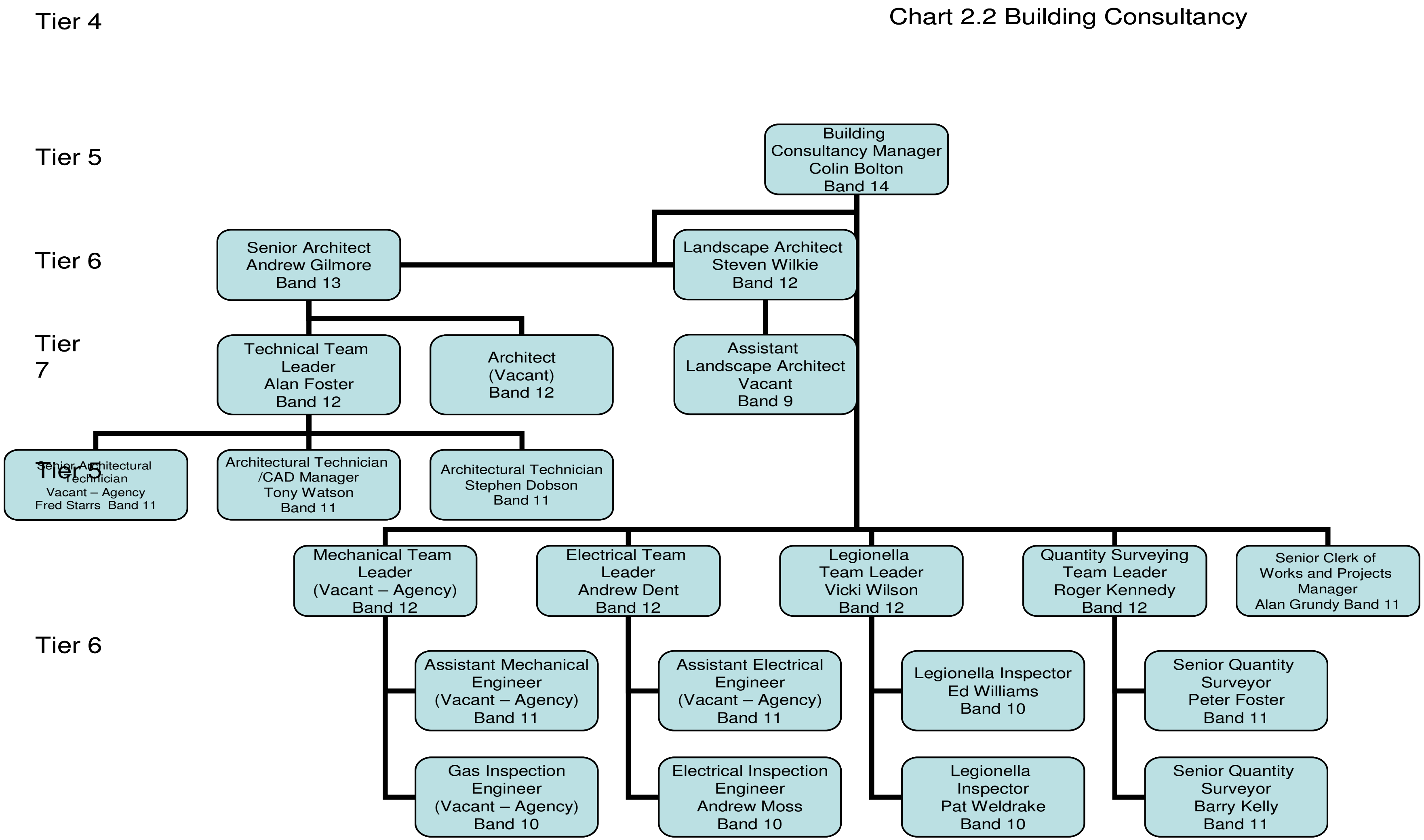


Chart 2.3 Estates Management and Asset and Property Management

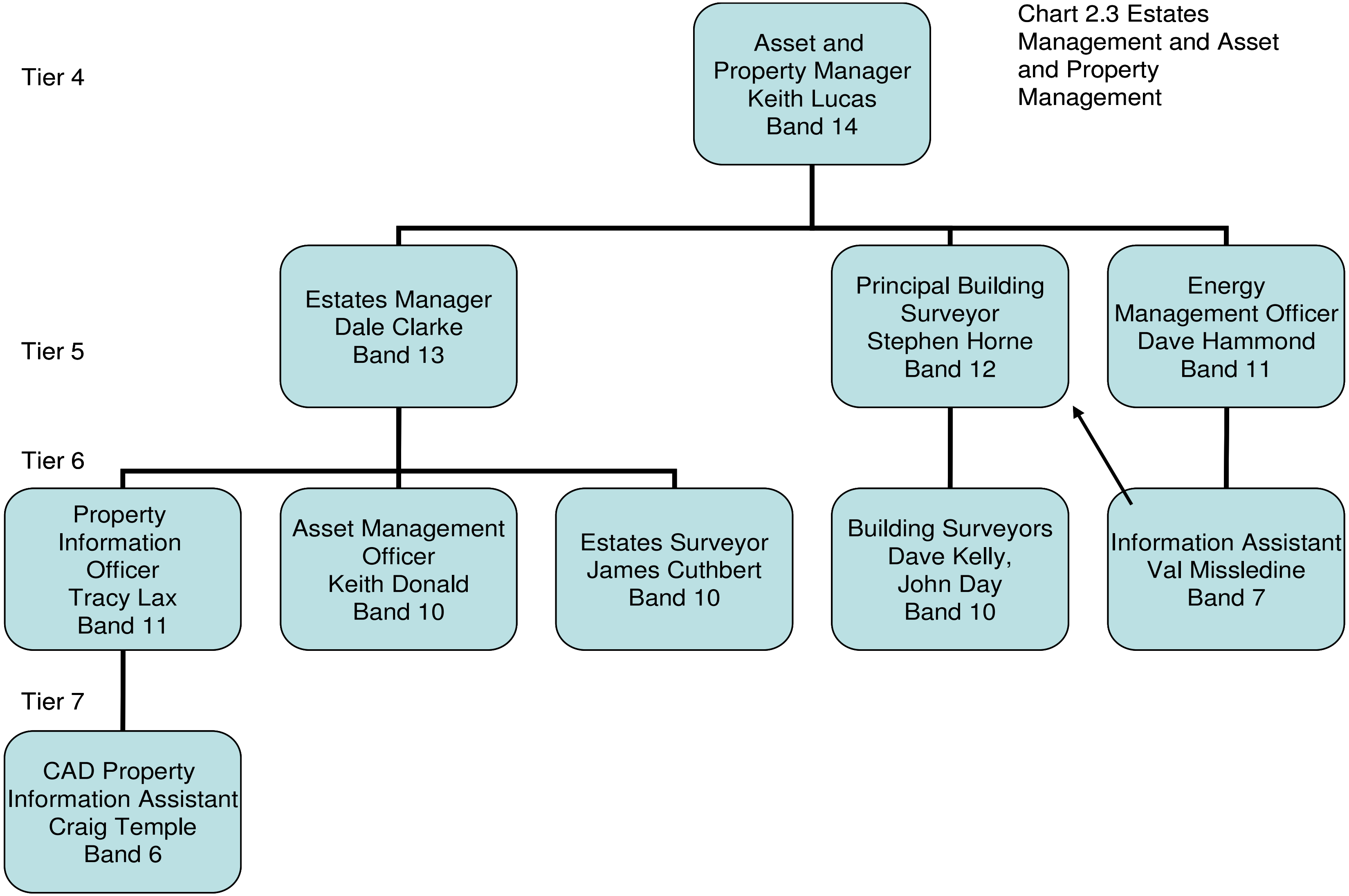


Chart 2.4 Building Maintenance and Management

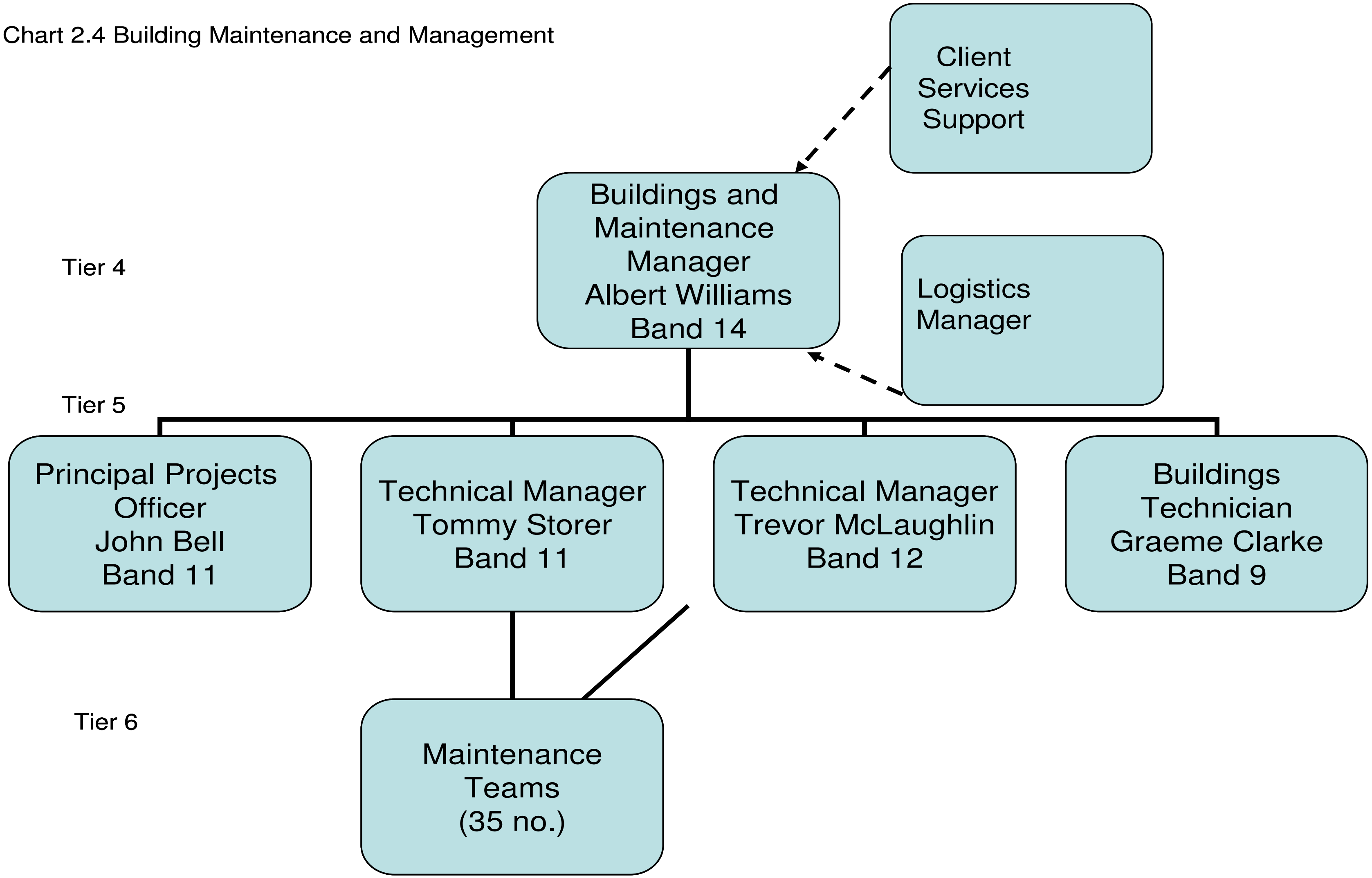
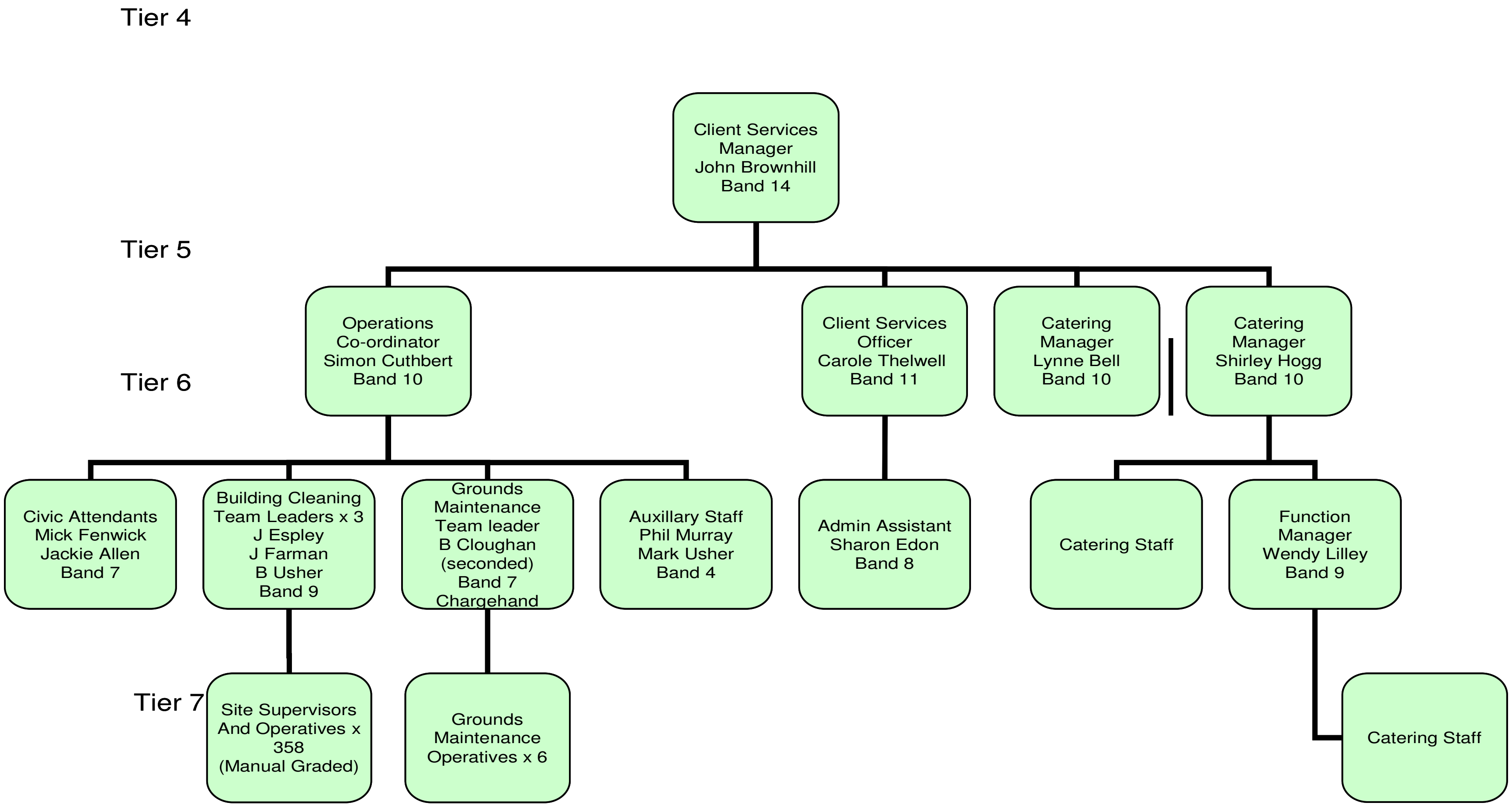


Chart 4.6 Client Services



Appendix B

INTERIM CONSULTANCY PRACTICE MANAGER
Russell Smith

DESIGN SERVICES MANAGER
Gary Laybourne

- Senior Quantity Surveyor – Vacant
- Principal Quantity Surveyor – Andy Clennett
- Quantity Surveyor – Peter Larkin
- Quantity Surveyor – Ian Bromley

- Group Leader Architecture – Gordon Mallory
- Principal Architect – Vacant
- Principal Architect – Mike Smith
- Principal Architect – Scott Roberts
- Architectural Asst – Andy Dyko
- Architectural Asst – Brian Davison
- Architectural Asst – Chris Meldrum
- Architectural Asst – David Bolton
- Architectural Asst – Vacant
- Architectural Asst Temp – Vacant
- Architectural Tech – Jill O'Donnell
- Architectural Tech – Vacant
- Clerk of Works – Stephen King
- Clerk of Works – Robert Christal

- Principal Mechanical Engineer – Mike Gent
- Mechanical Engineer – Owen Jackson
- Mechanical Engineer – Vacant
- Principal Electrical Engineer – Don Williams
- Electrical Engineer – Mike Dearlove
- Electrical Engineer – Vacant

- Group Leader Civil Engineering – Jim Stancliffe
- Principal Engineer – Paul Easby
- Principal Engineer – John Stockill
- Engineer – Ian Bradbury
- Engineer – Jason Guest
- Engineer – Vacant
- Engineer – Andrew Rigg
- Technician – Buffalo Bill Magloire
- Technician – Liam Sutheran
- Engineer – Vacant
- Clerk of Works – Ken Bland

MAINTENANCE SERVICES MANAGER
Ian Hodgson

- Principal Building Surveyor – Gordon Stage
- Senior Building Surveyor – Alan Alton
- Senior Building Surveyor – Alan English
- Senior Building Surveyor – Ian Davison
- Senior Building Surveyor – Ron Mason
- Senior Building Surveyor – Paul Kemp
- Senior Building Surveyor – Andrew Warrior
- Building Surveyor – Vacant

- Principal Building Inspector – Mike Bellew
- Building Inspector – Steve Anderson
- Building Inspector – Neil Owens
- Building Inspector – Jeff Rowland
- Building Inspector – Howard Wren
- Building Inspector – Richard Mangles
- Legionella Officer – Steve Cockburn
- Senior Mech Inspector – Ernie Colley
- Senior Elec Inspector – Dave Todd
- Elec Inspector – Vacant
- Condition Surveyor – Vacant
- Condition Surveyor – Vacant
- Condition Surveyor – Vacant
- Asbestos Officer – Vacant
- Asset Management Data Input Clerk – Evelyn Oliver

- Energy Services Officer – Stuart Morrow
- Energy Payment Officer – Michael Shea
- Building Services Officer – Craig Loughran
- Clerical Assistant – Michelle Concannon

* Currently Acting Head of Technical Services

BUILT AND NATURAL ENVIRONMENT MANAGER
Richard McGuckin *

URBAN DESIGN MANAGER
Peter Shovlin

Senior Engineer
Joanne Roberts
Senior Urban Design Officer
Andy Mindham
Senior Urban Designer
Antony Phillips
Community Projects Officer
John Angus
Landscape Architect
Richard Bagnall
Engineer
Joe Barnett
Landscape Assistant
Vacant
Technician
Kevin Ellison
Assistant Projects Officer
Stacey Prior

*A need for engineering design capacity with Urban Design is currently under review. As part of this process, this existing vacant post is proposed to be replaced by a post to carry out such a function. It is not intended to fill this post at this point in time.

TRAFFIC & ROAD SAFETY MANAGER
Bill Trewick

Network Safety Manager -
Simon Milner
Public Transport Manager
John Kavanagh
Transport Projects Officer
David Lynch
Senior Engineer
Mark Gillson
Senior Engineer (Road Safety)
Anthony Wilton
Road Safety Officer
Peter Fleming
Engineer
Richard Rust
Engineer
Gillian Spence
Traffic Data Officer Technician
Karen Moore
Road Safety Officer
Mike Edwards
Road Safety Officer
Mark Robinson
Technician
Ann McLone/Karen Milner
Technician
Adrian Thickett
Traffic Survey Officer
Dave Blewitt

Car Parking Manager
Nigel Gibb
Engineer
Dave Stubbs
Office Supervisor
Julie Jones
Appeals Officer
Nicola Ayre
Senior Technical Administration Assistant
Sheila Mulgrew
Senior Technical Adminstration Assistant
Faye Arnett
Technical Adminstration Assistants
Susan Bailey
Mary Young
Sandra Fisken
Lynn Tebbs
Michelle Taylor/Ann Bennett
Bus Pass Clerk (0.4FTE)
Vacant

- Motor Cycle Instructors
- Traffic Survey Enumerators
- School Crossing Patrols
- Snr School Crossing Patrol Warden
- School Crossing Patrol Warden

HIGHWAY NETWORK MANAGER
Brian Buckley

Highway Asset Manager
John McMahon
Engineer
Ian Braithwaite
Engineer
Jim Fisken
Engineer
Steve Dodds
Technician
John McCabe
Technician
Vicki Peacock
Claims Officer
Pat Berriman
Technician
Maureen Wilkinson
Engineer (Street Lighting)
Mike Sandbrook
Technician (Street Lighting)
Harry Tucker
Technician
Terry Jackson
Technician
Rob Morrow

ENVIRONMENTAL POLICY MANAGER
Mike Chicken

Sustainability Manager –
Neil Ellison
Local Transport Manager
Chris Renahan
Sustainable Travel Officer
Jonathon Kibble
Carbon Reduction Officer
Steve Calvert
Environmental Project Officer
Gillian Corking
Environmental Project Officer
Linda Guilfoyle
Environmental Project Officer
Melanie Greenwood
School Travel Plan Assistant
Jane Sinclair
Environmental Projects Assistant
Barbara Hall
Environmental Projects Assistant
Martin Green

- Cyclist Trainers

PROGRAMME AND DEVELOPMENT MANAGER
Jane Salisbury

OFFICE MANAGER
Valerie Milford

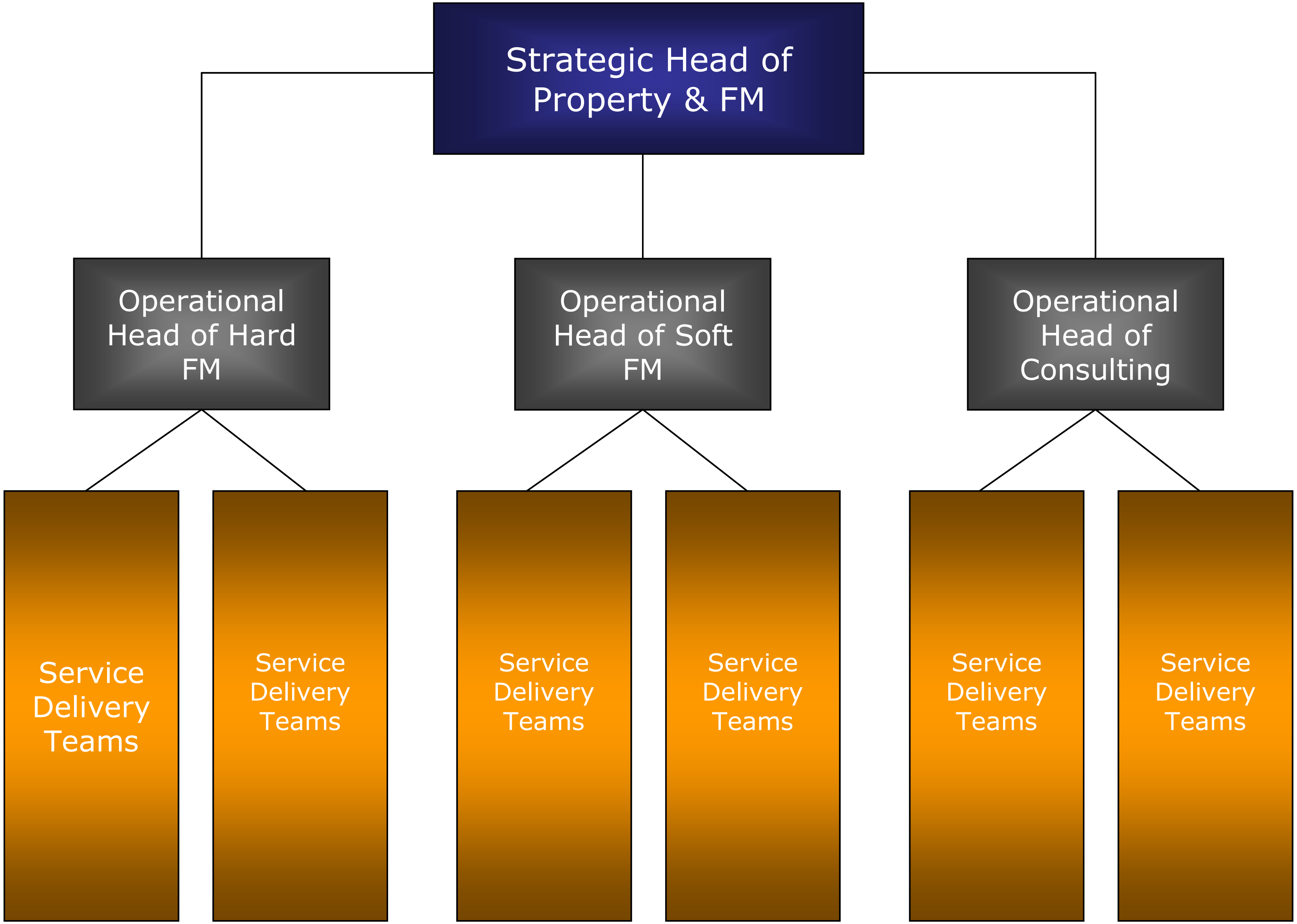
Assistant Office Manager
Wendy Plunkett
Administration Officer
Ann Heselhurst
Administration Officer
Kara Mason
Administration Officer
Sue Chesworth
Technical/Clerical Assistant
Tracy Karavatas
Technical/Clerical Assistant
Ange Flounders
Technical/Clerical Assistant
Kris Goulding
Technical/Clerical Assistant (Temp)
Daniel Hardwick
Technical/Clerical Assistant (25)
Marcia Werrett
Income & Admin Assistant
Vacant
Clerical Assistant
Vacant
Clerical Assistant
Audrey Haines
Clerical Assistant (PT)
Lynn Shepherd
Clerical Assistant
Laura Rowland
Typist
Tracy Cocker

PROJECT AND FINANCE CO-ORDINATOR
Tom O'Byrne

ASSISTANT PROGRAMME & FINANCE MANAGER
Tony Wrigglesworth

Appendix C

Turner & Townsend



CABINET REPORT

28th June 2010

Report of: Director of Regeneration and Neighbourhoods

Subject: BUSINESS TRANSFORMATION - SERVICE DELIVERY REVIEW OPTIONS ANALYSIS REPORT FOR WASTE MANAGEMENT

SUMMARY

1. PURPOSE OF REPORT

To inform on the findings of the Waste Management service delivery options review and the options appraisal aspect of the review.

2. SUMMARY OF CONTENTS

The report summarises the deliberations of the review team, outlines options that have been considered and identifies preferred options for decision. Areas focused upon to drive out efficiencies include the collection of household waste (residual and recyclable), the Household Waste Recycling Centre at Burn Road and its associated operations e.g. bring sites and the bulky household waste collections.

The implementation of the Tees Valley Joint Waste Management Strategy, the introduction of an improved kerbside recycling service and the investment in the Household Waste Recycling Centre has enabled a significant element of the SDO efficiency target to be found. Where efficiencies have been identified and surveys commissioned as part of the SDO review the Portfolio Holder for Transport and Neighbourhoods has been notified through discussion and / or formal reports.

Household Waste Collections: The implementation of the Tees Valley joint waste management strategy in 2008 has seen a change in how waste collection services are provided in Hartlepool. The continued drive for re-use and recycling of household waste has added to the reduction in the amount of waste disposed through energy recovery and landfill, enabling efficiencies to be identified from within the existing budgets. It is felt that with improved communication and re-directed officer resource, further efficiencies can be achieved through raising awareness, education and where that fails, enforcement.

Efficiencies have also been driven out in the collection of household waste from vehicle procurement and through investment, funded by NEREIP in route optimisation equipment which will result in changes to the refuse and recycling routes.

The cost of the provision and delivery of waste containers is significant (see section 7.8). Careful consideration should be given to increasing the charge to residents for replacement bins. We do not charge for replacement recycling containers as this may discourage participation.

<u>Commercial Waste Collections</u>: Due to the competitive market it is difficult to make efficiencies in this service area without reducing service standards or increasing prices which in turn would make us less competitive and reduce our customer base. The recommendation for the provision of Commercial Waste collections is to improve the marketing of the service and work more closely with the Enforcement section to ensure all local businesses dispose of their waste in a responsible manner and assist them in this process, which in turn should generate additional income.

<u>Household Waste Recycling Centre & bring centres</u>: The HWRC has been redeveloped, funded through the Landfill Allowance Trading Scheme (LATS), enabling the site to expand increase the amount of containers available to the public to recycle household waste. This investment has brought about a change in the operation, resulting in a reduction in the number of vehicles required to service the site, thus reducing operational costs.

As the Council provides residents with a comprehensive kerbside recycling service there is no longer a need for the numbers of recycling bring centres located across the town. A rationalisation programme of recycling bring centres has commenced as part of the scrutiny investigation action plan as agreed previously by Cabinet.

<u>Bulky Household Waste Collections:</u> As part of the SDO review an application was submitted to the Waste Action Resources Programme (WRAP) to consider the feasibility of a furniture re-use shop and examine the options for reusing material from the bulky waste collection service and the Household Waste Recycling Centre, as well as offer suggestions for improvement of the service with respect to quality of service and value for money. The outcome of the study was reported to the Transport & Neighbourhoods Portfolio holder in December 2009 who requested the findings be considered as part of the SDO review.

In 2006, Cabinet approved the introduction of an improved kerbside recycling service providing residents with a comprehensive recycling service at the doorstep. As part of this new approach to waste collections the charge for bulky household waste ceased.

Charging for the collection of bulky household waste is now very common across local authorities in the UK. Furniture Research Network research demonstrates less than 10% of local authorities still provide a free bulky waste collection service. If we are to achieve the efficiency target set against this SDO review consideration must be given to the introduction of a charge for the collection of household waste.

If Cabinet decide not to introduce a charge for bulky household waste collections the household waste collection service of residual waste and recyclable materials would have to be revisited in order to achieve the efficiency target. Alternative options and their implications are covered in section 8.4 which focus on the existing collection operations

The consideration of the major transformation of these services in the light of the limited time available will need to be revisited over the next 12 – 18 months as part of further considerations which will be required across the authority for all areas of the organisation in the light of external pressures which the authority will be facing.

3. RELEVANCE TO CABINET

The report details options for one of the reviews which form part of the Service Delivery Options Programme, is part of the Business Transformation Programme, and is therefore relevant for Cabinet decision

4. TYPE OF DECISION

Key Decision, Tests i and ii apply. Forward Plan Ref: RN15/09.

5. DECISION MAKING ROUTE

Cabinet 28th June 2010.

6. DECISION(S) REQUIRED

Cabinet are asked to note the efficiencies already been identified which are:-

- The investment in the Household Waste Recycling Centre resulting in operational changes producing £65,000 of savings.

- The reduction in waste volumes experienced to date and the increase in the amount of waste recycled producing efficiencies of £65,000.

Cabinet are requested to approve the introduction, as outlined in section 7.27, of a charge of £15 for 3 items for bulky household waste collections with a concessionary rate of £7:50 from April 2011 to enable the full £240k efficiency target to be achieved.

Cabinet views are sought on increasing the charge to residents for replacement bins.

Cabinet is asked to agree to the reconsideration over the next 12 to 18 months of the transformation options for services included in this SDO review.

Report of: Director of Regeneration and Neighbourhoods

Subject: BUSINESS TRANSFORMATION - SERVICE DELIVERY REVIEW OPTIONS ANALYSIS REPORT FOR WASTE MANAGEMENT

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1. PURPOSE OF REPORT

1.1 To inform Cabinet of the findings of the Waste Management service delivery options review and the options appraisal aspect of the review.

2. REVIEW AIMS, EFFICIENCY TARGET & SCOPE

2.1 The review has a minimum 5% efficiency target, equating to £240,000 as part of the Business Transformation Service Delivery Options (SDO) efficiency programme.

2.2 The aim of Waste Management SDO review is to:

Provide a value for money waste management service that continues to be forward looking, meet the needs of our residents, comply with legislation and government policy and provide the efficiencies required as part of the Council's business transformation programme.

2.3 The scope of the review was set as wide as possible to yield maximum benefits and efficiencies:-

- domestic waste collections (residual and recyclables);
- commercial waste collections;
- confidential waste collection & disposal;
- household waste recycling centre & recycling bring sites;
- bulky household waste collections;
- delivery of waste containers;
- waste disposal/recycling outlets;
- income generation opportunities.

2.4 The joint 25 year waste disposal contract for Hartlepool, Middlesbrough and Stockton and Redcar and Cleveland Borough Councils is excluded from the scope of the review. The gate fee charged for the disposal of waste through the existing contract demonstrates value for money and remains one of the best prices nationally. The contract has 10 years remaining and the Tees Valley authorities are collaboratively looking at a regional strategy for waste disposal post 2020. To divorce the authority from the existing arrangement would be complex in terms of the legal ramifications and financially it would be very costly.

3. OTHER SERVICE PRESSURES

3.1 Whilst it is recognised the Business Transformation programme concentrates on identifying efficiencies, an important feature of the approach taken in carrying out this review was to ensure we built on previous investigations and associated action plans, and continued to be forward looking with respect to future Government aspirations regarding waste minimisation and recycling.

3.2 The Council will not deliver on Government targets without the involvement and participation of residents. As such the need to promote and encourage resident participation regarding the minimisation, reuse and recycling of household waste has played an equal role alongside determining savings when undertaking this review.

4. INTERFACES WITH OTHER PROJECTS

4.1 The need to identify and record efficiencies against the various business transformation workstreams has been recognised at an early stage in order to avoid double counting and conflict. This section concentrates on where other business transformation workstreams have been considered as part of the SDO review.

4.2 Management Structures: The introduction of structural design principles on de-layering and spans of control has impacted on the Neighbourhood Services division which has resulted in the integration of services. This has enabled a senior manager's post to be removed from the existing structure with the efficiency recorded against the management structure efficiency element for the Regeneration & Neighbourhoods Department.

4.3 Asset Management: The relocation of services due to the integration of Waste Management, Environmental Enforcement and aspects of the Environmental Standards section is recognised within the Councils overall accommodation strategy. These changes have released valuable office floor space within the Church Street depot offices, enabling the Parks and Countryside section to relocate from Municipal buildings to Church Street.

4.4 Hartlepool Connect: A three year programme to migrate further services into Hartlepool Connect includes a review to enhance, improve or extend the end to end (front to back office) processes of their existing services. This review incorporates waste management services, all waste management processes have been mapped to give a clear picture of how the service is currently delivered, the process maps and other supporting information gathered as part of Hartlepool Connect's review are being analysed with a view to identifying improvements, utilising the technology available and making efficiencies to the way services are delivered.

4.5 Scrutiny: The 2009 investigation on recycling services and the associated action plan adopted by Cabinet has been considered throughout the SDO review to avoid duplication and conflict.

4.6 Procurement: By investing in plant, vehicles and equipment through a waste efficiency capital grant the Council is able to carry out the provision of a confidential waste service in-house, providing an efficiency of £16,000 across Council departments and this efficiency will be recorded against the procurement workstream of the business transformation programme.

5. SUSTAINABILITY

5.1 Resource use is increasing; raw materials continue to be in demand globally, the manufacturing industry is looking for efficiencies in the production of its materials e.g. paper and steel. The implications for waste management are that we must take advantage of this and introduce approaches that can be rapidly implemented and will benefit the local economy as well as addressing the environmental pressures and targets Government continue to place on local authorities.

5.2 The key for the waste industry is to promote waste as a resource and change how businesses and the public view waste. This region is beginning to obtain a positive reputation with respect to energy recovery and carbon reduction emission technology, which includes the management of waste. This proactive approach has led to the setting up of the North East Sustainable Resources Board, the first organisation of its type outside London, which aims to turn the region into a national leader in maximising value from the 10.5m tonnes of waste it creates annually, creating business opportunities and hundreds of jobs in the process.

5.3 During the recession the prices of recyclables collapsed as demand plummeted during 2008 and has only in the last six months levelled out. The recession has changed things and will continue to do so for years to come. Consequently the waste services the Council commissions/ delivers have to provide high quality products suitable for end markets bringing real benefits not only environmentally e.g. carbon reduction but also in economic and resource terms. We have through the North East Improvement & Efficiency Partnership (NEIP) commissioned a study in response to concerns about the adverse impacts that the recent global economic downturn has played on the market values of various recyclable commodities.

5.4 Waste volumes were decreasing even before the recession. Municipal solid waste was down by 2% in England in the financial year 2007/08 and we are on schedule to achieve our 2010 recycling target of 40%, yet more still needs to be done with respect to reducing carbon emissions and achieving more stringent Government waste targets in the future. We need to build on the existing waste systems, be prepared to challenge current service provision and be bold enough to make changes and not just do slightly better than we are doing at the moment.

5.5 The prevention of residual waste is the best option both economically and environmentally as well as increasing resource efficiency. The Council in partnership with NEIP and RENEW are in the process of commissioning a study to look at the potential of an Anaerobic Digestion project to process segregated at source food waste from local Councils to generate biogas as a source of power generation and/or transport fuel.

6. REVIEW PROCESS

6.1 The Review team met on a monthly basis to look at the existing service, establish baseline information regarding costs and service performance, compare ourselves against neighbouring authorities and benchmark ourselves nationally (**see Appendices 1a-e**). Analysis of national and regional research was carried out by the Regional Improvement & Efficiency Programme (REIP) and was also considered.

6.2 The areas which were focused on to drive out efficiencies included the collection of household waste (residual and recyclable), the Household Waste Recycling Centre at Burn Road and its associated operations and Bulky Household Waste Collections.

6.3 As the review progressed and independent studies were commissioned and concluded they were presented to the Portfolio for Transport and Neighbourhoods for information.

- Household Waste Recycling Centre & Salt Barn, May 2009;
- Household Waste Enforcement, September 2009;
- Increasing Reuse of Bulky Waste in Hartlepool, December 2009.

6.4 The Tees Valley Waste Management strategy was considered for each of the alternative service delivery options and where possible every attempt was made to ensure the environmental and economic stability for each option was considered.

6.5 The Tees Valley waste management group had previously commissioned consultants to look at the delivery of sub-regional waste management services, at the time there was no support for this route. It is recognised however in the current climate this view may change and the debate may be re-opened.

6.6 Due to the complexities involved regarding joint service delivery, be it on a regional or sub-regional basis, and the timescale set for the year one review programme, it proved difficult to get the Tees Valley authorities to work to the same timescale as ourselves with respect to shared service delivery options. Collaborative working remains a driver for the Tees Valley authorities and discussions have commenced, however it should be recognised a lot more work needs to be done to explore this option across the region both at an officer and political level.

6.7 Details of the options considered and the preferred options for the three main service areas are presented below.

7 OPTIONS ANALYSIS

Domestic Waste Collections

7.1 As has already been mentioned, waste volumes are reducing and prevention of residual waste is a key aspect for sustainable waste management practice. The continued drive for re-use and recycling of household waste has added to the reduction in the amount of waste disposed through energy recovery and landfill, enabling efficiencies to be identified from within the existing budgets.

7.2 It is felt that with improved communication and re-directed officer resource, further efficiencies can be achieved through raising awareness, education and where that fails, enforcement. This approach was approved by the Transport & Neighbourhoods Portfolio Holder in September 2009, in line with the recycling scrutiny investigation action plan on education and enforcement.

7.3 Consideration has been given to charging for residual waste collections. The Government did call for volunteers but very few local authorities stepped forward to pilot charging. The technology and infrastructure is not sufficiently established to provide certainty that charging for waste collection will bring about an increase in recycling and generate efficiencies. Whilst it is acknowledged there would be a reduction in the amount of residual waste collected, it is more than likely the waste would be disposed of at the Household Waste Recycling Centre or possibly fly-tipped. Transaction and administration costs would be significant and would also have to be taken into account. Customer satisfaction levels fell when we introduced a change to waste collections to increase the recycling of household waste. It is felt that the introduction of charging for residual waste collections would result in a further decline in customer satisfaction impacting on the Council’s reputation and CAA outcomes.

The restriction of one bin per household and a 'no side waste and lids down' policy provides a control and prevention approach for residual waste.

7.4 Vehicle procurement in partnership with our neighbouring Tees Valley authorities is being explored by the Council's Integrated Transport Unit with a view to reducing vehicle leasing/hiring costs. This together with changes to the garage's operational hours will prevent down time as a result of vehicle repairs out of normal working hours ensuring the waste collection service continues to be effective and efficient.

7.5 A review of the waste collection operations has taken place resulting in changes to the refuse and recycling routes, which together with the increase in recycling participation has resulted in a small reduction in overtime and agency costs.

7.6 The disposal of waste is one of the costliest challenges facing the Council. The implementation of the Tees Valley joint waste management strategy in 2008 has seen a change in how waste collection services are provided in Hartlepool. The emphasis has been in encouraging residents to recycle with a kerbside recycling collection service that provides the opportunity to recycle at home and not have to visit the local supermarket or recycling centre. The success of these changes can be demonstrated both environmental and economically.

7.7 With waste volumes reducing, less waste is being disposed of via energy recovery and landfill and recycling is increasing. This strategy has enabled savings to be identified without impacting upon existing service standards.

7.8 The cost of the provision and delivery of waste containers is significant. Projections of over £66,000 are expected this financial year for the provision of replacement bins, boxes and bags plus delivery. Replacement bins carry the majority of the cost at £42,500 with the remainder being recyclable containers. We currently charge £10 for the provision and delivery of replacement bins. Where it can be proven it has not been lost or damaged as a fault of the Council we do not charge for replacement bags or boxes. Income projections for replacement bins for 2009/10 are in the region of £8,000.

7.9 Careful consideration needs to be given to increasing the charge to residents for replacement bins, as neighbouring authorities charge up to £25 per bin. We do not charge for replacement recycling containers as this may discourage participation. The delivery of containers is carried out by the bulky household collection service and a full day per round each week is dedicated to the delivery of containers.

7.10 The cost of replacement waste containers year on year is significant and has to be given serious consideration as part of the review of existing residual and recyclable materials collections.

7.11 The introduction of an improved recycling service, the reduction of waste volumes and the introduction of operational changes has driven efficiencies from the service.

Commercial Waste Collections

7.12 Due to the competitive market it is difficult to make efficiencies in this operation without looking at reducing service standards or increasing prices which in turn would make us less competitive and reduce our customer base. The alternative options worthy of consideration are shared or joint service delivery with neighbouring authorities, cessation of the service and tendering the customer base to the private sector, or increasing the existing customer base to generate more income.

7.13 With respect to shared service delivery this is being explored by the Tees Valley Waste Management Group, however for Hartlepool the efficiencies generated would be minimal, as the service is supervised and managed as part of the overall waste collection service and would continue to be required. The existing customer base determines the collection resource which at present is two operatives and one refuse collection vehicle (RCV), which again would need to continue as it is the minimum resource needed to carry out the service and is currently operating at maximum capacity.

7.14 The income projected for 2009/10 for the provision of this service is circa £325,300, of which £80,000 comes from schools and Council departments. Consideration has been given to the transfer of departmental trade waste budgets, e.g. community centres, event halls and libraries. There would however be little to gain by recommending this approach, as departments need the flexibility to respond to the needs of their business. Financial transactions are already at a minimum as they are carried out electronically, annually.

7.15 The current customer base averages between 38 - 40% of local businesses, a high percentage considering the number of waste collection companies operating across Hartlepool and the Tees Valley. The customer base has been sustained, which in itself is an achievement, bearing in mind the current climate. Thus demonstrating Hartlepool businesses generally prefer to use the Council for the provision of their commercial collection service.

7.16 The cessation of this service and transfer of the customer base to the private sector has been considered however the savings generated would be minimal and result in a loss of income with overheads being distributed across other waste services, as well as having an impact on local businesses. It is also felt the loss of the provision of this service could impact upon the reputation of the waste management section and the Council overall.

7.17 The recommendation for the provision of Commercial Waste collections is to continue as we are and improve the marketing of the service and work more closely with the Enforcement section to ensure all local businesses dispose of their waste in a responsible manner and assist them in this process, which in turn should generate additional income.

Household Waste Recycling Centre (HWRC) and Recycling Bring Sites

7.18 The HWRC has been redeveloped, expanding in size to enable and encourage more materials to be recycled. The redevelopment of the site will reduce congestion on Burn Road at weekends and at busy periods. The site is open 8.00 am – 7.30 pm in the summer; there is however little use after 6.00 pm and the Council may wish to review these times which may reduce costs; however the savings generated would be minimal.

7.19 The redevelopment has been funded through the Landfill Allowance Trading Scheme (LATS) monies generated through the reduction in the amount of waste landfilled by the Authority. This investment brought about a change in the operation, resulting in a reduction in the number of vehicles required to service the site, thus reducing operational costs. Community safety issues have been taken into account in the design of the HWRC enabling ongoing revenue security efficiencies to be generated.

7.20 Since the introduction of the improved kerbside recycling service we have seen an increase in the tonnage throughput at the HWRC, the redevelopment of the site will provide higher percentage of recycling containers compared to residual waste containers which will consequently improve the recycling performance of the site.

7.21 There is potential for a bric-a-brac reuse centre to be opened operating alongside the Bulky Household Waste collection service, which has potential to develop a re-use facility. This would reduce the level of waste entering the waste stream and provide the Council with an opportunity to work with the voluntary sector in the provision of the service and work with local charities. Whilst this will not generate significant savings it could reduce an element of waste from entering the waste stream and thus reduce disposal costs.

7.22 As the Council provides residents with a comprehensive kerbside recycling service there is no longer a need for the numbers of recycling bring centres located across the town. A rationalisation programme of recycling bring centres has commenced as part of the scrutiny investigation action plan as agreed previously by Cabinet.

Bulky Household Waste Collections

7.23 The Council provides a generous bulky waste service compared to many Local Authorities in the UK. We currently provide a free service to all residents operating 7.30 am – 4.00 pm, five days per week, enabling eight items to be collected. Residents can book two collection slots if they have more than eight items.

7.24 Cabinet in 2006 approved the introduction of an improved kerbside recycling service providing residents with a comprehensive recycling service on the doorstep. As part of this new approach to waste collections the charge for bulky household waste (previously £5.00 for 8 items) ceased.

7.25 As part of this review an application was submitted to the Waste Action Resources Programme (WRAP) to consider the feasibility of a furniture re-use shop and examine the options for reusing material from the bulky waste collection service and the Household Waste Recycling Centre, as well as offer suggestions for improvement of the service with regard to:

- options for minimising the amount of bulky waste produced;
- potential re-use diversion to voluntary sector re-users;
- other potential benefits from working with the voluntary sector including links to Council performance indicators other than waste indicators;
- quality of service & value for money.

7.26 Charging for collection of bulky household waste is now very common across local authorities in the UK. Furniture Research Network research demonstrates less than 10% of local authorities still provide a free bulky waste collection service. The main reasons for charging are to recover collection costs, and to discourage excessive use of the service. Usually when a collection charge is introduced bulky waste collections can fall between 50 – 75%. Historical data for Hartlepool supports this, i.e. when charges were dropped in 2004 tonnages subsequently rose, but fly tipping did not reduce.

7.27 The actual cost of the service should be considered when setting a charge for collection; however in many areas the cost per collection can be as high as £40-£50. This would be an unacceptable charge for residents, and consideration should be given to the Authority subsidising the service. The average charging arrangement across a range of 46 English authorities in 2009 was £21.14 for up to 3 items; each additional item is charged separately at £5-£6. In 2006, almost half (43%) of Councils that charged, offered residents on a low income, a free or reduced rate service. Good practice therefore dictates that in an area with pockets of high deprivation such as Hartlepool, there should be a concessionary rate for those on means tested benefits.

7.28 Seven of Hartlepool's wards fall within the top 10% of most deprived in the Country; four wards fall within the top 2%. With this in mind, a low collection charge of £15 for 3 items is suggested with a concessionary rate of £7.50. As householders currently book on average 3 items per collection, this should not be generally perceived as unfair. The introduction of a charge and reusing a percentage (approximately - 30%) of this waste stream would make a significant saving.

7.29 The table below provides an estimated income and impact on collections if charging was introduced.

	No of collections	Estimated income £p.a.
No of collections 2008/9	11,225	£126,281
50% drop in collections	5,613	£63,147*
75% drop in collections	2,806	£31,568*

*estimated income is calculated at 50% @ £15.00 and 50% @ £7.50

7.30 National research demonstrates people are happy to pay a bulky waste collection fee and don't mind if it is land filled or incinerated. We need to re-brand it from bulky waste collection to 'reuse'. Quality is key – often thrown out furniture is perfectly usable, just unwanted.

7.31 Little evidence exists to suggest that fly-tipping increases as a result of introducing charges. If the issue of fly-tipping is a serious concern to Members' this could be addressed by conducting research after the charges are introduced, however the evidence, both hard and anecdotal from around the Country indicates this is not problematic. A strong and clear communication message should address this issue, and minimise perceived and potential increases.

7.32 Further efficiencies could be made within the bulky waste collection service if the Council suspended the service at fixed times i.e. two weeks in the summer and two weeks over Christmas and New year (as is at present), this would enable fixed holiday periods to be introduced which would reduce staffing levels by one, who could be redeployed within the waste management service and enable a north, central and south area delivery focus to be retained.

8 OPTIONS FOR SAVINGS

8.1 Savings have been identified in the following areas:

- household waste collection operational efficiencies, including the introduction of charging for bulky waste collections - £110,000 (assuming a charge of £15 and £7:50 concessionary rate and assuming a drop in collections of 13%) .
- operational changes to the running of the HWRC reducing vehicle and site management costs together with the rationalisation of bring centres - £65,000;
- reduction in waste volumes and an increase in the amount of waste recycled has reduced residual waste disposal costs by - £65,000.

Alternative Options for Meeting the Target Figure

8.2 If Cabinet decide not to introduce a charge for bulky household waste collections the household waste collection service of residual waste and recyclable materials would have to be revisited in order to achieve the efficiency target. An extension to the existing kerbside recycling collection contract has been granted to enable the Council to fully examine all options available to generate maximum efficiencies with respect to the collection of residual and recyclable materials.

8.3 The options available for collecting household waste are co-mingled and kerbside sort. Hartlepool currently provides the latter, taking the route of providing high quality clean materials, this option was chosen at a time when the recyclate market was not fully established and the best price available was for clean materials. The market is now sufficiently sustainable to deal with co-mingled materials in the UK and still provide the Authority with value for money. Authorities that operate an alternate weekly collection scheme, who collect similar materials to us and achieve rates of over 40% all collect via co-mingled collections.

8.4 Alternative options include:

a) Bring the existing dry recyclable collection service (paper, glass, cans and textiles) in-house and continue to use the existing blue box/ bag containers. Residents would continue to pre-sort their household waste in the existing containers, and the Council would continue to have to fund replacement containers costing £66,000 per annum. Plastic and cardboard and garden waste would continue to be collected on the second week. The materials would be collected and mixed in the existing refuse freighters and disposed of at a local recycling outlet for the materials to be re-segregated. This method would involve the double handling of materials i.e. pre sort, mix and segregation.

Plastic and cardboard and garden waste would continue to be collected on the second week. This could generate efficiencies approximately of £140k. Residents would not experience any change however this would be a PR disaster.

b) Bring the existing dry recyclable collection service in-house and provide residents with an additional wheeled bin. Residents would co-mingle all dry recyclables in an additional bin, glass could be collected either in the existing blue box or an insert in the bin. These would be collected by the Council in the existing dual split refuse freighters and disposed of at a local recycling outlet for the materials to be segregated. Residual waste and garden waste would continue to be collected on the second week. The costs of additional wheeled bin for 40,000 properties would be £965,000 and would be funded over say 15 years at £66,000 p.a. this would reduce the need to fund replacement boxes and bags at a cost of circa £25,000, and would also enable efficiencies in the region of £100K to be determined.

c) Retender the Recycling collection service including plastic bottles, and cardboard which are currently collected by the Councils waste operatives. Residual and garden waste would continue to be collected by the Council. This could generate efficiencies in the region of £220K, however this option would result in either TUPE transfer of a minimum of eleven waste collection operatives and/or compulsory redundancies.

d) A hybrid of the above.

e) Market test the whole waste collection service.

9 RISK

9.1 The main risks associated with the preferred option are a reduction in the number of people using the bulky waste collection service which may result in not achieving the income target set and may result in a slight increase in fly tipping. Evidence both locally and nationally does not support this; however the Council could monitor and review the situation after 12 months.

9.2 Another risk would be if we took a U-turn on the enforcement/ education activity recently introduced to increase participation in recycling collections, as of yet no fixed penalty notices have been served however participation in targeted areas is increasing and the education message appears to be working.

9.3 If Cabinet decide to change the existing recycling collection service from kerbside sort to co-mingled and there was a down turn in the market brought about because of another recession waste may have to be stockpiled. However research nationally and regionally indicates no significant stockpiles were produced during the recent recession.

10 FINANCIAL IMPLICATIONS

10.1 The Service Delivery Options (SDO) programme has been designed to review all Council activity over a three year programme and is planned to contribute over £3.5m in savings to the Business Transformation (BT) savings of £ 6m over this period. Each review has a target for savings set at the outset as part of this overall programme and these are assigned to specific financial years in the Medium Term Financial Strategy. For 2011/12 the MTFS forecasts are based on the achievement of £ 1.3m of Business Transformation SDO savings from 1st April 2011.

10.2 The Business Transformation programme was planned, as part of the MTFS, to support the budgetary position of the Council through a managed programme of change. The economic climate of the Country, and the likely impact of expected grant cuts post General Election, mean that the anticipated budget deficits, after all BT and other savings are taken is still expected to be around £4m per annum for each of the next three years. These additional cuts equate to 4% of the annual budget and a cumulative cut of over 12% over three years. In practise there will be some areas Members wish to protect and this will mean higher cuts in other areas and/or the cessation of some services.

10.3 It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT programme (and more specifically the SDO programme) will only mean the need to make unplanned cuts and redundancies elsewhere in the Authority. This position has been exacerbated through the economic position and likely grant settlements and failure to implement SDO savings will in all likelihood make the 2011/12 budget position unmanageable. In addition, as reported in the MTFS the Council faces a range of budget risks which exceed the available strategic risk reserve and this funding shortfall will need to be addressed in 2010/11 and 2011/12, which further reduces financial flexibility.

10.4 The SDO reviews are attempting to ensure that a service base can be maintained, costs can be minimised and the payback on any investment is maximised. In simplistic terms each £25K of savings identified which are not implemented will require one unplanned redundancy with likely associated termination costs. No funding is available for these termination costs as existing balance sheet flexibility is committed to supporting the SDO programme in a loan basis, so higher savings will be needed to fund these termination costs outright.

10.5 The proposals in this report deliver £240K of savings; the target for this review was £240K. If Cabinet determines not to make the decisions required to deliver these savings this amount will have to be found from other, unplanned cuts, in addition to those which will be required as a result of grant cuts after the election. Cabinet will need to identify where they are prepared to see these alternative cuts made.

10.6 There are costs to the implementation of the options included in 8.4 above, they have been taken into account when determining the efficiencies i.e. procurement of wheeled bins in 8.4 (b) and there could be employee costs regarding ER/VR or compulsory redundancy if the preferred option was 8.4 and there will be procurement costs which would be adsorbed from existing revenue budgets.

11 SUMMARY

11.1 The implementation of the Tees Valley Joint Waste Management Strategy, the introduction of an improved kerbside recycling service and the investment in the Household Waste Recycling Centre has enabled a significant element of the SDO efficiency target to be found. Where efficiencies have been identified and surveys commissioned as part of the SDO review the Portfolio Holder for Transport and Neighbourhoods has been notified through discussion and / or formal reports.

11.2 To achieve the overall efficiency target an introduction of bulky waste collection charges is required; the option recommended provides a concessionary rate for those on means tested benefits, which can be delivered through Hartlepool Connect. The introduction of a charge and reusing a percentage of this waste stream would make a significant saving. Alternatively we would have to market test the collection service and consider changing the current collection methodology.

11.3 Due to the tight timescales set out for year one SDO reviews, it is felt that further opportunities are available in following years to generate maximum efficiencies in the waste management section if the Council decides to introduce bulky waste collections and market test the collection service.

11.4 The consideration of the major transformation of these services in the light of the limited time available will need to be revisited over the next 12 – 18 months as part of further considerations which will be required across the authority for all areas of the organisation in the light of external pressures which the authority will be facing.

12 RECOMMENDATIONS

12.1 Cabinet are asked to note the efficiencies already been identified which are:-

- The investment in the Household Waste Recycling Centre resulting in operational changes producing £65,000 of savings.
- The reduction in waste volumes experienced to date and the increase in the amount of waste recycled producing efficiencies of £65,000.

12.2 Cabinet are requested to approve the introduction, as outlined in section 7.27, of a charge of £15 for 3 items for bulky household waste collections with a concessionary rate of £7:50 from April 2011 to enable the full £240k efficiency target to be achieved.

12.3 Cabinet views are sought on increasing the charge to residents for replacement bins.

12.4 Cabinet is asked to agree to the reconsideration over the next 12 to 18 months of the transformation options for services included in this SDO review.

13. REASONS FOR RECOMMENDATIONS

13.1 The SDO efficiency target for waste management is challenging, however to ensure we achieve the full savings required without impacting on service thresholds a charge for bulky household waste is required.

13.2 Alternative options, but not the preferred recommendations, are identified in 8.4 above. These have been considered as part of the review process. It is likely, due to ongoing financial constraints, that further consideration of the potential options available to the Authority, including those highlighted in this report, in the delivery of these services will need to be undertaken.

14. BACKGROUND PAPERS

- Cabinet report: Increased Recycling Service, June 2006
- Cabinet report: Business Transformation - Waste Management SDO review delivery plan
- Transport & Neighbourhoods Portfolio report: Household Waste Recycling Centre & Salt Barn, May 2009;

- Transport & Neighbourhoods Portfolio report: Household Waste Enforcement, September 2009;
- Transport & Neighbourhoods Portfolio report: Increasing Reuse of Bulky Household Waste in Hartlepool, December 2009.
- Business Transformation Programme Board report: Waste Management SDO Options Analysis Report, March 2010

15. CONTACT OFFICER

Denise Ogden, Assistant Director (Neighbourhood Services)
Civic Centre, Level 3
Victoria Road
Hartlepool
TS24 8AY.
Tel: 01429 523800
Email: denise.ogden@hartlepool.gov.uk

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000414	Worcestershire	C	27.81	75738.80	10.54	28701.52	9.37	25512.78	52.53	143060.88	492.6	-4.89	n/a	71.68	n/a	n/a	n/a	n/a	n/a	n/a
10000398	Leicestershire	C	22.92	76929.83	25.52	85671.93	0.10	350.48	50.93	170980.34	528.6	-2.70	n/a	55.33	n/a	n/a	n/a	n/a	n/a	n/a
10000401	Northamptonshir	C	22.72	78364.63	19.55	67433.19	0.02	73.84	57.70	199016.87	515.5	-3.22	n/a	44.34	n/a	n/a	n/a	n/a	n/a	n/a
10000405	Oxfordshire	C	25.15	77528.35	14.99	46203.47	0.15	467.63	59.66	183940.81	487.8	-0.81	n/a	50.37	n/a	n/a	n/a	n/a	n/a	n/a
10000387	Derbyshire	C	20.88	77012.89	16.37	60376.21	0.81	2986.14	61.87	228165.63	489.0	-1.35	n/a	58.17	n/a	n/a	n/a	n/a	n/a	n/a
10000412	West Sussex	C	23.92	99807.90	13.54	56491.78	0.41	1700.65	62.21	259603.34	541.4	-1.83	n/a	90.94	n/a	n/a	n/a	n/a	n/a	n/a
10000395	Hertfordshire	C	21.56	115096.60	16.99	90717.32	6.99	37327.16	54.45	290746.47	504.4	-4.44	n/a	47.49	n/a	n/a	n/a	n/a	n/a	n/a
10000406	Shropshire	C	21.06	33202.68	22.38	35280.06	0.00	0.00	56.50	89070.98	544.9	-1.61	n/a	65.34	n/a	n/a	n/a	n/a	n/a	n/a
10000391	East Sussex	C	21.22	53792.22	11.62	29454.26	10.23	25938.48	56.92	144267.39	500.7	-4.27	n/a	63.62	n/a	n/a	n/a	n/a	n/a	n/a
10000409	Suffolk	C	25.63	94144.44	20.22	74288.03	0.00	13.75	54.14	198883.11	523.3	-5.96	n/a	50.68	n/a	n/a	n/a	n/a	n/a	n/a
10000396	Kent	C	24.21	180424.03	11.61	86498.26	8.20	61123.00	55.97	417056.20	538.8	-1.75	n/a	67.19	n/a	n/a	n/a	n/a	n/a	n/a
10000384	Cheshire	C	20.94	81524.53	20.10	78224.75	0.00	0.00	58.96	229499.58	567.2	-3.92	n/a	66.68	n/a	n/a	n/a	n/a	n/a	n/a
10000390	Durham County	C	19.10	49659.50	5.89	15318.09	0.00	0.00	73.60	191319.11	519.1	-1.36	n/a	60.47	n/a	n/a	n/a	n/a	n/a	n/a
10000394	Hampshire	C	27.11	174961.64	12.73	82131.74	47.73	308043.24	12.47	80449.74	509.8	-1.30	n/a	70.96	n/a	n/a	n/a	n/a	n/a	n/a
10000392	Essex	C	25.90	178439.20	13.91	95824.63	0.00	29.74	60.19	414738.16	506.2	-2.50	n/a	64.01	n/a	n/a	n/a	n/a	n/a	n/a
10000404	Nottinghamshire	C	26.11	106491.52	13.16	53648.75	14.89	60703.62	45.89	187137.54	530.2	-6.41	n/a	42.66	n/a	n/a	n/a	n/a	n/a	n/a
10000393	Gloucestershire	C	21.65	65135.73	14.53	43709.69	0.00	0.00	63.82	192015.44	520.0	-1.43	n/a	50.50	n/a	n/a	n/a	n/a	n/a	n/a
10000408	Staffordshire	C	21.67	94950.72	20.65	90467.81	20.04	87816.91	37.65	164964.77	532.6	-3.66	n/a	51.11	n/a	n/a	n/a	n/a	n/a	n/a
10000411	Warwickshire	C	17.50	49232.32	17.90	50360.27	6.55	18432.06	58.05	163340.62	538.9	-1.56	n/a	41.89	n/a	n/a	n/a	n/a	n/a	n/a
10000407	Somerset	C	28.10	75661.79	22.81	61410.16	0.00	0.00	49.10	132200.70	519.2	-2.62	n/a	60.70	n/a	n/a	n/a	n/a	n/a	n/a
10000386	Cumbria	C	22.17	58204.79	16.34	42880.29	0.00	0.00	61.48	161380.28	529.0	-10.91	n/a	59.63	n/a	n/a	n/a	n/a	n/a	n/a
10000381	Bedfordshire	C	24.11	49157.29	15.36	31311.15	0.13	262.97	60.37	123099.03	504.9	-1.55	n/a	56.59	n/a	n/a	n/a	n/a	n/a	n/a
10000400	Norfolk	C	27.18	107331.25	13.17	52031.99	1.16	4586.43	58.49	231001.46	474.5	0.46	n/a	63.10	n/a	n/a	n/a	n/a	n/a	n/a
10000403	North Yorkshire	C	21.75	70562.95	16.63	53971.39	0.26	837.94	61.36	199083.39	548.4	-3.17	n/a	47.38	n/a	n/a	n/a	n/a	n/a	n/a
10000410	Surrey	C	23.25	136709.99	11.81	69431.92	0.84	4952.89	64.09	376814.79	541.8	0.26	n/a	78.18	n/a	n/a	n/a	n/a	n/a	n/a
10000399	Lincolnshire	C	29.33	99223.28	21.22	71790.10	0.22	756.63	50.27	170059.05	493.0	-4.31	n/a	56.38	n/a	n/a	n/a	n/a	n/a	n/a
10000413	Wiltshire	C	23.30	52477.40	13.55	30717.15	0.00	0.00	63.15	143113.48	505.1	-1.29	n/a	54.09	n/a	n/a	n/a	n/a	n/a	n/a
10000385	Cornwall	C	24.05	71254.93	10.35	30645.09	0.00	0.00	65.50	194013.66	565.1	-2.06	n/a	107.39	n/a	n/a	n/a	n/a	n/a	n/a
10000397	Lancashire	C	26.49	154266.23	14.76	85942.42	0.00	0.00	58.73	342042.44	499.6	-1.24	n/a	45.70	n/a	n/a	n/a	n/a	n/a	n/a
10000383	Cambridgeshire	C	22.86	69129.33	27.44	82981.25	0.50	1510.39	49.18	148722.56	512.9	-1.36	n/a	50.58	n/a	n/a	n/a	n/a	n/a	n/a
10000388	Devon	C	26.35	106757.48	20.71	83919.58	0.00	0.00	52.85	214135.95	547.0	2.04	n/a	47.97	n/a	n/a	n/a	n/a	n/a	n/a
10000382	Buckinghamshire	C	25.22	61434.54	16.71	40693.43	0.01	12.12	58.02	141325.21	499.7	-2.76	n/a	54.92	n/a	n/a	n/a	n/a	n/a	n/a
10000389	Dorset	C	25.95	53837.56	19.50	40458.49	0.39	808.01	54.24	112539.27	514.9	-2.93	n/a	57.14	n/a	n/a	n/a	n/a	n/a	n/a
10000402	Northumberland	C	25.96	42504.61	10.48	17165.03	0.72	1177.10	62.73	102698.04	528.3	-0.54	n/a	56.07	n/a	n/a	n/a	n/a	n/a	n/a
10000322	Adur	D	28.55	5779.84	0.51	103.65	n/a	n/a	n/a	n/a	335.7	-3.73	43.11	n/a	99.4	99.4	11.0	1	1	2
10000323	Allerdale	D	19.31	8262.86	17.19	7355.89	n/a	n/a	n/a	n/a	453.7	1.11	48.38	n/a	80.6	73.3	9.0	3	0	3
10000324	Alnwick	D	27.99	3845.48	6.15	844.60	n/a	n/a	n/a	n/a	429.3	2.51	64.36	n/a	98.1	98.1	6.0	0	0	1
10000325	Amber	D	26.79	11188.20	0.00	0.00	n/a	n/a	n/a	n/a	348.0	-0.66	48.28	n/a	99.2	99.2	11.6	4	4	2
10000326	Arun	D	27.80	14662.56	7.46	3935.10	n/a	n/a	n/a	n/a	362.0	-1.95	43.55	n/a	99.0	99.0	18.0	4	5	2
10000327	Ashfield	D	27.59	11611.63	0.89	374.12	n/a	n/a	n/a	n/a	363.7	-2.51	46.65	n/a	100.0	100.0	9.7	7	3	2
10000328	Ashford	D	15.66	6688.54	6.02	2572.16	n/a	n/a	n/a	n/a	384.2	-6.85	44.53	n/a	57.4	57.4	8.0	4	0	2
10000329	Aylesbury	D	21.38	12796.61	1.15	685.46	n/a	n/a	n/a	n/a	348.0	-4.01	58.97	n/a	97.2	97.2	9.2	3	0	3
10000330	Babergh	D	30.59	10270.47	8.63	2898.08	n/a	n/a	n/a	n/a	387.2	-4.25	30.19	n/a	100.0	100.0	15.0	2	0	3
10000334	Barrow-in-Furne	D	10.81	3620.92	9.20	3081.84	n/a	n/a	n/a	n/a	466.6	4.46	49.63	n/a	100.0	100.0	7.3	0	0	4
10000335	Basildon	D	22.87	17399.14	9.18	6984.12	n/a	n/a	n/a	n/a	451.1	-6.34	54.42	n/a	84.8	84.8	10.0	4	0	1

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000336	Basingstoke	D	22.03	13716.99	0.95	588.86	n/a	n/a	n/a	n/a	392.3	-2.84	51.30	n/a	98.3	98.3	7.0	0	0	1
10000337	Bassetlaw	D	22.41	10027.09	2.08	931.70	n/a	n/a	n/a	n/a	401.6	-1.24	39.56	n/a	99.3	99.3	5.8	2	1	2
10000339	Bedford	D	16.08	11578.13	14.72	10599.22	n/a	n/a	n/a	n/a	465.3	-2.51	57.62	n/a	100.0	100.0	7.0	2	1	3
10000340	Berwick	D	23.65	2576.83	1.09	119.10	n/a	n/a	n/a	n/a	419.1	-11.27	52.52	n/a	100.0	100.0	1.3	0	0	3
10000238	Blaby	D	27.99	9999.08	11.89	4245.62	n/a	n/a	n/a	n/a	386.2	2.81	52.86	n/a	97.8	97.8	10.1	3	3	1
10000242	Blyth	D	25.35	7872.90	2.34	726.10	n/a	n/a	n/a	n/a	382.4	0.00	30.47	n/a	97.6	97.6	5.5	0	0	2
10000243	Bolsover	D	11.00	3866.36	14.81	5206.51	n/a	n/a	n/a	n/a	475.8	-4.87	46.39	n/a	99.3	99.3	10.0	1	1	1
10000245	Boston	D	27.57	6599.57	0.96	229.32	n/a	n/a	n/a	n/a	410.6	-1.23	41.04	n/a	100.0	100.0	7.9	0	0	3
10000249	Braintree	D	26.81	15336.29	15.95	9125.96	n/a	n/a	n/a	n/a	409.5	-0.01	65.34	n/a	100.0	100.0	7.0	2	0	1
10000250	Breckland	D	30.26	14872.75	11.53	5667.79	n/a	n/a	n/a	n/a	383.1	-1.54	25.28	n/a	100.0	100.0	10.0	1	0	1
10000252	Brentwood	D	27.56	7817.22	12.97	3679.92	n/a	n/a	n/a	n/a	400.1	-2.12	53.04	n/a	98.9	98.9	10.0	2	0	1
10000254	Bridgnorth	D	22.61	4553.01	16.10	3241.12	n/a	n/a	n/a	n/a	388.7	1.59	61.72	n/a	96.3	91.3	5.3	0	0	3
10000257	Broadland	D	33.09	16577.72	14.42	7226.88	n/a	n/a	n/a	n/a	410.0	1.26	30.51	n/a	99.4	99.4	9.0	1	2	3
10000259	Bromsgrove	D	22.54	8891.77	21.02	8294.17	n/a	n/a	n/a	n/a	430.7	1.39	70.66	n/a	93.8	93.8	11.0	5	1	3
10000260	Broxbourne	D	15.83	6343.91	14.00	5612.00	n/a	n/a	n/a	n/a	450.8	-4.83	53.21	n/a	100.0	100.0	5.9	2	0	4
10000261	Broxtowe	D	26.10	10455.97	13.31	5330.88	n/a	n/a	n/a	n/a	362.8	-4.97	51.49	n/a	100.0	100.0	10.0	2	0	2
10000262	Burnley	D	22.89	7271.00	9.99	3173.82	n/a	n/a	n/a	n/a	361.0	-1.42	37.16	n/a	99.2	99.2	7.9	1	0	3
10000266	Cambridge	D	17.80	8089.42	23.74	10786.34	n/a	n/a	n/a	n/a	385.4	2.91	46.49	n/a	91.6	91.6	8.1	0	1	3
10000268	Cannock Chase	D	20.04	7796.07	20.56	7999.49	n/a	n/a	n/a	n/a	412.6	3.71	43.88	n/a	100.0	100.0	14.0	4	0	3
10000269	Canterbury	D	28.87	16813.91	17.64	10274.53	n/a	n/a	n/a	n/a	398.4	-1.78	46.46	n/a	100.0	100.0	11.0	5	1	3
10000270	Caradon	D	25.76	8491.10	6.50	2141.78	n/a	n/a	n/a	n/a	395.7	-5.66	45.99	n/a	99.5	99.5	9.5	1	0	3
10000272	Carlisle City	D	28.04	12891.16	20.70	9513.35	n/a	n/a	n/a	n/a	445.0	-0.76	50.10	n/a	98.6	95.3	11.4	1	0	3
10000274	Carrick	D	26.79	11210.00	9.45	3952.39	n/a	n/a	n/a	n/a	458.3	-0.21	42.18	n/a	97.9	97.9	6*	0*	0*	2
10000275	Castle Morpeth	D	30.15	5742.27	10.24	1950.12	n/a	n/a	n/a	n/a	384.7	-7.89	44.07	n/a	100.0	100.0	18.7*	3*	0*	2
10000276	Castle Point	D	17.81	6200.16	9.25	3218.78	n/a	n/a	n/a	n/a	392.9	-3.73	32.13	n/a	99.3	99.3	3.7	0	0	2
10000277	Charnwood	D	30.32	16354.39	8.92	4810.72	n/a	n/a	n/a	n/a	332.1	-1.42	52.59	n/a	100.0	100.0	11.4	1	0	1
10000278	Chelmsford	D	18.78	14382.63	16.05	12291.49	n/a	n/a	n/a	n/a	470.4	5.30	67.72	n/a	98.6	98.6	17.0	0	0	2
10000279	Cheltenham	D	19.19	9753.24	12.12	6160.44	n/a	n/a	n/a	n/a	455.9	0.90	34.29	n/a	95.9	95.9	12.0	1	1	2
10000280	Cherwell	D	25.04	14827.81	22.42	13272.06	n/a	n/a	n/a	n/a	430.9	-2.20	59.49	n/a	99.6	99.6	9.0	0	0	2
10000281	Chester City	D	16.30	8278.83	15.39	7816.45	n/a	n/a	n/a	n/a	424.3	-0.07	52.94	n/a	97.9	97.9	14.0	3	3	3
10000282	Chesterfield	D	16.95	7244.32	19.35	8273.26	n/a	n/a	n/a	n/a	425.4	-2.06	48.25	n/a	99.8	99.8	3.0	0	0	1
10000283	Chester-Le-Stre	D	18.70	3895.34	0.00	0.00	n/a	n/a	n/a	n/a	391.5	-3.43	39.84	n/a	100.0	100.0	11.0	6	0	1
10000284	Chichester	D	33.50	14313.20	4.05	1730.22	n/a	n/a	n/a	n/a	392.3	3.74	51.77	n/a	98.7	98.7	17.0	0	1	1
10000285	Chiltern	D	31.91	11152.78	15.31	5351.08	n/a	n/a	n/a	n/a	387.0	-0.35	62.06	n/a	100.0	100.0	26.0	3	0	2
10000286	Chorley	D	25.63	10566.90	21.56	8888.36	n/a	n/a	n/a	n/a	397.5	-0.26	52.58	n/a	97.4	97.4	4.8	1	0	1
10000287	Christchurch	D	22.57	3942.09	4.35	759.46	n/a	n/a	n/a	n/a	388.1	-1.75	36.03	n/a	95.5	95.5	15.7	0	0	3
10000289	Colchester	D	19.48	12713.30	11.75	7666.98	n/a	n/a	n/a	n/a	382.2	0.39	53.17	n/a	98.0	98.0	18.8	4	0	3
10000290	Congleton	D	17.28	7558.94	26.01	11379.00	n/a	n/a	n/a	n/a	473.5	-2.01	38.61	n/a	100.0	94.0	6.5	2	1	2
10000292	Copeland	D	17.85	5460.74	16.44	5029.35	n/a	n/a	n/a	n/a	435.3	-1.99	48.86	n/a	82.6	82.6	2.0	1	0	1
10000293	Corby	D	19.02	4286.86	19.35	4361.62	n/a	n/a	n/a	n/a	411.3	-0.55	73.80	n/a	97.6	97.6	3.3	2	0	4
10000295	Cotswold	D	19.89	7805.67	23.40	9185.37	n/a	n/a	n/a	n/a	471.7	-1.50	66.11	n/a	100.0	100.0	15.3	0	0	1
10000298	Craven	D	20.40	5371.95	11.05	2910.80	n/a	n/a	n/a	n/a	474.5	-5.62	52.38	n/a	96.3	47.8	13.0	0	1	1
10000299	Crawley	D	26.95	8809.86	0.42	137.13	n/a	n/a	n/a	n/a	327.2	-3.48	50.48	n/a	100.0	100.0	9.0	0	0	1
10000300	Crewe	D	24.14	10871.16	13.11	5903.78	n/a	n/a	n/a	n/a	388.8	-2.53	57.59	n/a	100.0	100.0	9.4	1	0	2
10000302	Dacorum	D	21.73	12700.98	24.34	14228.16	n/a	n/a	n/a	n/a	422.4	-2.00	59.16	n/a	96.0	96.0	9.7	4	1	2

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000304	Dartford	D	22.08	8258.79	0.00	0.00	n/a	n/a	n/a	n/a	416.1	-6.09	44.41	n/a	98.4	98.4	7.7	7	0	1
10000305	Daventry	D	18.57	6553.65	29.31	10343.92	n/a	n/a	n/a	n/a	451.3	-4.73	84.90	n/a	100.0	100.0	16.3*	3*	1*	1
10000308	Derbyshire Dale:	D	18.89	6205.97	20.93	6875.14	n/a	n/a	n/a	n/a	470.6	-1.18	56.37	n/a	98.9	98.9	6.0	0	0	3
10000309	Derwentside	D	25.49	9452.23	1.44	532.42	n/a	n/a	n/a	n/a	428.8	2.08	46.65	n/a	99.8	99.8	12.0	0	0	1
10000311	Dover	D	15.08	6322.88	7.19	3014.82	n/a	n/a	n/a	n/a	393.9	-0.59	35.88	n/a	97.2	97.2	11.0	0	0	1
10000313	Durham City	D	20.18	6690.70	2.81	932.71	n/a	n/a	n/a	n/a	359.6	-3.21	33.93	n/a	100.0	100.0	7.0	1	0	1
10000344	Easington	D	15.95	6800.27	4.24	1806.74	n/a	n/a	n/a	n/a	453.4	-1.17	53.75	n/a	100.0	100.0	13.0	4	0	3
10000314	East Cambridge:	D	16.45	4858.17	19.10	5639.92	n/a	n/a	n/a	n/a	371.0	-3.35	59.96	n/a	97.4	97.4	19.8	5	4	4
10000315	East Devon	D	21.45	9060.38	0.42	177.11	n/a	n/a	n/a	n/a	322.2	-1.02	34.10	n/a	100.0	100.0	13.5	2	0	4
10000316	East Dorset	D	23.44	7709.79	13.37	4398.36	n/a	n/a	n/a	n/a	387.0	-1.52	46.27	n/a	92.5	92.5	4.0	0	0	2
10000317	East Hampshire	D	32.30	12254.13	5.79	2196.06	n/a	n/a	n/a	n/a	344.5	1.10	56.86	n/a	100.0	100.0	4.1*	0*	0*	2
10000318	East Herts	D	17.71	9843.56	12.16	6758.80	n/a	n/a	n/a	n/a	419.1	-3.71	72.16	n/a	88.5	86.4	9.8	1	0	3
10000319	East Lindsey	D	26.83	15574.99	31.57	18323.45	n/a	n/a	n/a	n/a	419.1	6.13	61.84	n/a	98.6	98.6	5.0	1	1	2
10000320	East Northamptc	D	24.72	7600.84	5.86	1801.65	n/a	n/a	n/a	n/a	366.1	-5.18	48.58	n/a	100.0	100.0	8.0	0	0	4
10000342	East Staffs	D	15.37	7490.74	20.46	9970.44	n/a	n/a	n/a	n/a	452.5	-0.27	50.75	n/a	92.9	92.9	6.2	1	1	3
10000345	Eastbourne	D	19.98	7257.99	5.34	1942.07	n/a	n/a	n/a	n/a	382.9	-0.53	39.08	n/a	100.0	100.0	11*	6*	4*	1
10000346	Eastleigh	D	32.60	13317.69	6.53	2669.12	n/a	n/a	n/a	n/a	343.3	-2.09	54.53	n/a	99.8	99.8	6.8*	1*	0*	4
10000347	Eden	D	24.15	6004.63	20.33	5054.43	n/a	n/a	n/a	n/a	480.9	-5.05	42.03	n/a	84.6	73.4	9.0	0	0	3
10000348	Ellesmere Port	D	25.33	9064.97	19.75	7068.58	n/a	n/a	n/a	n/a	437.5	-1.34	45.16	n/a	100.0	100.0	5.9	3	0	1
10000349	Elmbridge	D	27.12	14396.61	6.21	3296.01	n/a	n/a	n/a	n/a	409.9	-3.40	65.10	n/a	97.2	97.2	13.0	9	2	4
10000351	Epping	D	27.51	14318.68	13.49	7020.82	n/a	n/a	n/a	n/a	423.5	3.47	84.06	n/a	92.2	89.8	27.0	1	0	2
10000352	Epsom and Ewe	D	21.28	5931.15	8.41	2345.20	n/a	n/a	n/a	n/a	400.5	-3.14	44.36	n/a	98.6	98.6	2*	3*	0*	4
10000353	Erewash	D	24.26	11541.00	18.05	8585.23	n/a	n/a	n/a	n/a	430.9	2.08	48.93	n/a	98.6	98.6	7.3	3	0	1
10000354	Exeter	D	30.13	11767.87	5.68	2219.78	n/a	n/a	n/a	n/a	326.6	-2.68	50.44	n/a	100.0	100.0	6.1	2	0	4
10000355	Fareham	D	28.65	11219.11	13.40	5248.38	n/a	n/a	n/a	n/a	361.3	1.65	46.66	n/a	97.4	97.4	17.5	0	0	1
10000356	Fenland	D	21.93	8853.13	28.19	11380.48	n/a	n/a	n/a	n/a	448.1	-4.58	56.13	n/a	100.0	100.0	5.0	1	0	1
10000358	Forest Heath	D	23.05	5905.59	23.38	5989.83	n/a	n/a	n/a	n/a	412.5	-0.72	45.35	n/a	100.0	100.0	12.8	1	0	3
10000359	Forest of Dean	D	15.46	5464.43	22.07	7802.59	n/a	n/a	n/a	n/a	432.7	-4.22	60.53	n/a	100.0	100.0	5.0	0	0	3
10000360	Fylde	D	19.30	6098.62	22.58	7133.96	n/a	n/a	n/a	n/a	417.4	1.59	48.26	n/a	99.8	99.8	9.8	2	0	3
10000362	Gedling	D	30.73	13437.86	5.03	2201.26	n/a	n/a	n/a	n/a	391.4	5.74	45.39	n/a	99.4	99.4	5.0	1	0	3
10000363	Gloucester	D	16.79	8135.81	8.38	4062.62	n/a	n/a	n/a	n/a	428.2	-6.45	51.51	n/a	97.4	97.4	13.8	3	0	4
10000364	Gosport	D	24.44	6529.59	1.42	379.80	n/a	n/a	n/a	n/a	341.6	-0.75	40.05	n/a	100.0	93.3	5.8	0	0	3
10000365	Gravesham	D	27.09	9259.10	0.00	0.00	n/a	n/a	n/a	n/a	351.0	-3.82	25.99	n/a	100.0	100.0	8.7	3	0	1
10000366	Great Yarmouth	D	26.73	9553.49	0.00	0.00	n/a	n/a	n/a	n/a	382.7	3.35	34.85	n/a	93.5	93.5	7.0	5	1	2
10000368	Guildford	D	28.82	14552.56	10.86	5485.52	n/a	n/a	n/a	n/a	379.4	0.55	61.64	n/a	98.0	97.5	11.0	1	1	3
10000372	Hambleton	D	16.45	5660.09	27.15	9340.92	n/a	n/a	n/a	n/a	398.7	-3.69	39.19	n/a	100.0	86.8	4.0	0	0	1
10000374	Harborough	D	20.20	7368.68	30.41	11094.21	n/a	n/a	n/a	n/a	448.7	0.57	52.70	n/a	98.2	98.2	7.0	0	0	3
10000376	Harlow	D	21.27	6465.95	1.18	358.60	n/a	n/a	n/a	n/a	389.2	-2.80	58.19	n/a	100.0	100.0	9.0	3	0	1
10000100	Harrogate	D	17.48	10200.40	7.80	4554.42	n/a	n/a	n/a	n/a	369.8	-0.75	57.35	n/a	85.7	85.7	3.4	0	0	4
10000102	Hart	D	34.06	10969.32	5.55	1786.44	n/a	n/a	n/a	n/a	362.7	-3.51	56.05	n/a	100.0	100.0	5*	1*	0*	4
10000104	Hastings	D	22.88	7087.21	0.86	264.96	n/a	n/a	n/a	n/a	359.8	-4.04	53.70	n/a	100.0	100.0	10.0	3	0	2
10000105	Havant	D	31.68	12302.74	0.49	191.98	n/a	n/a	n/a	n/a	332.5	-0.52	40.54	n/a	95.8	95.8	8*	2*	0*	1
10000107	Hertsmere	D	17.50	6926.61	12.15	4807.58	n/a	n/a	n/a	n/a	412.3	-4.38	55.42	n/a	100.0	100.0	11.0	8	1	3
10000108	High Peak	D	18.47	7038.70	12.63	4813.60	n/a	n/a	n/a	n/a	414.1	-3.51	69.17	n/a	98.1	98.1	11.9	3	0	4
10000110	Hinckley	D	18.98	8053.19	26.91	11413.72	n/a	n/a	n/a	n/a	408.7	-1.88	39.48	n/a	100.0	100.0	5.7	1	0	1

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000111	Horsham	D	15.97	8326.24	24.44	12745.67	n/a	n/a	n/a	n/a	406.4	-4.51	52.08	n/a	97.2	97.2	18*	0*	0*	4
10000113	Huntingdonshire	D	26.50	19021.86	28.64	20563.38	n/a	n/a	n/a	n/a	430.9	-3.86	52.95	n/a	100.0	100.0	8.0	3	0	1
10000114	Hyndburn	D	26.60	6412.98	9.77	2355.60	n/a	n/a	n/a	n/a	293.3	-2.78	33.20	n/a	100.0	100.0	12.4	4	0	1
10000115	Ipswich	D	21.25	10870.62	18.67	9551.07	n/a	n/a	n/a	n/a	424.9	-5.32	36.56	n/a	100.0	100.0	8.0	5	0	2
10000120	Kennet	D	26.87	7843.30	13.47	3931.35	n/a	n/a	n/a	n/a	373.3	-2.59	34.85	n/a	98.7	98.7	5.8	0	0	2
10000122	Kerrier	D	22.52	9326.63	7.62	3155.27	n/a	n/a	n/a	n/a	422.6	-1.32	42.29	n/a	97.7	97.7	7.4*	0*	2*	2
10000123	Kettering	D	21.00	8199.06	24.78	9672.66	n/a	n/a	n/a	n/a	444.1	-1.71	60.84	n/a	98.7	98.7	2.7	2	0	3
10000124	Kings Lynn	D	27.12	15201.12	7.45	4173.64	n/a	n/a	n/a	n/a	393.9	4.87	44.63	n/a	99.6	99.6	6.0	1	1	2
10000130	Lancaster	D	18.69	9934.91	12.14	6455.07	n/a	n/a	n/a	n/a	371.7	-0.32	49.69	n/a	90.2	90.2	10.7	1	0	4
10000133	Lewes	D	23.81	7750.79	0.89	289.36	n/a	n/a	n/a	n/a	346.7	-1.43	44.88	n/a	92.6	90.7	12.8	0	0	1
10000135	Lichfield	D	25.35	11372.58	24.93	11182.37	n/a	n/a	n/a	n/a	463.9	-2.38	55.89	n/a	99.3	99.3	8.0	0	0	2
10000136	Lincoln	D	22.34	8472.79	19.71	7475.20	n/a	n/a	n/a	n/a	432.9	-0.43	59.11	n/a	96.6	96.6	9.0	4	1	1
10000139	Macclesfield	D	21.96	14510.27	24.17	15964.32	n/a	n/a	n/a	n/a	438.7	2.11	65.80	n/a	96.9	96.9	3.0	1	0	3
10000140	Maidstone	D	15.14	9200.15	9.41	5715.88	n/a	n/a	n/a	n/a	425.6	-2.50	49.23	n/a	100.0	100.0	7.7	1	0	1
10000141	Maldon	D	21.90	5133.52	12.99	3045.06	n/a	n/a	n/a	n/a	379.9	-3.16	47.07	n/a	100.0	100.0	2.8	0	0	3
10000142	Malvern Hills	D	26.01	6136.82	0.00	0.00	n/a	n/a	n/a	n/a	319.2	0.54	50.26	n/a	100.0	100.0	4.1	1	0	1
10000144	Mansfield	D	21.32	9349.63	11.29	4952.15	n/a	n/a	n/a	n/a	439.0	5.07	52.20	n/a	96.3	96.3	12.0	1	0	3
10000146	Melton Mowbray	D	24.07	5354.47	25.54	5680.94	n/a	n/a	n/a	n/a	454.9	-1.93	53.19	n/a	99.4	99.4	18.5	0	0	2
10000147	Mendip	D	24.41	9352.09	20.65	7911.34	n/a	n/a	n/a	n/a	353.8	-3.55	60.52	n/a	100.0	100.0	6.2	0	0	3
10000150	Mid Beds	D	26.94	12827.57	10.05	4782.92	n/a	n/a	n/a	n/a	360.1	-2.83	51.81	n/a	100.0	100.0	3.0	0	0	3
10000151	Mid Devon	D	18.65	6050.07	29.74	9645.46	n/a	n/a	n/a	n/a	435.4	-1.06	55.14	n/a	100.0	100.0	3.3	1	0	3
10000152	Mid Suffolk	D	37.10	10444.97	0.72	202.40	n/a	n/a	n/a	n/a	306.0	-0.36	49.75	n/a	91.9	91.9	4.1	1	0	3
10000153	Mid Sussex	D	32.85	14579.41	7.05	3127.52	n/a	n/a	n/a	n/a	343.7	-2.98	41.64	n/a	99.9	99.9	2*	0*	0*	2
10000156	Mole Valley	D	32.81	10457.28	12.91	4114.91	n/a	n/a	n/a	n/a	396.0	4.12	70.35	n/a	99.6	99.6	12.0	4	1	1
10000174	New Forest	D	30.26	19133.80	2.94	1862.00	n/a	n/a	n/a	n/a	364.0	-5.86	45.88	n/a	99.3	99.3	10.0	0	0	3
10000175	Newark and She	D	26.19	11401.72	0.00	0.00	n/a	n/a	n/a	n/a	389.7	-2.55	51.83	n/a	97.5	97.5	9.0	1	0	1
10000177	Newcastle Unde	D	18.00	9359.78	8.79	4569.18	n/a	n/a	n/a	n/a	420.0	1.27	62.43	n/a	98.3	98.3	8.7	2	0	1
10000158	North Cornwall	D	28.21	10223.04	8.11	2940.47	n/a	n/a	n/a	n/a	424.9	-13.64	42.32	n/a	98.6	98.6	3.5*	0*	0*	3
10000159	North Devon	D	20.03	8686.09	18.95	8216.16	n/a	n/a	n/a	n/a	473.9	-0.10	62.42	n/a	100.0	100.0	4.0	0	0	4
10000160	North Dorset	D	25.54	5808.68	7.73	1758.58	n/a	n/a	n/a	n/a	340.9	-4.74	53.26	n/a	81.2	81.2	#	#	#	1
10000161	North East Derby	D	15.82	6645.54	24.07	10110.74	n/a	n/a	n/a	n/a	430.0	-2.65	56.27	n/a	100.0	100.0	4.5	0	0	3
10000163	North Hertfordsh	D	18.26	9914.54	21.82	11851.29	n/a	n/a	n/a	n/a	447.0	-8.16	59.15	n/a	98.6	98.6	6.5*	1*	0*	1
10000164	North Kesteven	D	29.15	14286.42	26.79	13130.90	n/a	n/a	n/a	n/a	475.0	-1.01	52.29	n/a	99.7	99.7	17.0	1	1	1
10000166	North Norfolk	D	28.40	12140.64	16.68	7127.56	n/a	n/a	n/a	n/a	424.9	-2.75	42.47	n/a	98.5	98.5	12.4	0	0	3
10000167	North Shropshire	D	15.88	4401.10	32.79	9091.36	n/a	n/a	n/a	n/a	465.9	0.07	83.53	n/a	97.7	97.7	4.0	2	1	2
10000171	North Warwicksh	D	11.19	3340.27	17.09	5102.84	n/a	n/a	n/a	n/a	479.3	-6.11	51.53	n/a	94.7	88.6	11.0	2	0	2
10000170	North West Leic	D	17.24	6931.41	21.91	8810.84	n/a	n/a	n/a	n/a	448.7	-1.36	49.38	n/a	99.8	99.8	8.0	6	1	2
10000172	North Wiltshire	D	17.81	8341.72	6.00	2810.06	n/a	n/a	n/a	n/a	359.2	-2.54	60.60	n/a	96.5	96.5	12.7	1	0	3
10000180	Northampton	D	21.54	17046.29	16.16	12787.84	n/a	n/a	n/a	n/a	395.4	-4.21	46.16	n/a	98.5	98.5	4.8	8	2	4
10000181	Norwich	D	22.49	11043.35	1.11	544.10	n/a	n/a	n/a	n/a	379.2	0.40	59.54	n/a	97.5	89.6	17.2*	5*	1*	3
10000183	Nuneaton and B	D	11.74*	6402.94	15.15	8260.69	n/a	n/a	n/a	n/a	451.8	-3.76	50.71	n/a	96.5	96.5	20.3	7	2	2
10000184	Oadby	D	26.09	4754.57	17.21	3137.44	n/a	n/a	n/a	n/a	322.6	-2.03	60.20	n/a	100.0	100.0	4.0	14	0	1
10000186	Oswestry	D	19.05	3313.44	24.25	4218.89	n/a	n/a	n/a	n/a	438.2	-1.22	63.71	n/a	89.3	89.3	4.3	1	0	1
10000187	Oxford	D	24.38	11388.52	11.24	5248.54	n/a	n/a	n/a	n/a	313.3	-1.52	65.94	n/a	99.0	99.0	14.0	7	4	1
10000189	Pendle	D	22.24	7616.54	11.42	3910.04	n/a	n/a	n/a	n/a	380.0	-0.49	49.13	n/a	99.3	99.3	9.1	0	0	1

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000190	Penwith	D	21.26	6859.87	7.63	2462.31	n/a	n/a	n/a	n/a	501.1	-5.19	40.92	n/a	99.4	99.4	7.5*	0*	0*	2
10000196	Preston	D	17.46	9021.74	12.89	6661.53	n/a	n/a	n/a	n/a	391.5	-1.62	42.20	n/a	100.0	100.0	12.0	21	2	3
10000197	Purbeck	D	31.91	4299.20	1.31	176.53	n/a	n/a	n/a	n/a	298.1	-1.50	46.35	n/a	99.9	99.9	0.0	0	0	2
10000201	Redditch	D	32.16	9569.23	0.00	0.00	n/a	n/a	n/a	n/a	374.2	-7.89	47.82	n/a	96.2	96.2	5.9	1	0	1
10000202	Reigate and Bar	D	26.47	13757.77	10.96	5694.44	n/a	n/a	n/a	n/a	400.4	2.13	57.03	n/a	97.9	97.9	8.6	3	1	2
10000203	Restormel	D	23.89	8833.99	0.00	0.00	n/a	n/a	n/a	n/a	362.9	-2.10	32.13	n/a	98.3	98.3	10*	2*	0*	4
10000205	Ribble Valley	D	15.94	3496.63	10.25	2247.82	n/a	n/a	n/a	n/a	379.4	-5.54	51.46	n/a	96.5	96.5	13.9	4	5	2
10000207	Richmondshire	D	21.35	4096.19	11.79	2262.00	n/a	n/a	n/a	n/a	376.1	-5.87	45.45	n/a	99.5	52.7	5.0	0	0	1
10000209	Rochford	D	16.70	5360.57	2.30	739.20	n/a	n/a	n/a	n/a	395.8	-4.85	43.55	n/a	96.8	96.8	15.0	1	0	4
10000210	Rossendale	D	26.07	6295.85	8.27	1997.46	n/a	n/a	n/a	n/a	362.1	-3.76	45.37	n/a	93.9	93.9	10.5	1	0	1
10000211	Rother	D	23.97	7730.01	5.16	1665.28	n/a	n/a	n/a	n/a	368.2	-10.77	41.25	n/a	88.0	88.0	14.0	1	0	2
10000213	Rugby	D	13.60	5814.16	12.40	5301.92	n/a	n/a	n/a	n/a	474.0	2.83	52.04	n/a	97.5	97.5	22.0	3	1	4
10000214	Runnymede	D	19.72	6129.48	3.57	1109.22	n/a	n/a	n/a	n/a	382.8	-6.86	43.45	n/a	100.0	100.0	18.0	1	1	3
10000215	Rushcliffe	D	26.89	12234.98	25.48	11594.78	n/a	n/a	n/a	n/a	420.5	-1.64	58.52	n/a	100.0	100.0	4.6	1	7	2
10000216	Rushmoor	D	22.76	7309.72	3.02	971.32	n/a	n/a	n/a	n/a	362.0	-0.22	59.53	n/a	100.0	100.0	4.0	1	0	4
10000218	Ryedale	D	20.41	4646.41	31.14	7089.29	n/a	n/a	n/a	n/a	430.3	0.01	50.31	n/a	100.0	100.0	6.5	1	0	2
10000099	Salisbury	D	21.89	9484.47	5.22	2261.10	n/a	n/a	n/a	n/a	375.8	-2.00	46.35	n/a	96.4	96.4	11.1	2	1	1
10000002	Scarborough	D	16.88	7884.81	11.92	5567.48	n/a	n/a	n/a	n/a	431.2	-7.50	49.59	n/a	100.0	100.0	2.9	0	0	4
10000003	Sedgefield	D	16.96	5941.18	1.34	469.48	n/a	n/a	n/a	n/a	399.4	-2.59	36.98	n/a	99.5	99.5	15.0	2	0	1
10000004	Sedgemoor	D	16.35	7054.83	7.83	3381.02	n/a	n/a	n/a	n/a	388.8	-1.91	45.37	n/a	98.6	98.6	11.2	1	0	1
10000006	Selby	D	15.08	5840.17	17.15	6643.74	n/a	n/a	n/a	n/a	485.4	-1.53	59.80	n/a	99.2	99.2	9.2	0	0	4
10000007	Sevenoaks	D	25.81	12437.59	6.08	2931.21	n/a	n/a	n/a	n/a	423.8	0.82	42.33	n/a	100.0	100.0	5.6	3	1	3
10000009	Shepway	D	27.17	11357.96	12.81	5355.06	n/a	n/a	n/a	n/a	419.7	5.77	55.28	n/a	84.0	84.0	10.0	3	1	2
10000010	Shrewsbury and	D	18.22	7709.62	18.98	8032.88	n/a	n/a	n/a	n/a	441.3	-5.08	58.95	n/a	100.0	100.0	17.7	9	1	3
10000219	South Bedfordsh	D	22.49	11459.66	16.67	8491.94	n/a	n/a	n/a	n/a	435.5	-3.22	47.29	n/a	100.0	100.0	11.3	0	0	4
10000220	South Bucks	D	27.32	6787.54	7.39	1835.70	n/a	n/a	n/a	n/a	390.0	-0.86	54.40	n/a	100.0	100.0	10.4	3	0	1
10000221	South Cambridg	D	18.70	11107.07	34.51	20503.35	n/a	n/a	n/a	n/a	438.8	0.50	47.31	n/a	100.0	100.0	24.0	6	5	2
10000222	South Derbyshir	D	17.25	6861.53	19.39	7709.53	n/a	n/a	n/a	n/a	442.8	-4.95	47.96	n/a	99.5	95.0	23.0	1	1	1
10000224	South Hams	D	30.01	10070.36	27.06	9082.03	n/a	n/a	n/a	n/a	403.4	-6.12	65.83	n/a	100.0	100.0	2.0	0	0	3
10000225	South Holland	D	30.97	9740.94	0.13	41.10	n/a	n/a	n/a	n/a	383.1	-2.57	50.42	n/a	96.0	96.0	2.0	0	0	3
10000226	South Kesteven	D	34.18	17638.59	15.36	7929.24	n/a	n/a	n/a	n/a	396.7	-4.00	49.48	n/a	99.0	99.0	12.0	1	0	1
10000227	South Lakeland	D	23.79	11303.27	18.38	8733.35	n/a	n/a	n/a	n/a	453.3	-12.08	64.05	n/a	100.0	77.8	14.0	0	0	3
10000228	South Norfolk	D	31.77	13063.22	6.70	2754.91	n/a	n/a	n/a	n/a	353.8	-3.56	45.32	n/a	98.1	98.1	8.0	2	1	3
10000229	South Northamp	D	19.01	7282.46	28.93	11082.75	n/a	n/a	n/a	n/a	431.5	-3.52	65.20	n/a	99.4	99.4	10.0	0	0	4
10000230	South Oxfordshi	D	28.57	14653.89	10.38	5324.51	n/a	n/a	n/a	n/a	400.4	0.52	53.74	n/a	100.0	100.0	5.0	1	0	4
10000231	South Ribble	D	22.89	9612.17	21.36	8970.19	n/a	n/a	n/a	n/a	394.7	2.92	42.63	n/a	99.3	99.3	10.0	2	0	3
10000232	South Shropshir	D	22.13	3998.04	29.92	5404.60	n/a	n/a	n/a	n/a	427.0	-1.95	91.52	n/a	100.0	100.0	10.0	0	0	2
10000233	South Somerset	D	28.20	14189.39	20.80	10468.68	n/a	n/a	n/a	n/a	321.1	-3.33	41.38	n/a	100.0	100.0	12.6	0	0	2
10000234	South Staffordsh	D	22.57	10816.62	24.07	11534.70	n/a	n/a	n/a	n/a	451.2	-0.68	56.91	n/a	100.0	96.2	10.0	2	1	3
10000016	Spelthorne	D	23.43	7952.77	1.27	430.14	n/a	n/a	n/a	n/a	375.1	-2.47	49.11	n/a	100.0	100.0	15.0	11	2	2
10000017	St Albans	D	19.76	10434.85	16.56	8743.06	n/a	n/a	n/a	n/a	402.2	0.27	52.97	n/a	96.3	96.3	9.0	2	2	4
10000018	St Edmundsbury	D	23.70	11072.58	27.11	12665.41	n/a	n/a	n/a	n/a	458.6	-3.56	44.28	n/a	98.7	98.7	17.0	4	0	1
10000020	Stafford	D	13.72	7570.94	19.83	10946.30	n/a	n/a	n/a	n/a	447.3	-4.02	50.76	n/a	97.5	97.5	10.6	5	1	1
10000021	Staffordshire Mo	D	18.29	7954.72	34.58	15041.97	n/a	n/a	n/a	n/a	456.5	-7.54	62.87	n/a	96.3	96.3	7.1	0	0	1
10000022	Stevenage	D	16.44	5375.78	11.46	3745.68	n/a	n/a	n/a	n/a	412.3	-4.57	55.04	n/a	97.9	97.9	6.0	1	0	3

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000026	Stratford-on-Avo	D	15.52	8533.56	27.88	15330.04	n/a	n/a	n/a	n/a	473.6	0.46	69.02	n/a	100.0	100.0	7.1	1	0	2
10000027	Stroud	D	25.57	9388.10	0.31	115.30	n/a	n/a	n/a	n/a	332.9	-3.60	44.16	n/a	100.0	100.0	14.4	4	1	3
10000028	Suffolk Coastal	D	18.97	10069.11	24.00	12739.52	n/a	n/a	n/a	n/a	434.4	-5.88	35.86	n/a	100.0	100.0	27.0	0	1	2
10000030	Surrey Heath	D	22.87	6701.04	7.19	2104.98	n/a	n/a	n/a	n/a	355.5	-8.56	44.75	n/a	100.0	100.0	13.0	8	3	4
10000032	Swale	D	26.07	14085.55	1.22	659.65	n/a	n/a	n/a	n/a	420.4	-9.24	45.69	n/a	95.2	95.2	21.0	14	3	3
10000036	Tamworth	D	24.55	7618.39	15.42	4783.67	n/a	n/a	n/a	n/a	411.6	-3.25	59.85	n/a	95.9	95.9	9.0	4	0	2
10000037	Tandridge	D	26.48	7757.82	0.00	0.00	n/a	n/a	n/a	n/a	361.5	-6.82	65.29	n/a	100.0	100.0	14.0	7	2	3
10000038	Taunton Deane	D	26.60	9369.07	22.66	7982.48	n/a	n/a	n/a	n/a	328.0	-3.27	57.97	n/a	100.0	100.0	8.0	2	0	4
10000039	Teesdale	D	17.91	2200.36	17.40	2137.48	n/a	n/a	n/a	n/a	495.4	7.25	69.57	n/a	95.7	95.7	9.0	1	0	2
10000040	Teignbridge	D	20.57	10378.97	35.01	17669.03	n/a	n/a	n/a	n/a	402.1	-0.71	48.97	n/a	99.4	99.4	4.8	0	0	2
10000042	Tendring	D	26.73	12874.91	0.00	0.00	n/a	n/a	n/a	n/a	333.1	-3.26	32.07	n/a	100.0	100.0	8.9	2	0	3
10000043	Test Valley	D	28.87	12206.78	6.22	2631.38	n/a	n/a	n/a	n/a	372.2	-3.34	51.26	n/a	98.6	98.6	9.0	3	2	4
10000044	Tewkesbury	D	18.26	6262.73	11.17	3830.26	n/a	n/a	n/a	n/a	435.3	0.44	51.25	n/a	98.3	98.3	18.0	8	3	3
10000045	Thanet	D	20.19	9549.01	6.30	2979.30	n/a	n/a	n/a	n/a	367.8	-7.13	33.72	n/a	64.8	64.8	3.0	5	0	2
10000046	Three Rivers	D	20.84	7454.93	26.11	9341.44	n/a	n/a	n/a	n/a	418.4	0.10	68.44	n/a	99.2	99.2	10.2	8	2	1
10000048	Tonbridge	D	20.07	10425.72	20.54	10673.27	n/a	n/a	n/a	n/a	456.1	-1.44	32.33	n/a	100.0	100.0	7.9	4	1	2
10000051	Torridge	D	18.94	5085.47	16.36	4391.16	n/a	n/a	n/a	n/a	418.2	-2.28	51.27	n/a	99.4	99.4	8.3	3	1	3
10000054	Tunbridge Wells	D	23.35	11575.47	22.67	11240.02	n/a	n/a	n/a	n/a	473.9	1.41	27.38	n/a	100.0	100.0	4.0	2	0	4
10000055	Tynedale	D	23.59	5828.70	5.41	1336.60	n/a	n/a	n/a	n/a	415.3	0.55	55.99	n/a	100.0	100.0	8.0	0	0	4
10000056	Uttlesford	D	34.69	10007.87	19.81	5715.66	n/a	n/a	n/a	n/a	404.1	-0.40	62.37	n/a	99.6	99.6	6.0	0	0	2
10000058	Vale of White Hc	D	23.58	9990.72	9.08	3848.84	n/a	n/a	n/a	n/a	361.8	-0.27	48.71	n/a	99.2	99.2	4.0	1	0	3
10000059	Vale Royal	D	19.48	10791.67	25.69	14233.87	n/a	n/a	n/a	n/a	439.8	2.51	47.51	n/a	100.0	100.0	5.0	3	0	3
10000072	Wansbeck	D	24.08	6231.44	6.02	1557.30	n/a	n/a	n/a	n/a	419.4	-0.99	36.67	n/a	100.0	100.0	7.6	1	0	4
10000074	Warwick	D	16.65	8177.15	14.23	6988.30	n/a	n/a	n/a	n/a	369.5	2.32	89.34	n/a	95.0	95.0	4.0	11	0	1
10000075	Watford	D	19.73	6299.11	14.96	4776.10	n/a	n/a	n/a	n/a	401.0	-1.16	68.41	n/a	99.2	99.2	10.7	13	1	4
10000076	Waveney	D	26.87	13798.89	24.75	12708.49	n/a	n/a	n/a	n/a	439.7	0.66	37.04	n/a	100.0	100.0	5.0	3	4	1
10000077	Waverley	D	34.53	13533.94	4.65	1824.40	n/a	n/a	n/a	n/a	335.6	-1.87	51.19	n/a	100.0	100.0	25.3	4	1	2
10000078	Wealden	D	15.04	9378.58	17.72	11045.00	n/a	n/a	n/a	n/a	433.9	-3.82	53.97	n/a	64.8	64.8	4.0	0	0	1
10000079	Wear Valley	D	18.58	4975.49	3.16	846.66	n/a	n/a	n/a	n/a	429.9	2.85	53.25	n/a	98.3	98.3	6.0	0	0	1
10000080	Wellingborough	D	20.00	5982.86	14.61	4370.84	n/a	n/a	n/a	n/a	396.2	-3.68	47.07	n/a	100.0	100.0	16.0	1	0	2
10000061	West Devon	D	24.92	4617.61	13.93	2580.38	n/a	n/a	n/a	n/a	361.9	-10.98	74.69	n/a	100.0	100.0	14.0	0	1	4
10000062	West Dorset	D	29.67	10801.07	0.47	172.44	n/a	n/a	n/a	n/a	378.5	-5.03	56.80	n/a	100.0	100.0	0.2	0	0	3
10000063	West Lancashire	D	21.04	9038.43	22.06	9473.72	n/a	n/a	n/a	n/a	391.2	-1.86	66.04	n/a	99.9	99.9	7.3	0	0	1
10000064	West Lindsey	D	21.59	7980.11	15.38	5686.60	n/a	n/a	n/a	n/a	427.4	0.37	55.02	n/a	98.3	98.3	7.8	0	0	3
10000065	West Oxfordshir	D	24.54	11048.52	3.87	1741.99	n/a	n/a	n/a	n/a	449.3	-1.36	53.18	n/a	97.9	97.9	11.0	1	3	1
10000066	West Somerset	D	22.60	3282.29	3.28	475.74	n/a	n/a	n/a	n/a	411.5	-2.37	52.11	n/a	100.0	100.0	2*	0*	0*	2
10000067	West Wiltshire	D	19.84	9584.45	19.85	9585.76	n/a	n/a	n/a	n/a	387.0	-5.49	46.88	n/a	97.9	97.9	15.0	1	0	2
10000083	Weymouth and F	D	27.76	5371.77	15.14	2930.37	n/a	n/a	n/a	n/a	298.2	-3.78	57.74	n/a	98.3	98.3	8.0	0	0	2
10000085	Winchester	D	28.25	11605.98	7.75	3185.40	n/a	n/a	n/a	n/a	373.5	-1.28	63.95	n/a	98.9	98.9	5.4	0	0	1
10000088	Woking	D	29.99	10319.57	10.83	3728.10	n/a	n/a	n/a	n/a	379.4	-3.13	59.80	n/a	100.0	100.0	13.7	2	0	1
10000091	Worcester	D	34.03	10347.87	0.05	14.78	n/a	n/a	n/a	n/a	325.5	-6.37	41.28	n/a	96.1	96.1	8.0	2	0	2
10000092	Worthing	D	22.40	8194.77	3.71	1355.80	n/a	n/a	n/a	n/a	370.6	-2.68	28.94	n/a	98.9	98.9	13.5	1	0	2
10000094	Wychavon	D	23.90	10096.26	0.08	32.14	n/a	n/a	n/a	n/a	363.3	1.19	59.73	n/a	91.5	91.5	10.4	0	0	1
10000095	Wycombe	D	23.14	15647.47	20.46	13840.42	n/a	n/a	n/a	n/a	419.3	0.22	55.13	n/a	89.0	77.2	16.7	3	0	2
10000096	Wyre	D	20.14	9630.71	22.39	10707.02	n/a	n/a	n/a	n/a	433.1	-3.63	54.65	n/a	100.0	100.0	7.0	1	0	3

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000097	Wyre Forest	D	28.45	10055.51	0.00	0.00	n/a	n/a	n/a	n/a	359.9	0.10	44.37	n/a	98.6	98.6	9.0	2	0	1
10000081	Welwyn	D	14.25	6358.29	16.84	7514.07	n/a	n/a	n/a	n/a	422.9	-6.75	48.74	n/a	100.0	100.0	13.0	2	1	3
10000134	Lewisham	LB	21.40	24703.32	0.58	673.80	73.16	84437.35	4.95	5709.74	451.4	-3.94	51.31	47.01	100.0	100.0	14.7	9	2	2
10000288	Corporation of L	LB	33.02	1802.87	0.38	20.63	0.14	7.56	63.37	3460.51	700.1	22.78	441.69	64.18	100.0	100.0	1.8	0	0	2
10000082	Westminster	LB	21.88	18130.00	0.84	696.00	59.33	49161.54	17.95	14872.78	357.3	6.76	103.10	21.57	79.6	79.6	10.0	2	1	2
10000341	Bexley	LB	24.03	25749.29	17.62	18880.00	17.89	19172.33	40.03	42897.60	483.6	-4.71	70.65	52.48	95.8	95.7	19.0	5	0	3
10000121	Kensington and	LB	27.03	16803.33	0.90	561.38	n/a	n/a	n/a	n/a	349.3	12.64	59.23	n/a	100.0	100.0	1.7	0	0	3
10000112	Hounslow	LB	17.49	17665.47	4.26	4306.67	n/a	n/a	n/a	n/a	462.1	-7.49	47.59	n/a	98.6	98.6	36.0	18	4	4
10000373	Hammersmith ar	LB	25.39	15700.74	1.50	928.36	n/a	n/a	n/a	n/a	343.7	1.19	39.35	n/a	98.2	98.2	21.3	9	3	3
10000301	Croydon	LB	16.42	22227.96	6.29	8517.62	0.17	229.36	77.05	104326.82	401.8	-1.23	52.37	62.23	85.4	85.4	2.2	0	0	4
10000070	Waltham Forest	LB	19.69	19840.06	10.05	10131.16	n/a	n/a	n/a	n/a	454.6	2.15	53.56	n/a	96.5	96.5	23.2	13	2	1
10000199	Redbridge	LB	17.39	17868.24	5.00	5136.73	n/a	n/a	n/a	n/a	408.0	-2.18	54.10	n/a	91.3	91.3	14.0	4	1	3
10000332	Barnet	LB	18.26	26271.86	12.42	17904.21	n/a	n/a	n/a	n/a	438.7	1.64	57.73	n/a	100.0	100.0	9.0	14	2	1
10000267	Camden	LB	23.89	17271.00	3.23	2335.69	n/a	n/a	n/a	n/a	317.8	-5.14	53.39	n/a	100.0	100.0	13.1	9	1	1
10000343	Ealing	LB	21.08	24994.08	7.86	9319.45	n/a	n/a	n/a	n/a	386.9	-4.25	88.87	n/a	91.1	91.1	21.1	6	1	4
10000149	Merton	LB	23.33	18675.18	3.75	3006.01	0.02	16.78	72.90	58361.21	404.9	4.75	50.44	68.44	99.6	99.6	13.2	9	1	2
10000206	Richmond	LB	24.60	19213.73	11.54	9016.58	n/a	n/a	n/a	n/a	435.1	0.75	80.58	n/a	98.0	98.0	22.0	1	1	2
10000052	Tower Hamlets	LB	12.89	11157.52	0.15	133.93	0.25	219.95	86.46	74863.39	406.9	2.65	63.73	65.85	91.0	91.0	23.2	19	8	4
10000370	Hackney	LB	16.01	12546.93	6.53	5167.30	n/a	n/a	n/a	n/a	379.8	-3.76	87.41	n/a	98.9	98.9	23.0	15	5	3
10000109	Hillingdon	LB	21.17	25469.51	12.58	15134.00	n/a	n/a	n/a	n/a	481.1	-2.19	60.54	n/a	100.0	100.0	31.5	12	2	3
10000031	Sutton	LB	22.61	18442.33	9.86	8046.14	1.06	863.18	64.79	52841.61	442.3	-4.84	56.97	65.11	97.6	97.6	9.8	4	0	1
10000258	Bromley	LB	27.62	39743.07	6.84	9837.07	25.08	36081.21	40.95	58916.26	481.1	-3.48	44.55	68.51	99.6	99.6	20.0	6	2	2
10000331	Barking and Dag	LB	14.83	12942.42	5.58	4872.03	n/a	n/a	n/a	n/a	526.8	0.38	62.60	n/a	100.0	100.0	23.0	20	2	2
10000126	Kingston Upon T	LB	18.96	12408.51	6.66	4357.99	0.00	0.00	75.03	49109.54	419.8	-5.51	54.85	67.38	91.1	82.3	25.1	7	0	4
10000015	Southwark	LB	16.01	17772.51	4.02	4460.20	35.70	39643.07	43.64	48454.98	412.5	-3.40	51.18	56.33	100.0	100.0	18.8	6	2	1
10000101	Harrow	LB	21.35	20868.00	18.20	17791.00	n/a	n/a	n/a	n/a	455.5	-4.51	75.39	n/a	87.5	87.5	30.7	8	1	3
10000129	Lambeth	LB	22.54	21817.00	2.58	2494.00	n/a	n/a	n/a	n/a	355.8	1.19	62.98	n/a	100.0	100.0	18.7	6	1	3
10000071	Wandsworth	LB	24.37	26247.00	0.29	316.77	n/a	n/a	n/a	n/a	386.2	5.52	47.18	n/a	100.0	100.0	20.0	6	6	1
10000375	Haringey	LB	19.11	15694.80	6.57	5396.17	n/a	n/a	n/a	n/a	366.1	7.20	92.21	n/a	85.5	85.5	27.5	6	3	2
10000251	Brent	LB	12.08	13150.63	8.90	9688.26	n/a	n/a	n/a	n/a	401.2	-2.43	88.87	n/a	95.7	95.7	21.3	20	1	1
10000350	Enfield	LB	18.08	21783.96	10.11	12180.68	n/a	n/a	n/a	n/a	422.4	3.25	35.53	n/a	99.1	99.1	13.7	5	0	3
10000119	Islington	LB	20.92	15687.62	5.41	4057.57	n/a	n/a	n/a	n/a	404.2	-6.71	44.72	n/a	100.0	100.0	18.5	11	7	3
10000106	Havering	LB	16.16	17975.58	7.82	8701.83	n/a	n/a	n/a	n/a	489.5	-5.46	29.44	n/a	100.0	100.0	30.9	26	3	3
10000367	Greenwich	LB	25.74	26542.76	4.78	4928.96	67.36	69457.61	2.06	2122.48	463.2	1.12	60.48	56.30	100.0	100.0	19.0	10	1	3
10000178	Newham	LB	12.34	14550.35	2.06	2424.54	n/a	n/a	n/a	n/a	474.6	5.80	63.53	n/a	80.7	80.7	31.4	5	1	3
10000090	Wolverhampton	MD	11.60	14277.37	15.02	18482.20	51.71	63636.22	21.78	26804.79	520.1	0.06	70.28	43.24	94.2	94.2	9.0	11	0	2
10000310	Doncaster	MD	18.41*	28406.07*	16.32*	25180.61*	0.00	0.00	65.11	100452.91	531.5	-1.58	39.36	51.21	98.8	98.8	5.0	0	0	2
10000005	Sefton	MD	17.68	18803.70	12.08	12846.55	n/a	n/a	n/a	n/a	383.4	-2.71	68.46	n/a	100.0	100.0	23.0	14	3	1
10000128	Knowsley	MD	9.09	5884.47	9.31	6024.64	n/a	n/a	n/a	n/a	427.8	-4.56	47.64	n/a	98.2	98.2	16.2	6	1	1
10000185	Oldham	MD	12.96	10536.05	7.08	5755.48	n/a	n/a	n/a	n/a	370.1	-3.13	51.63	n/a	95.7	95.7	17.0	4	0	3
10000137	Liverpool	MD	13.54	25846.66	8.46	16147.80	n/a	n/a	n/a	n/a	437.8	2.93	57.36	n/a	97.3	97.3	6.6	8	1	2
10000208	Rochdale	MD	16.58	11945.00	8.24	5934.82	n/a	n/a	n/a	n/a	349.0	-4.23	58.18	n/a	100.0	100.0	8.0	0	0	2
10000312	Dudley	MD	14.14	20081.94	12.96	18401.01	56.55	80302.68	16.34	23198.62	465.1	2.14	52.95	57.41	99.8	99.8	8.0	6	1	2
10000265	Calderdale	MD	17.85	15764.10	7.07	6246.73	0.45	399.36	74.60	65879.81	444.9	-2.35	51.64	60.46	96.5	95.7	17.0	3	0	1
10000143	Manchester	MD	16.72	32894.67	4.84	9528.35	n/a	n/a	n/a	n/a	435.3	-1.48	35.12	n/a	87.0	87.0	8.0	1	0	2

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000012	Solihull	MD	17.68	17764.89	13.19	13254.94	52.91	53158.73	16.18	16253.04	494.9	2.24	39.30	46.63	99.6	73.7	3.0	4	0	3
10000084	Wigan	MD	16.10	25700.29	10.24	16342.61	0.00	0.00	73.66	117556.21	522.4	-0.17	64.70	31.98	100.0	76.3	14.7	9	2	2
10000087	Wirral	MD	21.10	28653.73	10.85	14727.19	n/a	n/a	n/a	n/a	436.3	-2.83	51.41	n/a	99.5	90.5	14.0	5	0	4
10000237	Birmingham	MD	14.84	69392.61	11.59	54179.74	54.88	256600.56	17.26	80679.58	464.6	-3.42	51.96	49.74	93.3	91.3	9.7	19	1	1
10000069	Walsall	MD	17.51	21020.41	13.64	16378.62	29.88	35878.26	38.98	46800.47	471.8	-4.59	56.42	37.24	97.9	97.9	16.0	7	1	2
10000001	Sandwell	MD	15.01	18940.91	10.28	12970.75	11.66	14719.95	63.07	79595.21	438.8	2.64	55.01	48.44	83.2	83.2	12.0	5	1	1
10000236	Salford	MD	16.74	15835.94	7.12	6732.14	n/a	n/a	n/a	n/a	434.0	4.79	46.33	n/a	57.0	57.0	14.0	4	1	1
10000035	Tameside	MD	20.16	16674.50	6.93	5733.78	n/a	n/a	n/a	n/a	385.9	-0.99	38.51	n/a	100.0	100.0	8.8	4	0	3
10000333	Barnsley	MD	16.56	16263.00	15.45	15178.00	0.12	118.19	67.87	66668.07	439.5	-11.10	44.74	48.04	96.2	96.2	6.7	2	0	1
10000068	Wakefield City	MD	14.77	23495.05	11.30	17978.25	0.00	0.00	73.78	117373.76	495.3	-3.48	47.92	47.30	97.8	71.2	11.1	2	0	1
10000235	South Tyneside	MD	16.63	11952.11	11.57	8313.31	0.00	0.00	71.32	51249.99	475.9	-0.07	45.15	44.04	98.4	98.1	10.9	5	1	1
10000127	Kirklees	MD	18.75	34603.00	7.22	13333.00	42.43	78315.23	31.60	58335.15	463.5	-1.35	50.31	54.15	93.5	93.2	6.6	3	0	3
10000023	Stockport	MD	17.93	20152.61	17.44	19595.53	n/a	n/a	n/a	n/a	400.5	-1.49	52.26	n/a	94.9	94.8	19.0	6	1	3
10000053	Trafford	MD	16.46	14817.00	11.54	10385.00	n/a	n/a	n/a	n/a	425.0	-1.80	35.27	n/a	99.5	86.1	24.6	15	4	1
10000361	Gateshead	MD	15.01	14708.02	10.05	9844.56	0.02	19.99	74.94	73432.81	514.4	-1.34	42.42	68.85	100.0	100.0	5.0	3	1	2
10000248	Bradford	MD	12.17	26641.08	11.61	25422.00	0.00	0.00	76.21	166897.10	444.1	-5.02	47.74	55.56	100.0	96.0	8.6	3	0	1
10000212	Rotherham	MD	20.88	24885.49	14.16	16877.87	0.20	244.07	64.75	77166.56	470.5	-4.90	50.61	43.87	100.0	100.0	8.5	1	0	1
10000263	Bury	MD	15.81	12376.19	10.49	8173.50	n/a	n/a	n/a	n/a	426.0	-2.80	53.46	n/a	97.4	97.4	14.0	1	0	2
10000019	St Helens	MD	11.77	9160.93	14.02	10910.27	n/a	n/a	n/a	n/a	438.2	-3.18	52.41	n/a	99.3	99.3	24.5	13	4	3
10000297	Coventry	MD	14.26	19631.87	11.57	15929.05	68.18	93881.36	5.17	7124.56	449.1	-3.36	36.93	37.72	100.0	85.1	12.0	6	1	1
10000131	Leeds	MD	17.82	58813.27	8.11	26775.18	0.36	1203.59	73.73	243392.12	440.0	-5.81	52.01	50.03	92.6	92.6	13.0	5	1	1
10000244	Bolton	MD	19.41	21310.77	11.17	12261.67	n/a	n/a	n/a	n/a	418.5	2.37	46.61	n/a	97.1	97.1	19.0	15	1	1
10000029	Sunderland	MD	17.34	24044.94	9.52	13202.50	0.00	0.00	73.14	101445.15	494.3	-1.89	41.58	42.44	98.9	98.7	10.0	4	0	3
10000008	Sheffield	MD	19.87	46425.77	7.40	17292.62	55.65	130038.05	17.13	40031.91	444.4	-3.17	44.04	58.48	91.9	81.6	16.3	19	2	3
10000169	North Tyneside	MD	15.27	15233.18	11.18	11152.64	20.08	20031.02	53.47	53331.08	511.5	-8.06	42.83	32.68	99.4	99.4	18.8	1	0	3
10000176	Newcastle upon	MD	16.09	19954.23	15.84	19642.34	0.00	0.00	66.15	82024.53	458.4	-0.31	37.35	63.73	95.6	95.6	15.9	22	7	3
10000118	Isles of Scilly	UA	9.69	194.90	4.43	89.00	#	#	#	#	957.6	-1.31	295.63	69.53	#	#	#	#	#	4
10000125	Kingston Upon H	UA	17.32	21147.61	7.49	9145.32	0.20	244.60	74.68	91190.65	476.6	-1.71	47.11	49.04	100.0	100.0	10.8	9	0	3
10000192	Plymouth	UA	23.43	28981.95	7.75	9584.92	0.01	8.49	67.88	83962.55	498.6	-3.51	50.92	29.93	99.4	99.4	13.0	1	0	3
10000098	York	UA	25.99	25531.24	17.38	17080.00	0.00	0.00	56.63	55641.35	512.2	-4.88	43.95	34.58	91.4	87.0	13.5	4	1	2
10000086	Windsor and Ma	UA	23.68	15634.00	8.87	5858.00	0.00	0.00	67.66	44670.81	475.6	-3.87	63.66	59.82	97.1	97.1	7.7	2	0	1
10000047	Thurrock	UA	20.14	14509.75	7.47	5384.66	1.09	785.01	71.80	51731.01	483.9	-5.12	81.88	36.75	97.2	97.2	15.1*	3*	0*	4
10000117	Isle of Wight	UA	14.16	10943.74	22.63	17488.45	4.85	4045.69	62.73	52286.05	601.8	3.08	44.10	56.91	100.0	100.0	3*	0*	0*	3
10000014	Southend	UA	23.79	19238.00	9.88	7988.00	0.00	0.00	66.32	53632.50	505.8	-5.09	35.05	62.86	100.0	100.0	7.0	6	1	4
10000049	Torbay	UA	21.10	13620.79	6.99	4509.82	0.13	82.36	72.12	46562.48	484.7	0.58	42.33	44.70	94.4	93.8	9.0	1	0	4
10000198	Reading	UA	26.32	18186.14	7.70	5322.91	2.85	1966.27	63.11	43601.87	483.8	4.48	47.40	60.15	98.1	98.1	10.9	14	1	3
10000103	Hartlepool	UA	19.49	9288.86	12.63	6016.58	56.73	27031.46	11.06	5269.94	523.1	11.38	48.88	38.42	100.0	100.0	8.8	1	0	2
10000240	Blackpool	UA	21.29	14430.32	12.60	8539.89	0.00	0.00	66.38	44994.81	475.0	-3.84	52.81	49.96	100.0	72.9	24.0	13	7	2
10000011	Slough	UA	15.04	7943.44	9.06	4788.05	0.00	0.00	75.82	40052.40	442.0	-2.57	67.51	97.82	100.0	100.0	4.0	0	0	2
10000089	Wokingham	UA	22.68	16760.23	14.42	10653.51	0.66	485.60	62.22	45968.56	480.4	2.21	50.70	59.73	100.0	100.0	12.7	4	0	1
10000024	Stockton-on-Tee	UA	16.43	14566.33	9.79	8681.37	60.58	53717.63	13.21	11712.18	468.9	-1.48	44.17	32.03	100.0	100.0	1.8	0	0	2
10000307	Derby	UA	21.59	25704.23	18.98	22593.03	3.48	4142.77	55.95	66603.19	503.8	-3.82	56.51	37.17	100.0	100.0	12.8	5	1	1
10000193	Poole	UA	23.34	18188.04	15.76	12285.89	0.08	59.26	60.88	47452.51	569.3	-0.85	38.65	51.71	100.0	100.0	12.0	6	0	3
10000132	Leicester	UA	16.97	20534.44	16.49	19959.00	8.63	10443.50	57.91	70078.57	417.7	-6.66	42.19	39.56	96.2	96.2	5.0	5	0	2
10000217	Rutland	UA	17.05	3291.78	11.75	2269.46	0.00	0.00	71.20	13746.39	504.1	-3.63	60.29	51.52	7.2	7.2	10.1*	0*	0*	2

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
10000200	Redcar and Clev	UA	24.10	14819.79	17.12	10530.20	47.39	29142.63	10.30	6336.92	440.8	-9.29	51.44	42.54	100.0	100.0	7.6	2	0	2
10000255	Brighton	UA	24.87	27244.15	3.52	3856.97	11.01	12057.68	60.56	66356.04	435.8	1.00	57.56	67.98	96.9	96.1	13.7	11	6	3
10000296	Herefordshire	UA	22.67	19709.68	7.59	6594.37	0.10	84.63	69.64	60536.97	488.9	-3.70	55.01	86.48	75.6	75.6	14.0	2	0	3
10000256	Bristol	UA	21.71	36671.92	14.57	24611.37	0.00	5.12	64.29	108608.91	411.6	-4.00	60.22	59.97	95.0	95.0	13.0	8	2	3
10000303	Darlington	UA	17.96	8869.71	7.05	3479.52	0.00	0.00	74.97	37019.68	497.3	-1.66	40.87	42.45	99.2	99.2	11.0	6	0	1
10000168	North Somerset	UA	19.86	20993.47	14.30	15115.06	0.00	0.00	65.17	68894.81	524.9	-0.88	55.36	41.31	100.0	100.0	1.7	2	0	3
10000191	Peterborough	UA	20.68	19273.45	25.94	24175.83	0.99	924.57	52.48	48916.26	570.8	-2.70	35.73	30.74	93.1	93.1	13.0	1	0	1
10000145	Medway	UA	19.99	26207.13	11.73	15379.71	0.00	3.44	68.26	89469.30	520.8	0.63	42.26	48.97	88.6	88.6	10.0	5	2	2
10000371	Halton	UA	15.09	10561.52	10.38	6983.28	0.00	0.00	72.26	50573.51	585.7	5.42	42.40	47.83	98.8	65.1	14.0	1	0	2
10000013	Southampton	UA	19.28	19444.52	7.86	7923.55	50.34	50775.17	23.91	24118.29	441.3	-4.84	58.07	64.77	98.3	98.3	5.3	5	1	4
10000162	North East Linco	UA	13.00	11515.73	13.55	12003.12	52.31	46354.61	21.09	18691.78	557.7	2.00	37.10	71.25	100.0	100.0	8.2	6	0	3
10000060	West Berkshire	UA	16.75	13705.83	6.05	4960.14	0.20	165.17	77.02	63094.03	550.5	-3.78	92.18	58.05	100.0	100.0	3.0	2	0	3
10000154	Middlesbrough	UA	14.98	9404.61	4.24	2662.43	67.02	42065.91	13.83	8681.01	453.5	-3.65	55.89	31.50	98.5	98.5	13.0	5	0	2
10000025	Stoke-on-Trent	UA	15.96	18639.87	8.67	10130.52	54.43	63574.60	21.36	24945.69	487.3	-3.31	46.61	52.36	95.9	95.9	15.0	4	1	2
10000246	Bournemouth	UA	33.36	27533.05	7.65	6316.00	0.04	33.21	57.78	47685.44	512.0	-0.14	51.07	45.99	96.3	96.3	12.0	6	1	1
10000034	Swindon	UA	22.82	20491.58	11.97	10746.18	2.64	2369.43	62.57	56182.65	481.2	1.01	67.10	43.82	100.0	100.0	7.0	5	0	2
10000247	Bracknell Forest	UA	26.89	15059.01	12.81	7174.77	0.25	139.46	60.04	33624.33	499.1	0.55	42.86	65.31	99.8	99.8	6.0	1	0	3
10000223	South Glouceste	UA	22.82	30807.88	19.46	26275.21	0.00	6.27	58.27	78680.05	530.8	-3.93	44.28	61.76	97.8	97.8	9.6	1	0	1
10000165	North Lincolnshi	UA	21.11	19761.27	22.19	20776.52	1.20	1119.24	55.79	52229.60	588.8	0.88	44.51	56.87	100.0	100.0	14.0	3	0	2
10000041	Telford and Wrel	UA	19.76	17078.28	15.20	13136.53	0.14	122.83	64.94	56131.22	533.9	-0.41	62.36	47.26	93.0	93.0	4.1	1	0	2
10000073	Warrington	UA	15.83	16457.59	16.94	17614.52	0.00	0.00	67.17	69837.92	535.9	0.98	68.65	30.32	90.9	79.4	8.0	4	0	2
10000194	Portsmouth	UA	20.48	16239.47	4.00	3174.63	64.54	51173.31	11.23	8906.84	403.7	-5.14	46.75	65.38	95.0	95.0	5.1	3	0	3
10000321	East Riding	UA	21.89	40574.75	9.43	17483.32	0.03	61.89	68.64	127233.76	560.2	-2.69	46.31	54.61	100.0	100.0	4.8	2	0	4
10000138	Luton	UA	21.58	20340.33	10.35	9759.27	0.87	815.59	67.21	63347.33	504.5	0.97	53.71	55.45	100.0	100.0	10.3	14	1	2
10000239	Blackburn	UA	26.63	16403.24	7.19	4429.60	0.00	0.00	67.12	41340.47	436.2	-8.88	57.41	37.50	98.8	98.8	10.0	8	1	2
10000182	Nottingham	UA	19.65	23989.69	9.35	11418.97	57.49	70190.98	20.22	24684.48	426.3	-7.43	40.18	32.40	90.8	56.7	7.4	13	1	2
10000155	Milton Keynes	UA	23.44	28225.59	12.25	14757.96	0.72	863.12	63.60	76591.64	535.7	-3.56	72.43	47.34	100.0	100.0	14.6	11	6	4
10000338	Bath and North E	UA	27.02	21464.21	15.92	12646.79	0.05	43.63	56.58	44942.41	452.3	-4.27	58.22	51.23	100.0	100.0	6.0	1	0	1
10001164	East London WA	WRD	14.97	63336.59	4.99	21135.13	5.99	25366.29	55.01	232809.75	473.7	0.97	n/a	76.09	n/a	n/a	n/a	n/a	n/a	n/a
10001165	Greater Manche	WRD	19.80	227094.70	9.47	108644.32	7.13	81736.65	63.56	728844.20	510.1	-2.64	n/a	61.37	n/a	n/a	n/a	n/a	n/a	n/a
10001166	Merseyside WD/	WRD	17.95	134457.93	11.35	85030.62	0.04	299.80	70.64	529093.03	553.3	-1.49	n/a	64.88	n/a	n/a	n/a	n/a	n/a	n/a
10001167	North London W	WRD	16.88	128502.30	7.49	57043.48	45.73	348200.10	29.91	227698.43	452.5	-1.23	n/a	39.94	n/a	n/a	n/a	n/a	n/a	n/a
10001168	West London W/	WRD	17.68	122484.03	9.42	65255.96	0.72	5012.11	72.39	501612.41	481.1	9.58	n/a	45.48	n/a	n/a	n/a	n/a	n/a	n/a
10001169	Western Riversi	WRD	24.30	83193.00	1.84	6312.00	0.13	450.00	73.73	252506.00	381.0	-1.80	n/a	59.33	n/a	n/a	n/a	n/a	n/a	n/a
	Polarity		H	H	H	H	H	H	L	L	L	L	L	L	H	H	L	L	L	L
	All England																			
	Average		21.9	20836.4	12.2	12260.9	12.2	22578.6	54.6	114595.8	433.0	-1.8	53.8	54.0	96.9	95.6	10.9	3.7	0.8	2.3
	Top Quartile		25.8	18739.4	17.2	12273.8	10.8	25832.1	50.4	46622.0	387.0	-3.8	44.5	45.1	100.0	100.0	6.6	1.0	0.0	1.0
	Median		21.7	11372.6	11.5	6732.1	0.3	476.6	60.7	71755.7	428.0	-2.0	51.3	54.1	99.2	98.8	10.0	2.0	0.0	2.0
	Bottom Quartile		17.9	7800.9	6.5	2935.8	0.0	3.9	67.5	162850.5	473.9	0.0	58.2	62.5	96.9	96.0	14.0	5.0	1.0	3.0

Districts

Appendix 1a

Code	Authority Short Name	Type	BV 82a(i)	BV 82a(ii)	BV 82b(i)	BV 82b(ii)	BV 82c(i)	BV 82c(ii)	BV 82d(i)	BV 82d(ii)	BV 84a	BV 84b	BV 86	BV 87	BV 91a	BV 91b	BV 199a	BV 199b	BV 199c	BV 199d
	Average		23.0	9127.3	12.9	5391.7					402.7	-2.0	51.2		97.6	96.7	9.7	2.2	0.6	2.3
	Top Quartile		26.9	11193.7	19.8	8278.5					373.0	-3.8	44.5		100.0	100.0	6.0	0.0	0.0	1.0
	Median		22.6	8843.6	12.1	4672.6					401.3	-2.0	51.0		99.3	99.2	9.0	1.0	0.0	2.0
	Bottom Quartile		19.0	6513.7	5.8	1855.4					433.0	-0.2	57.7		97.5	97.2	12.0	3.0	1.0	3.0
	Mets																			
	Average		16.2	22413.9	10.8	14627.3	20.2	37661.2	51.7	77077.0	450.6	-2.1	48.9	48.8	95.9	92.2	12.6	6.6	1.0	1.9
	Top Quartile		17.8	25700.3	13.0	17292.6	52.0	67306.0	20.7	45108.3	429.4	-3.5	42.5	43.0	99.8	98.8	8.1	3.0	0.0	1.0
	Median		16.6	19631.9	11.2	13254.9	0.4	801.5	64.9	70050.4	444.3	-2.1	49.1	48.2	98.1	95.9	12.0	5.0	1.0	2.0
	Bottom Quartile		14.8	14817.0	8.2	9528.4	0.0	0.0	73.7	100701.0	474.9	-0.2	52.8	56.0	95.1	87.9	16.3	8.8	1.0	3.0
	Counties																			
	Average		23.9	87380.9	16.3	57828.0	3.8	18983.1	56.0	198249.6	519.8	-2.6		59.1						
	Top Quartile		26.0	106558.0	20.1	82344.1	2.5	8322.7	52.8	143100.3	503.5	-3.7		50.5						
	Median		24.0	76971.4	15.9	55231.6	0.2	612.1	58.0	185539.2	519.2	-1.9		56.5						
	Bottom Quartile		21.7	57113.0	13.1	39163.9	0.0	0.0	61.6	228499.1	538.8	-1.3		64.3						
	London Boroughs																			
	Average		20.5	19143.0	6.2	6406.8	23.4	24940.8	49.1	42994.7	429.2	0.3	72.3	58.0	95.8	95.5	19.0	8.8	1.9	2.5
	Top Quartile		24.0	23465.6	9.4	9503.9	53.4	46781.9	23.5	8000.5	386.6	-4.4	50.8	53.4	100.0	100.0	13.5	5.0	1.0	2.0
	Median		21.1	18130.0	5.6	4929.0	9.5	10017.8	53.5	48782.3	419.8	-1.2	57.7	63.2	98.9	98.9	20.0	7.0	1.0	3.0
	Bottom Quartile		16.9	15691.2	2.3	2380.1	0.1	67.6	74.5	58777.5	462.7	3.0	73.0	67.0	91.2	91.2	23.2	12.5	2.5	3.0
	Unitaries																			
	Average		20.6	18514.5	11.7	10688.4	12.0	10328.4	55.5	50583.0	507.1	-1.9	57.5	51.1	95.3	92.9	9.6	4.7	0.8	2.4
	Top Quartile		23.4	21464.2	15.2	15115.1	5.8	5718.0	55.9	36170.8	468.9	-3.9	44.0	39.6	100.0	100.0	6.0	1.0	0.0	2.0
	Median		21.1	18188.0	10.4	9584.9	0.2	152.3	62.9	49744.9	498.6	-2.7	50.9	50.0	99.0	98.7	10.0	4.0	0.0	2.0
	Bottom Quartile		17.1	14430.3	7.7	5384.7	0.0	2.6	68.0	66417.8	533.9	0.6	58.2	60.0	95.7	94.7	13.0	6.0	1.0	3.0

Appendix 1b

	2008/09	Dry Recyclable Materials				Green Waste			Residual								
Council	NI192	No of Materials	Co mingled	Recepticle	Frequency	Collected	Recepticle	Frequency	Recepticle	Frequency	Working week	Property Number	Number of collection Rounds Residual	Number of collection Rounds recycling	Residual Driver and ?	Recycling Driver and ?	Additional Information
Rutland County Council	52.94%	6	yes	240ltr Bin	AWC	yes	240ltr	awc	240 ltr	awc	6 Day	15,777					Residual is collected on the same week as Green Waste, with recyclables collected on the alternate week.
Bexley LB	50.65%	6	no	55ltr Box	Weekly	yes	140ltr	awc	180ltr	awc	5 day	94,622					residual is awc, no side waste policy in place
North Lincolnshire Council	48.96%	6	yes	140ltr Bin and 55ltr box	awc	yes	140ltr	awc	240ltr	awc	5 day	72,161					bin holds card and plastic bottles, 55ltr box for cans and glass
Peterborough City Council	48.06%	5	yes	240ltr Bin	AWC	yes	240ltr	awc	240ltr	awc	4 day	75,723					Day working week introduced November 2009
Derby City Council	43.74%	5	yes (paper and textiles seperate)	240ltr Bin	AWC	yes	240ltr	awc	240ltr	awc	5 day	105,115					
Bournmouth Borough Council	42.93%	5	yes	240ltr bin	fortnightly	yes	140ltr	fortnightly	140ltr	weekly	5 day	84,704	14	7	driver +2	driver +2	
Bath and North East Somerset	42.61%	5	cans and plastic bottles co-mingled	55ltr Box	Weekly	yes	240ltr	fortnightly	sack	weekly	5 day	75,563					
Greenwich LB	42.09%	5	yes	240ltr Bin	Weekly	yes	240ltr	awc	240ltr	awc	5 day	101,618					
Blackburn with Darwen BC	41.43%	5	yes	various	various	yes	240ltr	fortnightly	140ltr	various	5 day	59,940	7 Weekly	5 Fortnightly	driver +2	Driver3/ 4	
Rotherham MBC	41.40%	4	yes (paper seperate)	55ltr Box	AWC	yes (with card)	240ltr	awc	240ltr	awc	5 day	111,512	10	8	driver +2	driver + 2	
Bracknell Forest	40.44%	4	yes	240ltr Bin optional / 55ltr	AWC	yes	240ltr	awc	140ltr	awc	5 day	46,122	5	5	driver +2	driver +2	
Redcar and Cleveland	40.07%	5	plastic bottles and card co-mingled	55ltr Box + disposal sack	AWC	yes	240ltr	awc	240ltr	awc	4 day	61,888	6	7	driver +2	driver + 2	
Hartlepool Borough Council	37.12%	7	plastic, card, and tetrapak comingled	55ltr box and 120ltr reuseable bag	AWC	yes	240ltr	awc	240ltr	awc	5day	41,600	7	7	driver +2	driver + 2	
Stockton On Tees	27.55%	6		55ltr Box + reuseable sack	fortnightly	yes	clear sacks rolls of 26	fortnightly	240ltr	weekly	4 day	81,730	13	7	driver +2	driver + 2	
Middlesbrough BC	22.88%	4	No	55ltr box	fortnightly	yes	sack	fortnightly	240ltr	weekly	4 day	60,484	10	4	driver +2	Driver +3	

Material change for a better environment

Report

Kerbside Recycling: Indicative Costs and Performance

Project code: ROT-024
Research date: September 2007 – May 2008 **Date:** June 2008

WRAP helps individuals, businesses and local authorities to reduce waste and recycle more, making better use of resources and helping to tackle climate change.

Front cover photography: Common materials collected at the kerbside

Executive summary

The increase in national recycling rates achieved by local authorities since the publication of Waste Strategy 2000 has been impressive. The growth from 7% to 31% in 2006/07 has been achieved through a mixture of investment and ingenuity, but it has resulted in the creation of a number of different collection systems with many local variations. Although opinions about the merits of the different systems are often firmly held, there has so far been little objective evidence about their cost and effectiveness or about the quality of the material they produce or the implications for service standards to customers.

This report is intended to provide a systematic appraisal of the characteristics of the principal kerbside recycling collection systems looking at both their cost and effectiveness. WRAP will support this by further work looking at managing material quality within municipal recycling systems and how to underpin customer support for these new systems.

This report does not attempt to identify a "best value" or "best" system. All the evidence, and common sense, suggests that a range of systems will be needed to meet the varying circumstances within which local authorities provide recycling services. The report first identifies the characteristics of a good practice approach to the main recycling options and then models the relative cost of these approaches and their effectiveness. The underlying assumptions used in the modelling have been extensively tested with leading practitioners in local authorities, the waste industry and the reprocessing sector.

The study has focused on the three main kerbside collection systems currently operating: kerbside sort; single stream co-mingled; and two stream partially co-mingled. It examines a number of the main service variations in each category within two different local contexts.

The intention is that local authorities should use the information in this report to consider their actual costs in the light of predicted costs of a comparable good practice system. Because the underlying assumptions are set out, they should be able to identify the reasons for variations between their cost and the predicted values.

Although it is not the intention of this report to provide a definitive answer to the question "which is the best system for me?" by its nature it has identified some systematic differences in the options examined. These can be summarised as:

- In current market conditions kerbside sort schemes show lower costs – net of income from material sales - than single stream co-mingled schemes.
- The net costs of co-mingled schemes are heavily affected by MRF gate fees and the costs of kerbside sort by income from the sale of materials.
- Two stream co-mingled collections which keep paper separate from containers have similar net costs to kerbside sort schemes.
- There is little variation in material yields between the three main scheme types but, within schemes, variants which collect glass and have an alternate weekly collection of refuse exhibit the greatest diversion rates.
- Recycling collections are maximised when customers are provided with adequate capacity through more or larger containers and/or weekly collections of recyclable materials.
- There appears to be no systematic advantage for one recycling system based on the 'urban or 'rural' nature of the areas served.

A report of this sort cannot say anything about the quality of the materials collected by the different systems. WRAP remains of the view that, with the current capacity of the sorting infrastructure, kerbside sort schemes offer the best prospect for achieving good quality materials. However, the technology for sorting materials is constantly improving meaning that improvements in MRF capabilities are possible where local authorities and MRF providers both work to achieve that. WRAP has a separate programme addressing quality issues in MRFs with a view to raising the quality of output to a level suitable for UK reprocessors to use for high value applications.

The present report is based on systems in which local authorities collect common recycled materials: paper, steel and aluminium cans, and in many cases card, plastic bottles, glass and textiles. We believe this to be a reasonable assumption since there is an observable convergence reported by local authorities around the collection of these materials as standard. This is a trend which is welcomed by customers.

As local authorities plan for the higher recycling levels set out in the Waste Strategy 2007, however, many will be looking at extending the range of materials to be recycled to include all of the above materials and others such as food waste, mixed plastics and carton containers. WRAP has projects in hand to look at further issues which will affect both the cost of recycling and residual waste services. WRAP intends to review and update the cost data contained in this report regularly and to extend the analysis to include other materials and waste streams (i.e. refuse and organics) and to account for the savings in disposal costs in overall system costs.

Acknowledgements

WRAP is very grateful for the time taken by local authority officers, collection contractors and materials reprocessors to provide comments and advice on the validity of modelling input values and outputs. WRAP would also like to thank the officers and contractors who took part in two WRAP organised Master Classes on good practice kerbside collections, for sharing their knowledge and experience on all aspects of collection operations.

The following environmental consultancies provided invaluable guidance on the modelling assumptions, and their help is gratefully acknowledged: AEA Technology PLC, Entec UK Ltd, Enviros Consulting Ltd and Eunomia Research and Consulting. This report was prepared with assistance from Enviros Consulting Ltd.

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Contents

1.0 Introduction

A range of kerbside recycling systems is operated across England, with many variants. Around 44% of kerbside collection systems sort the recyclable materials at the kerbside, 35% collect the recyclables single stream co-mingled, 11% operate two stream partially co-mingled collections whilst the remaining 10% cannot be classified within these categories. The costs and performance achieved by a scheme will vary depending on the system type, its design and operation, and where it is operated. This report presents indicative costs for delivering different system types and highlights some of the key issues for consideration in order to deliver good practice performance.

1.1 Purpose of the report

WRAP has produced this document to disseminate the findings of a project that has used modelling to investigate the performance potential and costs of different collection and sorting systems and so establish what good practice can realistically deliver in different local contexts.
A modelling approach was adopted because of difficulties associated with obtaining consistent reported actual costs for collection services and because of the considerable variation in the current performance of kerbside recycling schemes making comparison of the costs of apparently similar schemes difficult.
The modelling is based on what can be achieved if common good practice attributes are applied to the main systems in operation. The modelling is also based on the materials that currently are most commonly collected at kerbside for recycling. Optimal performance and the routes to achieving optimal performance are not considered in this report.

The purpose of this report is twofold:

1. to provide 'benchmarks' against which local authorities can compare their actual costs and performance with the predicted cost and performance of a good practice system of the type they provide; and

2. to provide better information on the expected performance and costs of the main system types currently in operation in order to inform choices and local authority decision making.

1.2 Structure of the report

The report is set out in five sections. Chapter 2 describes the characteristics assumed for the purposes of this report of a good practice approach to the provision and operation of kerbside recycling services, and Chapter 3 outlines the approach adopted for the modelling. The remaining three chapters provide information on the costs and performance of the three main system types considered: kerbside sort; single stream co-mingled; and two-stream partially co-mingled, definitions for which are provided below:

- **Kerbside sort** systems are where materials are sorted by material type at the kerbside into different compartments of a collection vehicle.

- **Single stream co-mingled** systems are where materials are collected in a single compartment vehicle with the sorting of the materials occurring at a MRF (Materials Recovery Facility).

- **Two stream partially co-mingled** systems are where residents are required to separate materials into two categories, usually fibres (paper/ card) and containers (glass, cans and plastic bottles). Separate containers are provided for each category the contents of which are loaded into separate compartments on a twin compartment collection vehicle.

2.0 Characteristics of a good kerbside recycling collection scheme

A good scheme can be characterised by a number of attributes regardless of the way in which the materials are collected and sorted.

2.1 Common characteristics of a good scheme

A range of attributes need to be in place for the delivery of good kerbside recycling services, regardless of system type, in order to achieve maximum scheme usage and ensuring that material is collected cost effectively. A good service is one that achieves good yields through:

- high participation rates;
- high material recognition rates; and
- low contamination rates.

Participation, Recognition and Contamination Rates

Participation rate – *the number of households who set out their container(s) at least once in three consecutive collection opportunities as a percentage of the total number of households provided with the service.*

Recognition rate – *the amount of a targeted material collected from participating households as a percentage of the total amount of the targeted material available from those participating households in the programme.*

Contamination rate – *the amount of non-targeted materials collected as a percentage of the total quantity of recyclable material collected or sorted.*

A successful scheme is:

- easy to use;
- reliable;
- effectively communicated;
- flexible; and
- manages health and safety risks appropriately.

2.1.1 Easy to use

An easy to use and convenient recycling scheme will maximise how many people choose to participate and how effectively they participate. For a scheme to be easy to use and convenient it must:

- **Minimise the effort required for residents to engage with and use the service:** This means ensuring the set out requirements are not overly onerous and that changes to the service are few.

- **Provide residents with an appropriate method of containment:** This means taking account of the materials to be placed in the container, the nature of the local housing stock, where the container(s) is likely to be stored and how easy it is to set out for collection. A number of different containment methods may be required in an area to ensure the most appropriate methods are provided to all residents. It is good practice to consult with householders about their containment preferences, but it has to be borne in mind that mixing different types of container on one collection round has the potential to create health and safety issues for collection crews, for example, collecting sacks which are manually loaded on to a collection vehicle and wheeled bins which are placed on bin lifts and emptied automatically.

- **Provide adequate capacity:** The amount of container capacity provided to householders is affected by a number of factors:

  - the materials being collected;
  - the frequency of recyclables collection; and
  - the nature and frequency of other collection services, including residual waste, garden and food waste collections.

Failure to provide adequate capacity can result in recyclable materials being placed in the residual waste. For example, providing a single 55l box for a fortnightly collection of paper, glass, metal and plastic bottles will be inadequate. Fortnightly collections may require a total container capacity of around 140-180 litres subject to the size of household and other factors. If these materials are collected weekly a capacity in the region of 70-80 litres is required.

If additional capacity is available (i.e. extra boxes) to householders that may need it or if householders are able to leave additional recyclable materials alongside the prescribed container(s) as long as they are suitably contained it is good practice to make sure that householders are aware of these arrangements. The latter can be important if an authority operates a "no side waste" policy for residual waste.

- **Maximise the range of materials targeted** - A scheme that targets a wide range of materials is more effective than one that only targets a single or limited number of materials. Increasing the range of materials collected at the kerbside is likely to increase the capture rate of all materials (Hummel, 2005)[1].

2.1.2 Reliable

A reliable scheme will:

- limit changes to the set out requirements and the collection routine;
- ensure any changes are effectively communicated prior to introducing any change in the service;
- avoid/limit missed collections;
- rectify missed collections as soon as practicable;
- ensure that the containers are returned to the point of collection; and
- establish, publicise and enforce collection polices.

Recycling crews are the ambassadors of the service and well managed and motivated crews are absolutely critical to ensuring that a reliable and high quality service is delivered. Crews should be properly trained and provided with appropriate development opportunities. Collection policies should be followed consistently by the crews and they must be provided with support from management and supervisory staff to ensure effective implementation of these policies.

2.1.3 Effectively communicated

High levels of participation and material recovery can only be achieved if the public are engaged using effective communication. Effective communication involves:

- motivating residents to use the scheme - by providing relevant information about the benefits of recycling;
- informing residents how to use the scheme – by providing clear instructions about what, when and how;
- engaging with residents about problems/issues with the service – by including mechanisms for the public to provided feedback; and
- encouraging residents to continue using the scheme – through positive feedback and providing a reliable, high quality service.

WRAP Communications Guide:
http://www.wrap.org.uk/downloads/communication-guide.f2db3083.pdf

Local Awareness Communication Fund Case Studies:
http://www.wrap.org.uk/local_authorities/toolkits_good_practice/lacf_case.html

Brand in Action - Success Stories:
http://www.wrap.org.uk/old_recyclenow_partners/brand_in_action/success_stories/index.html

Also:

- Basic Design Principles
- Guidance on Developing Collection Calendars
- Design and Print Guidance for local authorities

http://www.wrap.org.uk/local_authorities/toolkits_good_practice/index.html

[1] *Hummel, Dr J, (2005) "Assessing the Impacts of Increasing the Range of Material Types Collected at the Kerbside". Available at www.wrap.org.uk*

In addition to engaging the public, time taken to communicate and engage with collection crews and other frontline staff (e.g. call centre staff) can help provide understanding of issues and a sense of ownership, which in turn can result in a positive interface with the public.

2.1.4 Flexible

A good scheme needs to demonstrate flexibility in a number of different areas:

- **Flexible to meet local circumstances** – No two areas within a local authority are the same due to varying socio-demographics leading to varying waste generation and composition, and to housing type and space available for storing recyclables containers. Therefore local authorities should recognise genuine differences in household circumstances and not force "one size fits all" solutions. In may be necessary to vary systems to accommodate different local circumstances.

- **Flexible to change with time** – A good scheme should be designed to absorb or adapt to increasing quantities of recyclable materials resulting from increased participation and recognition.

- **Flexible to meet public demands** – As the public engage with recycling there is often a desire to recycle a wider range of materials at the kerbside than is currently collected. A good scheme should have the flexibility to add materials at a later date. This will have implications on:

  - the number and capacity of containers;
  - the number and capacity of vehicles;
  - bulking/sorting requirements;
  - communications; and
  - contractual arrangements.

2.1.5 Health and Safety

Whichever collection and sorting system is used a good practice operation should adopt good practice standards for the health and safety of operatives. Appropriate risk assessments should be undertaken when designing schemes and these should be reviewed and revised as necessary once operations commence. Specialist advice should be sought as necessary.

3.0 Approach

There were four main stages to this project:

3.1 Stage 1: Identification of the systems to be modelled

WRAP maintains information on the kerbside collection schemes operated by English local authorities. This information was used to produce a classification of kerbside recycling schemes based on key characteristics relating to both the methods of collecting recyclables and refuse. From this the most common systems in operation were selected. The key system configurations are shown below:

Table 1 Summary of Key System Configurations in England (as at July 2007)

	Recycling Container and Refuse Frequency	Total Number	% of English Authorities[2]
Kerbside Sort	Sack and/or box, fortnightly refuse	59	17
	Sack and/or box, weekly refuse	95	27
	Total Kerbside Sort	**154**	**44**
Single stream Co-mingled	Wheeled Bin, fortnightly refuse	59	17
	Wheeled Bin, weekly refuse	24	7
	Sack and/or box, fortnightly refuse	7	2
	Sack and/or box, weekly refuse	31	9
	Total Single Stream Co-mingled	**121**	**35**
Two Stream Co-mingled	Sack and/or box, fortnightly refuse	17	5
	Sack and/or box, weekly refuse	20	6
	Total Two Stream Co-mingled	**37**	**11**

There are variations within these systems and the most common variations are considered in the modelling. These relate to:

- frequency of recycling collections;
- types of materials collected; and
- containment methods used.

3.2 Stage 2: Defining the local authority setting

The costs and performance of a scheme are affected by the area in which it is operated. To test the implications of different local authority areas, two local contexts – for the purpose of this report referred to as **urban** and **rural** - were defined to reflect in the main variations in housing density and travel distances. For the **urban** authority shorter distances to travel between properties were assumed thereby allowing larger round sizes compared to the **rural** authority where housing is less dense and hence fewer properties can be covered per round[3]. It has been assumed that compared to the **urban** authority, participation and recognition rates in the **rural** authority are 5% higher reflecting differences in socio-economic characteristics and deprivation levels.

[2] This excludes those systems that cannot be classified into a common system type and a very few authorities where WRAP holds no collection information

[3] To provide context, the equivalent round sizes for wheeled bin refuse collections are 1,250 properties per vehicle per day for the urban authority and 900 properties per vehicle per day for the rural authority

3.3 Stage 3: Modelling

The costs and performance of the selected kerbside collection systems for recyclables were modelled by WRAP using the Kerbside Analysis Tool, KAT. KAT is a public domain model adopted by WRAP[4] which allows users to make projections of kerbside collection infrastructure and associated standardised costs using default and user-defined values. The costs projected by KAT are standard costs based on the infrastructure required to deliver the service (e.g. vehicles and containers) and the costs of operating this infrastructure (e.g. vehicle maintenance costs, labour costs, etc)[5]. Assessing and projecting costs on a standardised basis enables the relative costs and performance of different system configurations to be compared.

KAT was chosen as it is a public domain model, it is used by WRAP in the delivery of advisory support to local authorities, and in a previous exercise conducted by WRAP it was shown to be amongst the most robust of the modelling tools available, on the basis of independent evaluation of the assumptions and standard inputs used by the models.

Each of the three selected system types was modelled for both local contexts (urban and rural).
The materials targeted for collection vary by scheme type as follows:

- newspapers and magazines and mixed aluminium and steel cans for all schemes
- plus colour sorted glass for all kerbside sort schemes
- plus plastic bottles and cardboard for all co-mingled schemes
- plus plastic bottles, cardboard and glass for all two-stream schemes
- a single stream co-mingled option was modelled with glass as one of the targeted materials
- a kerbside sort option was modelled with plastic bottles as one of the targeted materials

In order to determine total collection and sorting costs MRF gate fees and income from the sale of materials have been included for each of the options as appropriate.

A workshop was held with selected WRAP Framework Contractors with experience of appraising and modelling collection systems to review and agree the values assigned to the key modelling parameters. All options have been modelled assuming good practice levels of performance. This means that participation rates, recognition rates and other key variables have been defined for each option and were not varied in the modelling.

In addition, a series of facilitated discussions were organised with local authority officers, materials reprocessors and collection contractors with experience of co-mingled and kerbside sort collections to identify the characteristics of a good practice system. The output from these discussions has informed the content of Section 2 of this report.

3.4 Stage 4: Testing of Assumptions and Modelling Outputs

The operational assumptions and initial modelling outputs were tested through discussions with service operators in the public, private and third sectors. The aim was to check the validity of the inputs and assumptions used in the modelling and to "reality-check" the model outputs. Input values and assumptions were then adapted and the modelling re-run, to reflect, as far as possible, the stakeholders' feedback.

The outputs of the modelling are presented for each scheme type in Sections 4 to 6. These are:

- **yield of recyclables collected** - presented as kg/household/year;
- **capture rate** - presented as percentage of targeted materials collected from served households;
- **collection only costs** – presented as £ per household and £ per tonne (these are annualised costs); and
- **net cost of collection and sorting** - presented as £ per household and £ per tonne.

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[4] *KAT is available at: www.wrap.org.uk/local_authorities/toolkits_good_practice. The development of KAT was supported by funding under the Landfill Tax Credit scheme.*

[5] *Standard costs are not the same as a contract price an authority may pay a contractor to deliver a service on its behalf. For example, the costs of the following are not included within KAT: the cost of communications or promotions, the cost of contract management; discounting for bulk purchasing; discounting for a contract covering more than kerbside recycling; special vehicles for use in restricted access areas; any risk/ benefit sharing arrangements; collection of missed containers*

Collection only cost – cost of collecting recyclables prior to any MRF gate fees or bulking costs being added or income from the sale of recyclables deducted***.***

Net cost of collection and sorting – cost of collecting recyclables plus bulking costs and MRF gate fees less any income from the sale of recyclables.

The modelled costs reported relate to recyclables only and do not include the cost of collecting residual waste. Local authorities may need to consider total system costs including residual waste collection.

A separate Annex is available to support this report, which sets out the modelling input values and key assumptions.

4.0 Kerbside Sorting

Kerbside sort systems are where materials are sorted by type at the kerbside into different compartments of a collection vehicle.

4.1 Overview

In kerbside sort systems, most materials are kept in separate streams on the vehicle and not compacted, though some material streams can be collected mixed, e.g. cans and plastic bottles. This is to reduce the picking time and increase the effective use of space on the vehicle.

An advantage of sorting the material at the kerbside is that contamination or materials that cannot be recycled can be identified and left in the container. If the reasons for this are explained, residents are provided with feedback on the correct use of the service. More importantly, this sorting ensures a high quality material for market. Typically the contamination in kerbside sort materials is less than 0.5%.

Common variations of kerbside sort collections in operation were modelled and the report sets out a discussion of these and other factors as follows:

- use of kerbsider and stillage vehicles (described below);
- adding textiles to the materials collected (stillage vehicle options only);
- collection only costs and net costs;
- impact of different recycling collection frequency – fortnightly and weekly;
- impact of refuse collection frequency – fortnightly and weekly; and
- impact of collecting plastic bottles.

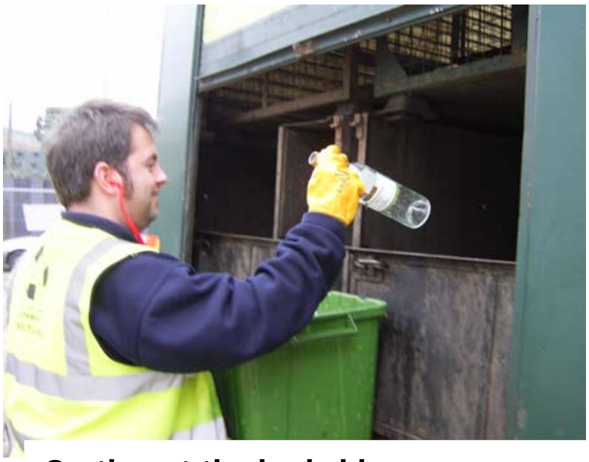
4.2 Overall Results

The modelling results for all the kerbside sort options are presented for the **urban** authority in Table 2 and the **rural** authority in Table 3. Good practice performance of a 'typical' urban and rural authority has been modelled. Maximum or 'optimum' performance can be higher and may be being achieved by some authorities already. For each service configuration identified, the modelling has been conducted for the two main vehicle types used on kerbside sort systems, 'stillage' and 'kerbsider' vehicles[6].

4.2.1 Kerbsider and stillage vehicles

Stillage vehicles are purpose built and comprise a number of cages or boxes for the different materials collected. Stillages are removed by fork lift truck and emptied at a recycling depot/bulking station.
The modelling for stillage vehicles has been based on a $20m^3$ capacity vehicle.

Typical Stillage Vehicle



Sorting at the kerbside

[6] *WRAP is working on the design of a new style of collection vehicle to enable sorting at kerbside. A prototype vehicle is being built and will be trialled in summer 2008. Once the vehicle has been tested it is WRAP's intention to make the vehicle design more widely available.*

'Kerbsider' vehicles allow loaders to sort materials into troughs mounted to the nearside of the vehicle. The troughs are hydraulically emptied into different compartments. Each compartment is tipped in turn at the bulking station.

The modelling for kerbsider vehicles has been based on a 28m^3 capacity vehicle.

Typical "kerbsider" vehicle

Table 2 Kerbside Sort Systems Modelled for Kerbsider and Stillage Vehicle Options - Urban

Ref.	Refuse frequency	Recycling container	Recycling frequency	Materials Collected				Vehicle Type	Yield kg/hh/yr	Capture (%)	*Collection only* cost of recycling		*Net* cost of recycling	
				Paper	Glass	Cans	Plastic				£/hh/yr[7]	£/tonne	£/hh/yr	£/tonne
KS1	Fortnightly	2 boxes + 1 lid	Weekly	✓	✓	✓		Kerbsider	137	73%	19.60	120.69	10.69	66.17
								Stillage	137	73%	18.04	111.09	9.13	56.52
KS2	Fortnightly	2 boxes + 1 lid	Fortnightly	✓	✓	✓		Kerbsider	124	66%	12.18	83.37	4.18	28.78
								Stillage	124	66%	12.35	84.57	4.36	29.98
KS3	Fortnightly	2 boxes + 1 lid	Weekly	✓	✓	✓	✓	Kerbsider	147	73%	22.76	130.69	12.75	73.56
								Stillage	147	73%	21.65	124.33	11.52	66.45
KS4	Weekly	1 box	Weekly	✓	✓	✓		Kerbsider	109	58%	14.09	109.16	7.02	54.69
								Stillage	109	58%	13.63	105.61	6.57	51.13
KS5	Weekly	1 box	Fortnightly	✓	✓	✓		Kerbsider	96	51%	9.61	85.01	3.44	30.56
								Stillage	96	51%	8.97	79.34	2.80	24.86
KS6	Weekly	2 boxes + 1 lid	Weekly	✓	✓	✓	✓	Kerbsider	117	58%	18.18	131.33	10.23	74.32
								Stillage	117	58%	16.94	122.39	8.90	64.62
KS7	Weekly	2 boxes + 1 lid	Fortnightly	✓	✓	✓	✓	Kerbsider	102	50%	13.73	113.79	6.85	57.06
								Stillage	102	50%	13.29	110.14	6.32	52.68

[7] *Cost per household served and not cost per participating household*

Table 3 Kerbside Sort Systems Modelled for Kerbsider and Stillage Vehicle Options – Rural

Ref.	Refuse frequency	Recycling container	Recycling frequency	Materials Collected				Vehicle Type	Yield kg/hh/yr	Capture (%)	*Collection only* cost of recycling		*Net cost* of recycling	
				Paper	Glass	Cans	Plastic				£/hh/yr [8]	£/tonne	£/hh/yr	£/tonne
KS1	Fortnightly	2 boxes + 1 lid	Weekly	✓	✓	✓		Kerbsider	188	81%	25.99	130.63	15.08	76.16
								Stillage	188	81%	25.74	129.36	14.82	74.88
KS2	Fortnightly	2 boxes + 1 lid	Fortnightly	✓	✓	✓		Kerbsider	168	72%	15.22	85.80	5.51	31.22
								Stillage	168	72%	16.46	92.76	6.74	38.17
KS3	Fortnightly	2 boxes + 1 lid	Weekly	✓	✓	✓	✓	Kerbsider	202	81%	28.95	135.66	16.68	78.55
								Stillage	202	81%	29.42	137.86	17.00	80.05
KS4	Weekly	1 box	Weekly	✓	✓	✓		Kerbsider	149	64%	22.22	140.92	13.59	86.62
								Stillage	149	64%	21.00	133.15	12.37	78.81
KS5	Weekly	1 box	Fortnightly	✓	✓	✓		Kerbsider	131	56%	14.12	101.82	6.55	47.45
								Stillage	131	56%	11.78	84.97	4.21	30.52
KS6	Weekly	2 boxes +1 lid	Weekly	✓	✓	✓	✓	Kerbsider	160	64%	26.12	154.46	16.42	97.57
								Stillage	160	64%	25.63	151.55	15.80	93.93
KS7	Weekly	2 boxes + 1 lid	Fortnightly	✓	✓	✓	✓	Kerbsider	140	56%	17.95	121.39	9.51	64.65
								Stillage	140	56%	16.40	110.93	7.87	53.47

[8] *Cost per households served and not cost per participating household*

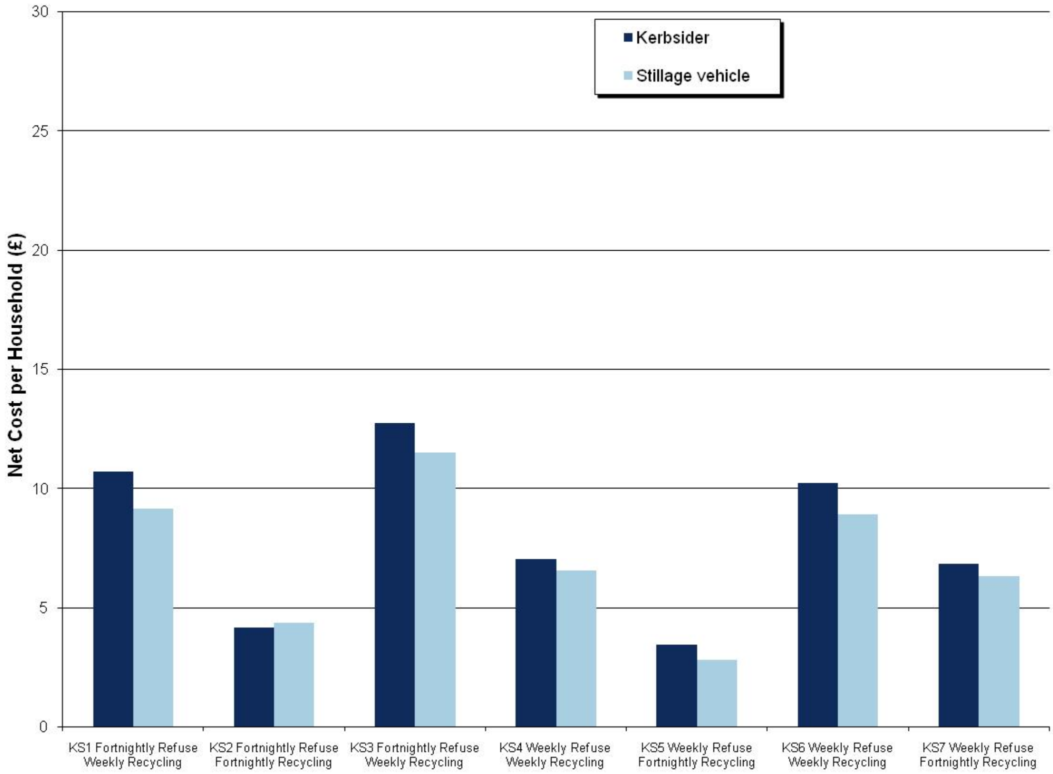
Stillage vehicles are generally cheaper to purchase and maintenance costs are low, although they do tend to have smaller capacities compared to others used for collecting recyclables. There can be some issues such as slower unloading times, open cages causing litter and limited space for promoting recycling/services on the side of the vehicle. There are perceived concerns of loaders sorting on the vehicle, dual side entry and inappropriate loading heights.

A kerbsider allows loaders to sort material on the nearside of the vehicle without climbing onto the vehicle. They can be less flexible in the type and range of materials that can be can collected. For example, food waste cannot be added due to the unloading operation and potential for cross contamination with other materials. The maximum number of compartments is generally five, so it can be difficult to add new materials to existing rounds without mixing materials.

In general, when servicing the same area, more stillage vehicles are required as the vehicle capacity is smaller. The modelling has been based on a 20m^3 stillage vehicle[9] and a 28m^3 kerbsider. The results in Tables 2 and 3 and Figures 1 and 2 show that the difference between the net cost per tonne of operating kerbsiders and stillage vehicles and the net cost per household are only marginal. For instance, for the urban scenarios the difference in net cost per household varies from 17p cheaper to £1.56 more expensive for kerbsider vehicles. For the rural scenarios, the difference in net cost per household is £1.23 cheaper to £2.34 more expensive for kerbsider vehicles. The reasons for these variations are complex and associated with the efficiencies assumed in KAT for vehicle loading and capacity – in other words how quickly the vehicles fill up before they need to tip.

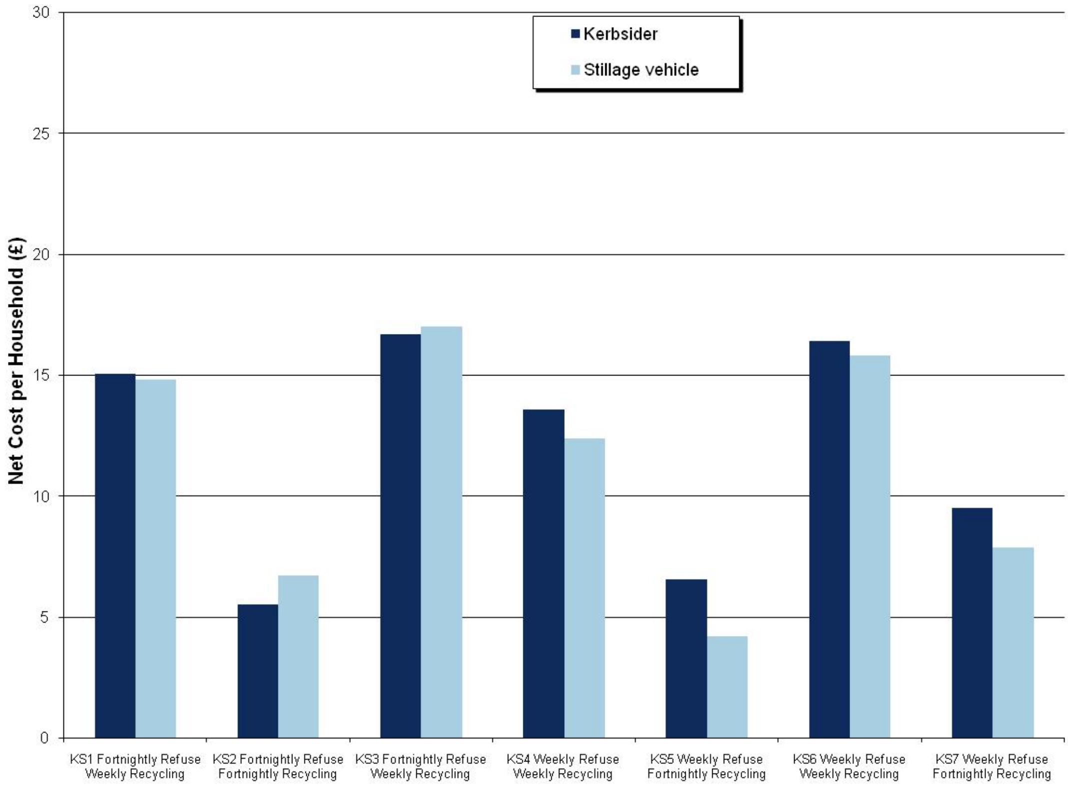
It is acknowledged that the difference in cost per household, multiplied by the number of households in an authority, could make a difference to overall contract price, but for the remaining discussion, an average of the results for the kerbsider and stillage vehicle options is shown.

Figure 1 Net cost of recycling per household for kerbsider and stillage vehicles - urban



[9] *There are some smaller capacity stillage vehicles in use (17m3) but in reality it is considered unlikely that these smaller vehicles will feature much in the future other than in a mixed fleet where there is a need for smaller vehicles to service restricted access areas.*

Figure 2 Net cost of recycling per household for kerbsider and stillage vehicles - rural



4.2.2 Increasing Kerbsider volume from 28m³ to 33m³

The impact of increasing the volume of kerbsider vehicles is minimal and in most cases the collection costs associated with the larger vehicle are marginally higher (around 5 - 20 pence in the net cost per household/yr) due to the higher cost of purchasing a larger vehicle and higher running costs. The only case where there is a saving in the net cost per household is where refuse is collected weekly, recycling is fortnightly and plastic bottles are collected (KS7). In this case, the net cost per household reduces by £1.81 in the urban setting and £2.98 in the rural setting as a result of one less vehicle being required to deliver the service.

4.2.3 Adding Textiles to a Stillage Vehicle

Textiles (or other materials that arise in small quantities) can be added to a collection where stillage vehicles are used more easily than adding them to a collection where kerbsiders are used.

If textiles can be added to a scheme using stillage vehicles, without increasing the number of vehicles required, the net cost per household can reduce by around 70 pence. If an additional vehicle is required to handle the additional materials, then the additional cost per household is up to £1.50. In terms of impact on yield, the addition of textiles can increase yields by an average of 5.5 - 6.5 kg/hhd across all options.

4.2.4 Comparison of Collection only costs and Net costs

For kerbside sort options the difference between the *collection only* and *net costs* of recycling is a result of the revenue gained from the sale of the collected materials. The material revenues are considered to be reasonable average assumptions for the first quarter of the 2008 calendar year based on prices reported in the *Materials Pricing Report* which is published monthly by WRAP[10]. The following values were used in the modelling:

- Clear glass £29/tonne
- Brown glass £25/tonne
- Green glass £19/tonne
- Mixed glass £16/tonne

[10] *http://www.wrap.org.uk/businesses/market_knowledge/materials_pricing_reports/about_mpr.html*

- Plastic bottles (mixed polymers) £110/tonne
- Mixed cans £142/tonne
- News and Magazines £68/tonne
- Textiles £110/tonne

Whether local authorities gain the full benefit of the value of the materials collected will depend on the contractual arrangements they have in place. For this study, it has been assumed that all the income from the sale of materials is applied to the service. It is recognised that markets are volatile and this assumption does not necessarily reflect the latest situation in all cases.

Naturally the net costs for all the kerbside sort options are lower than the collection only costs as shown in Figures 3 and 4, the difference at any point in time will be in direct relation to the proportion of income applied to the cost of operating the service. The cost effectiveness of each collection option modelled needs to be considered in light of the average yield collected per household. This is discussed later.

Figure 3 Collection only cost and net cost of recycling per household - urban

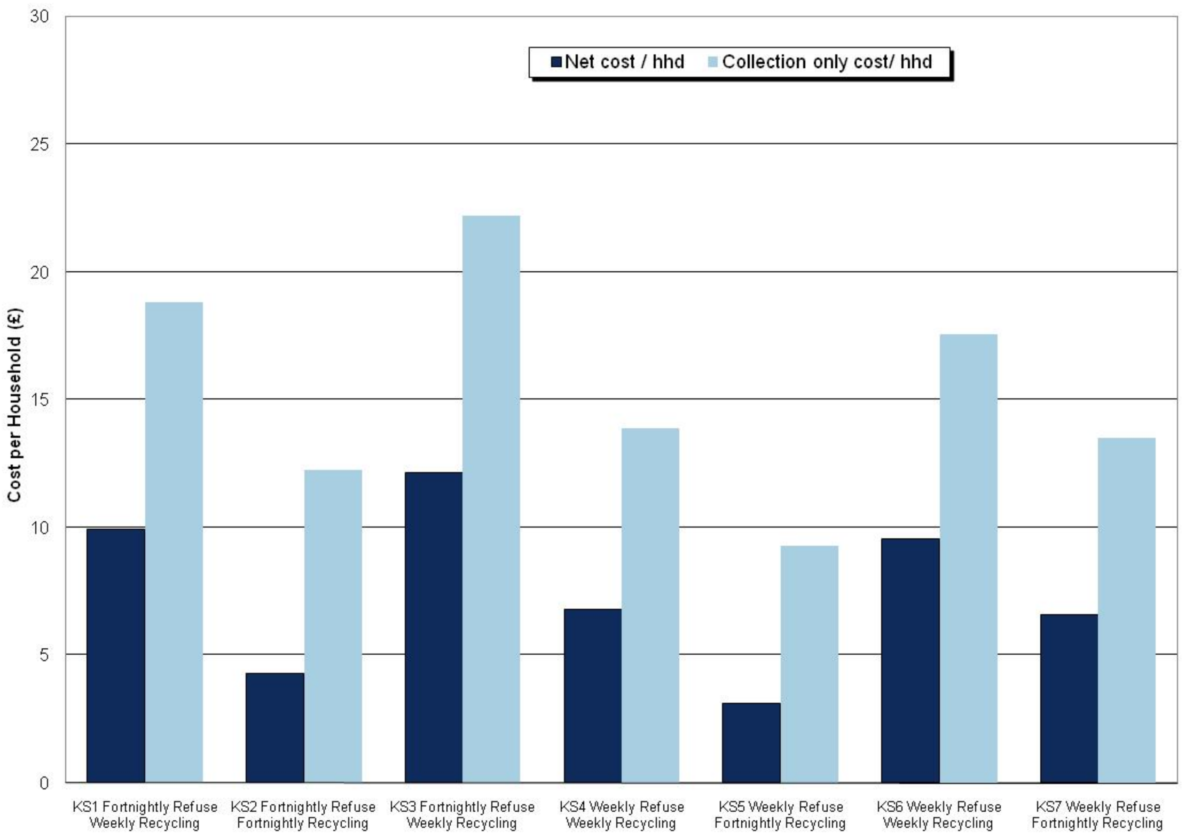
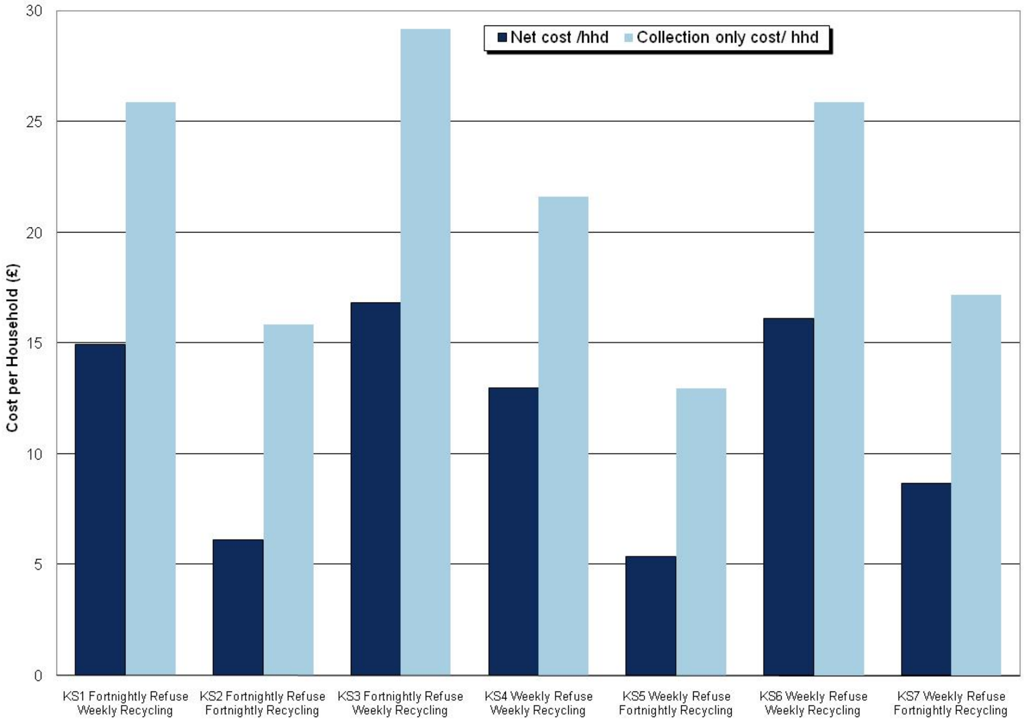


Figure 4 Collection only cost and net cost of recycling per household - rural



The net costs vary between the options modelled according to which materials are collected and also because of differences in assumed participation and recognition rates according to the frequency of both recycling and refuse collections. Participation and recognition rates were verified with environmental consultants, collection contractors and local authority officers. Figures 5 and 6 show that although net costs may be higher for options where the recycling collection is more frequent and plastic bottles are collected, higher yields are observed.

Figure 5 Net cost of recycling per household and yield per household - urban

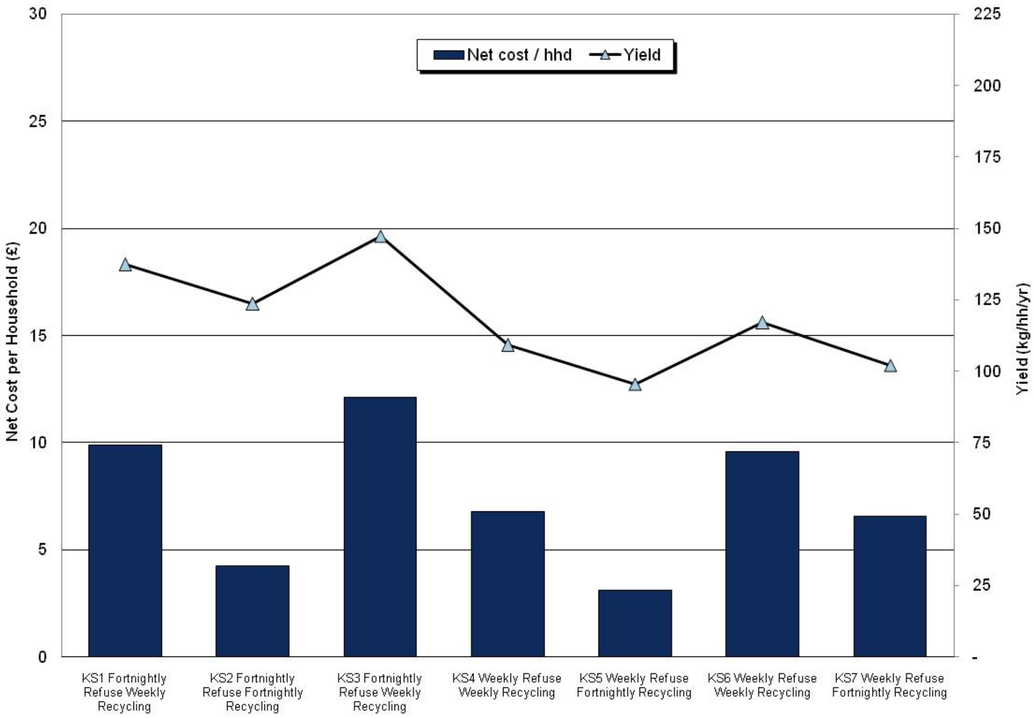


Figure 6 Net cost of recycling per household and yield per household - rural

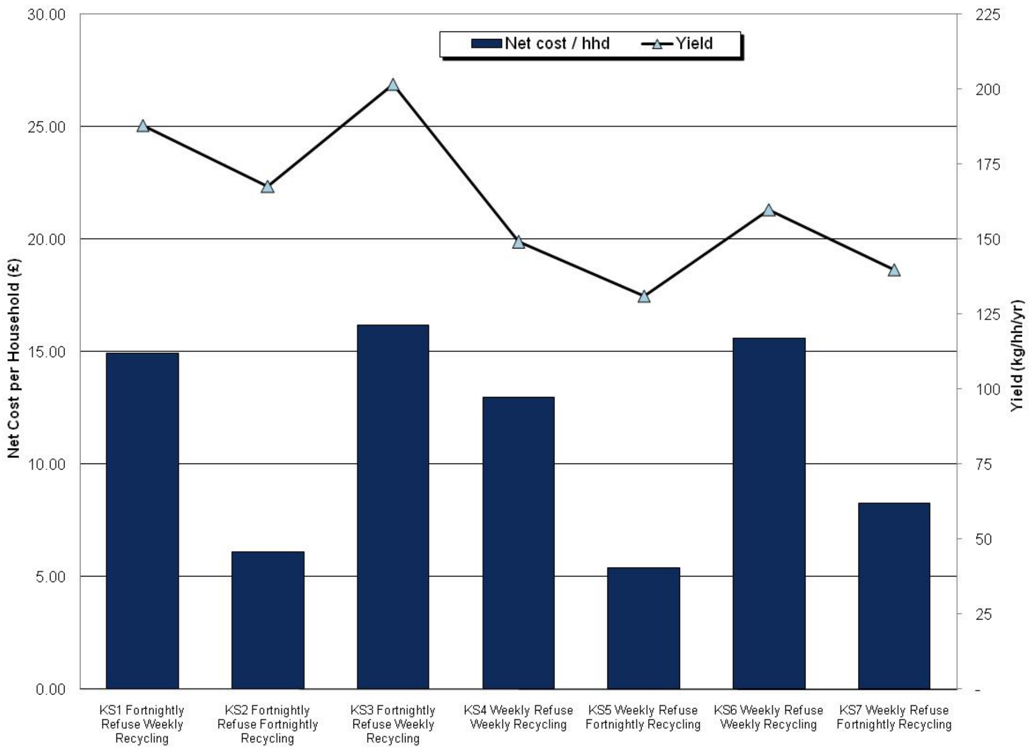


Table 4 shows the impact of increasing and decreasing the income received, by 20%, on the net cost per household for the different systems modelled. The lower net cost options e.g. KS5 and KS2 are much more sensitive to income price variations and net costs could be up to 40% more if materials income falls by 20%. Whilst the collection only cost of KS2 is higher than KS5, net costs for both systems are similar because yield in KS2 is higher and so collection costs are offset to a greater extent than for KS5 where yield is lower. The two effects combine to make net costs similar. The impact on the higher net cost options e.g. KS3 of a drop in materials revenue is an increase in net costs of 16% (rural) and 18% (urban). However, overall the ranking of the options in terms of net costs does not change and the impact is greatest on KS3. The converse is also true, net costs per household could drop by up to 40% if income increases by 20%.

Table 4 Impact of varying income from sale of recyclables on net cost per household

Option		Net cost of recycling per household (£/hh)					
		Urban			Rural		
		Base Assumption	20% Decrease in income	20% Increase in income	Base Assumption	20% Decrease in income	20% Increase in income
KS1	Fortnightly Refuse Weekly Recycling	9.91	11.86	7.97	14.95	17.33	12.57
KS2	Fortnightly Refuse Fortnightly Recycling	4.27	6.01	2.53	6.12	8.24	4.01
KS3	Fortnightly Refuse Weekly Recycling	12.13	14.32	9.94	16.84	19.52	14.16
KS4	Weekly Refuse Weekly Recycling	6.80	8.34	5.25	12.98	14.86	11.10
KS5	Weekly Refuse Fortnightly Recycling	3.12	4.47	1.77	5.38	7.03	3.73
KS6	Weekly Refuse Weekly Recycling	9.57	11.30	7.83	16.11	18.23	13.99
KS7	Weekly Refuse Fortnightly Recycling	6.59	8.09	5.08	8.69	10.53	6.85

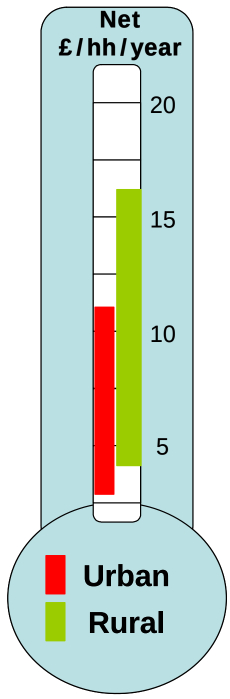
4.2.5 Comparison of Rural and Urban Authorities

Round sizes (the number of properties a vehicle can service in day) for an *urban* authority in the model range from :

- 750 to 1,350 properties per day for a $20m^3$ stillage[11];
- 925 to 1,650 properties per day for a $28m^3$ kerbsider.

For a *rural* authority round sizes reduce to:

- 500 to 750 properties per day for a $20m^3$ stillage vehicle;
- 675 to 1,025 properties per day for a $28m^3$ kerbsider.



Due to the higher assumed participation and recognition rates, the yield per household in the rural context is approximately 35% higher than the same system operated in the urban context.

The range in the net cost per household in the urban context is £2.80 to £12.20/yr compared to £4.20 to £16.40/yr in the rural context. The higher cost is a result of the smaller rounds and the higher yields assumed for rural areas and hence the additional vehicles required.

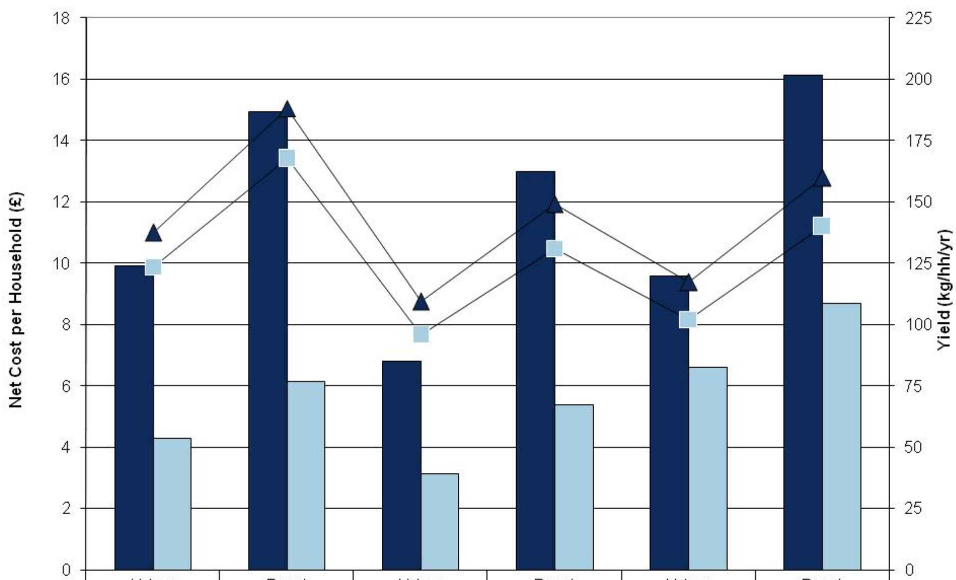
[11] *Property and household numbers rounded to nearest 25*

4.2.6 Impact of different recycling collection frequency

Fortnightly recycling collections are less expensive than those collecting recyclable material on a weekly basis, although the yield is higher from the weekly recycling collection. The difference in net cost per household between fortnightly and weekly recycling collections ranges from almost £3 to £5.60/yr in the urban authority and from £7.40 to £8.80 per household/yr in the rural authority. Higher participation and recognition rates have been assumed by WRAP (and verified by stakeholders) in the modelling of a weekly recycling collection service. These higher rates result in higher yields from weekly recycling collections compared to fortnightly recycling collections, which may help offset the overall costs via income generated by selling more recyclables. The difference in yield ranges from 13 - 20kg/hhd/yr depending on refuse collection frequency, authority type and inclusion or not of plastic bottles. The data are illustrated by Figure 7 below.

Collecting recycling weekly requires more vehicles but collecting fortnightly requires more loads. The greatest difference in costs occur for options with fortnightly refuse collections because for this study it has been assumed and verified that there will be higher participation and therefore greater quantities of recyclables to be collected. The greatest cost impact is in the rural context where travelling time between properties and to unload is assumed to be greater. This means that more vehicles have to be provided rather than increasing the number of loads per vehicle per day. In the urban options, due to less time spent travelling some rounds can fit in more loads per day which avoids the need for more vehicles.

Figure 7 Impact of Recycling Collection Frequency on Net Cost of recycling per Household – Urban and Rural



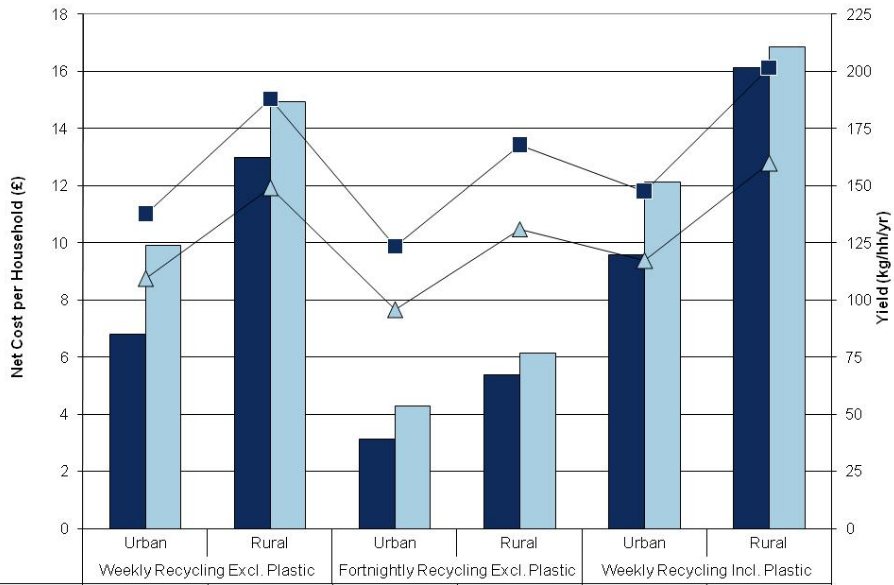
	Urban	Rural	Urban	Rural	Urban	Rural
	Fortnightly Refuse Excl. Plastic		Weekly Refuse Excl. Plastic		Weekly Refuse Incl. Plastic	
Weekly Recycling Collection	9.91	14.95	6.80	12.98	9.57	16.11
Fortnightly Recycling Collection	4.27	6.12	3.12	5.38	6.59	8.69
Yield for Weekly Recycling	137	188	109	149	117	160
Yield for Fortnightly Recycling	124	168	96	131	102	140

4.2.7 Impact of refuse collection frequency on recycling collection costs and yields

The impact of refuse collection frequency on the net cost of recycling is highlighted in Figure 8. In all the examples shown in Figure 8, reduced refuse collection frequency increases the net cost of the recycling collection from around 70p to just over £3 per household. This is because WRAP has used the assumption that the reduced residual waste capacity provided by a fortnightly refuse collection will increase participation, recognition and therefore total recycling yield, by up to an additional 42 kg/hhd/yr. Collecting more recyclable materials will result in higher recycling collection costs, however, it should be noted that refuse collection costs will reduce with fortnightly refuse collection resulting in the total service cost being lower than the total service cost with a weekly refuse collection.

The greatest difference in net recycling costs per household between refuse collected weekly or fortnightly, is observed for the urban authority collecting recycling weekly (including and excluding plastics). This is in part due to the way KAT calculates the numbers of vehicles required to collect the materials and for these comparisons an additional three kerbsiders or three stillage vehicles would be required.

Figure 8 Impact of Refuse Collection Frequency on Net Cost of Recycling per Household



	Weekly Recycling Excl. Plastic – Urban	Weekly Recycling Excl. Plastic – Rural	Fortnightly Recycling Excl. Plastic – Urban	Fortnightly Recycling Excl. Plastic – Rural	Weekly Recycling Incl. Plastic – Urban	Weekly Recycling Incl. Plastic – Rural
Weekly Refuse Collection	6.80	12.98	3.12	5.38	9.57	16.11
Fortnightly Refuse Collection	9.91	14.95	4.27	6.12	12.13	16.84
Yield for Weekly Recycling	109	149	96	131	117	160
Yield for Fortnightly Recycling	137	188	124	168	147	202

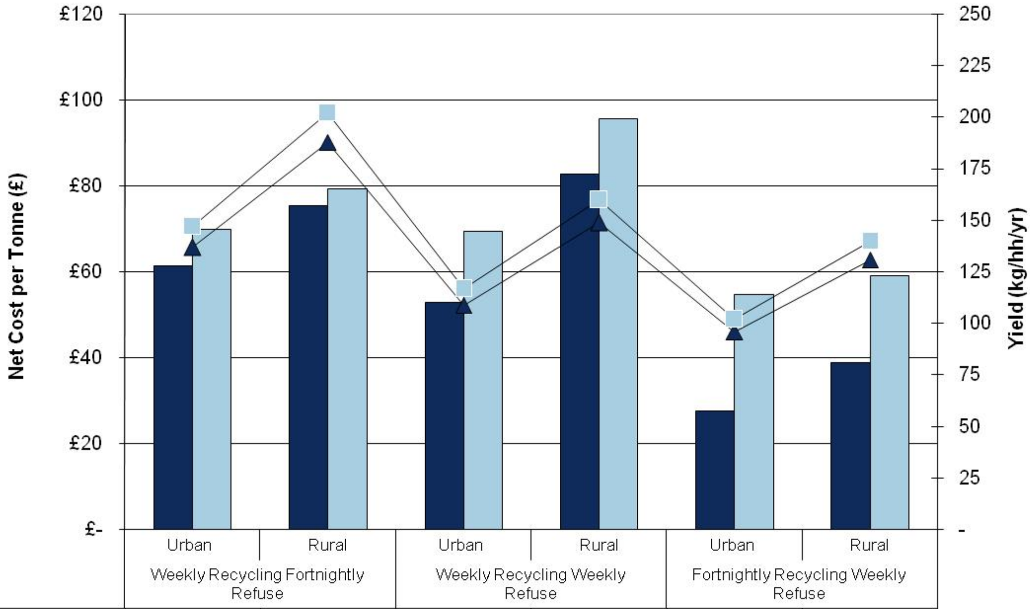
4.2.8 Implications of collecting plastic bottles

The cost benefit of collecting additional materials is often debated. A difference in the kerbside sort systems modelled is the inclusion/ exclusion of plastic bottles. The models show the cost of collections with and without plastic bottles where these are included from the outset. These do not necessarily reflect the expected impact and hence marginal cost of adding plastic bottles to an existing recycling scheme where the dynamics of the impact of householder communications, any changes to the scheme configuration, or the provision of an additional container will be different.

In all cases it is more expensive to collect plastic bottles (both on a net cost per household and net cost per tonne basis) but there is an increase in yield of up to 7%. In addition, it becomes more cost effective to collect plastic bottles when collection schemes are performing well, with higher yields being achieved as a result of good participation rates.

Figure 9 shows the net cost per tonne for the collection schemes modelled and assuming different refuse and recycling collection frequencies.

Figure 9 Net Cost per Tonne of Recycling – including and excluding Plastic Bottles



	Weekly Recycling Fortnightly Refuse – Urban	Weekly Recycling Fortnightly Refuse – Rural	Weekly Recycling Weekly Refuse – Urban	Weekly Recycling Weekly Refuse – Rural	Fortnightly Recycling Weekly Refuse – Urban	Fortnightly Recycling Weekly Refuse – Rural
No Plastic	£61.34	£75.52	£52.91	£82.71	£27.71	£38.98
With Plastic	£70.00	£79.30	£69.47	£95.75	£54.87	£59.06
Yield with No Plastic	137	188	109	149	96	131
Yield with With Plastic	147	202	117	160	102	140

5.0 Single Stream Co-mingled Collections

Single stream co-mingled systems are where materials are collected in a single compartment vehicle with the sorting of the materials occurring at a MRF (Materials Recovery Facility).

5.1 Overview

Single stream co-mingled collections collect all recyclable material together usually in a single compartment vehicle or sometimes in the same compartment of a split vehicle where the recyclables are co-collected with refuse. These collections can be flexible on round design and can collect from more properties per round as they are not as constrained by stillage or compartment capacities for individual materials and materials are compacted. The most commonly used vehicles are standard Refuse Collection Vehicles (RCVs) and modelling of the co-mingled options was based on a 22m^3 RCV with partial compaction (compaction ratio of 2:1). Good practice for co-mingled collections indicates that materials should not be over compacted during collection as this can impact on material quality and the efficiency of MRF sorting.

Advantages of RCVs for co-mingled include their flexibility, their ease of hire in the event of breakdown or unscheduled maintenance and their quick off-loading times.

Not all properties are suitable for co-mingled systems that provide a wheeled bin, especially if the co-mingled collection is part of a 3-bin system (i.e. one of refuse, one for organics and one for dry recyclables). Kerbside co-mingled systems can be combined with collections from multi-occupancy dwellings using communal 1100l bins, thus enabling the same system to be used across the whole authority area.

When assessing the cost of co-mingled systems, consideration should be given to all cost elements. The collection only costs are lower than similar kerbside sort options due to larger round sizes resulting from quicker collections. However, the net costs are higher once MRF gate fees and the cost of handling contamination (modelled at 10% in this study) are accounted for.

A range of the most common single stream co-mingled operations in England were modelled (see Table 1). The following common variations were also modelled:

- the inclusion of glass; and
- impact of contamination (i.e. collection of non targeted materials) on costs.

5.2 Overall Results

The overall results are presented in Table 5 with Figure 10 showing the **collection only** cost and **net** cost against the yield for the urban and rural authorities.

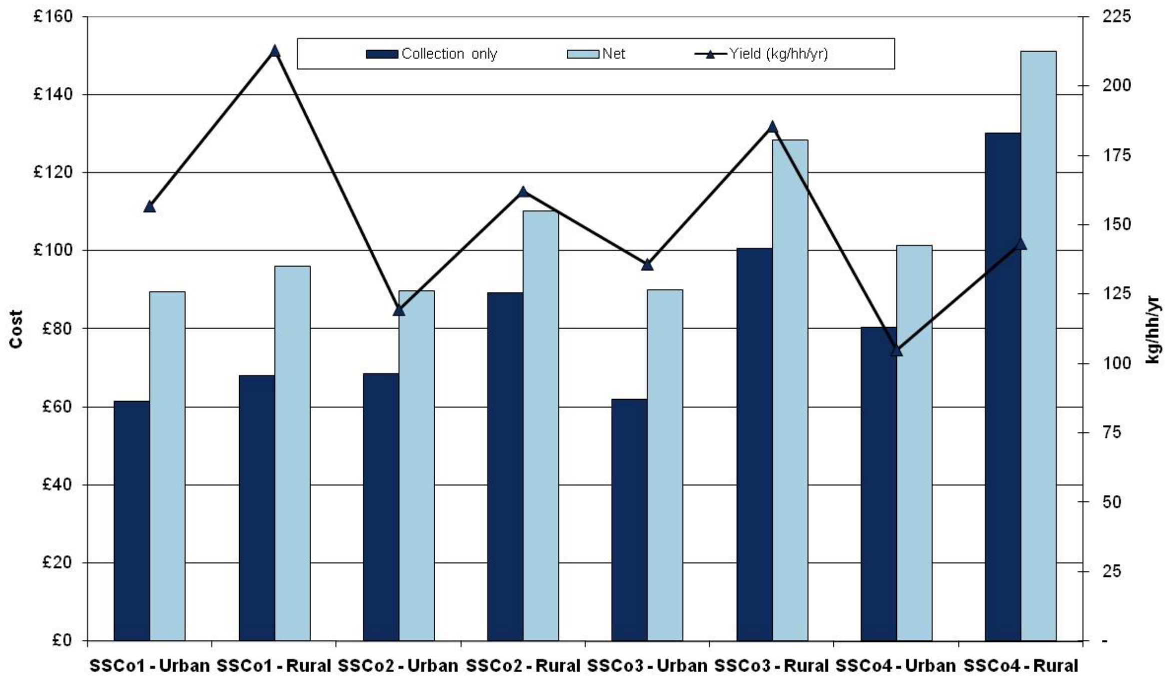
Table 5 Single Stream Co-mingled Recycling Systems Modelled – Costs and Yield Collected

Ref.	Refuse frequency	Recycling container	Recycling frequency	Materials Collected				Urban / Rural	Yield kg/hh/yr	Capture (%)	Collection only cost of recycling		Net cost collection of recycling+ sorting	
				Paper & Card	Glass	Tins	Plastic				£/hh/ yr[12]	£/tonne [13]	£/hh/ yr	£/tonne
SSCo1	Fortnightly	240 litre Wheeled Bin	Fortnightly	✓	✓	✓	✓	Urban	157	65%	11.35	61.55	17.02	92.35
								Rural	213	72%	15.22	68.00	22.12	98.80
SSCo2	Fortnightly	240 litre Wheeled Bin	Fortnightly	✓		✓	✓	Urban	119	64%	11.29	80.37	14.54	103.47
								Rural	162	71%	15.22	89.20	19.17	112.30
SSCo3	Weekly	Sack	Weekly	✓	✓	✓	✓	Urban	136	57%	9.91	62.00	14.83	92.80
								Rural	185	63%	19.62	100.50	25.63	131.30
SSCo4	Weekly	Sack	Weekly	✓		✓	✓	Urban	105	57%	9.91	80.29	12.76	103.39
								Rural	143	63%	19.61	130.05	23.09	153.15

[12] *Cost per households served and not cost per participating household*

[13] *Cost per tonne excluding contamination.*

Figure 10 Collection only cost and net cost per tonne of recycling and yield



5.2.1 Comparison of Collection only costs and Net costs

The difference between the collection only cost and net cost per tonne for each option is due to the cost of sorting, assumed in the modelling to be reflected by the payment of a MRF gate fee. MRF gate fees vary across the country due to a number of factors including availability of capacity[14]. Based on the findings of a WRAP survey, *Gate Fees for Treatment and Disposal* which is soon to be published, the modelling assumed:

- a gate fee of £21/tonne without glass and £28/tonne with glass; and
- material revenues are accounted for in the gate fee.

The overall net cost of collecting and sorting single stream co-mingled materials is sensitive to the MRF gate fee. Whilst the impact of a higher or lower gate fee on the cost per tonne can easily be observed, the impact on the net cost per household may be less apparent. For the systems modelled, a variation in the gate fee of plus or minus £15 per tonne, has the effect of increasing or decreasing the net cost per household of between £1.75 and £3.50/yr.

In some cases revenue sharing mechanisms are in place so that the risk and reward of materials markets is shared between the council and the MRF provider. However, the benefits to any particular authority will depend on the contractual/income sharing arrangements in place. In some cases the benefits of materials income will be reflected in an adjusted gate fee.

5.2.2 Comparison of Rural and Urban Areas

Typical round sizes for a co-mingled collection using compaction vehicles with a capacity of 22m^3 are between:

- 1,475 and 2,950 properties per day in an urban area. The large range takes account of both wheeled bin collections and sack collections – sacks take less time to collect than wheeled bins and hence more properties can be covered in a round[15]; and
- 1,025 and 1,350 properties per day on rural rounds.

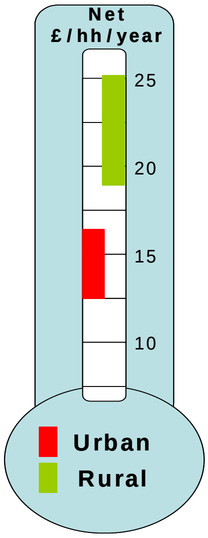
[14] WRAP conducted a survey of gate fees for a range of waste treatment, processing and disposal facilities in late 2007. The MRF gate fees used in this study reflect the findings of this survey.

[15] Property and household number rounded to nearest 25. The high round size for sack collections in particular is an output from the model which assumes optimised round sizes based on a 50% set out rate and also one person "pulling out" sacks ahead of the rest of the crew. It is recognised that in reality authorities would adjust their round sizes based on local knowledge.

Due to the higher modelled participation and recognition rates the yield per household in the rural area is approximately 36% higher than the same system operated in an urban setting.

In terms of net cost per household the range in the urban context is approximately £12.75 to £17.00 compared to £19.20 to £25.60 in the rural area.

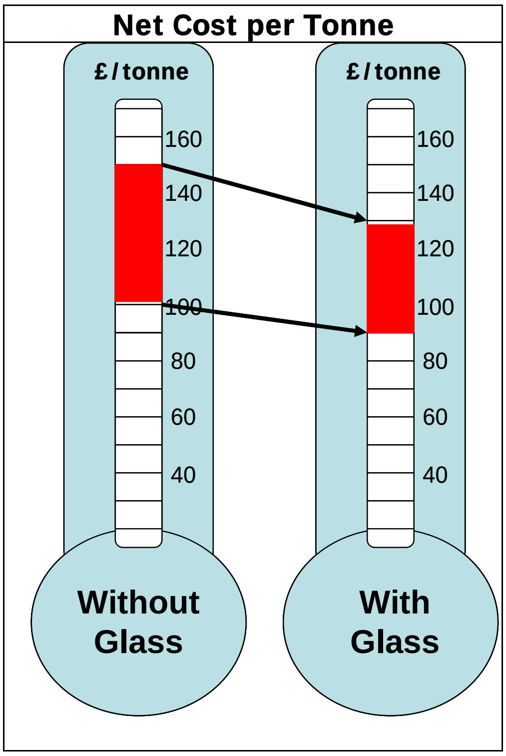
The variance between the urban and rural costs is because there is a critical point, regardless of vehicle capacity, where the round size is limited by factors such as housing density and travel time. These factors are more significant within a rural environment.



5.2.3 Implications of collecting glass

MRFs are designed to accept a specific range and mix of materials. Therefore the ability to add materials to a co-mingled collection, particularly glass, may be limited by the sorting capabilities of available MRFs.

With co-mingled systems, often the main difference between systems is whether or not glass is included. Currently UK MRFs accepting glass cannot sort glass to the quality standard required for remelt applications. At present, glass recovered at MRFs tends to go to lower value aggregates applications. WRAP has an on-going programme of work looking at improving the quality of materials recovered from MRFs, this includes glass.



The increase in yield resulting from collecting glass has the effect of reducing the net cost per tonne of targeted materials despite the fact that a higher MRF gate fee has been assumed. Collecting glass can increase the yields in a rural area by 42-51 kg/hh/yr and in urban areas by 31-37 kg/hh/yr depending on the residual waste collection frequency. This can result in a reduction in the net cost of collection of:

- around £11 per targeted tonne in urban areas; and
- between £14 and £22 per targeted tonne in rural areas.

The net cost per household is higher for the options that collect glass regardless of refuse and recycling collection frequency. When comparing the net costs per household served, these are higher for schemes collecting glass by around £2.50 per household/yr.

5.2.4 Impact of Contamination on Costs

Contamination (i.e. materials not targeted by the collection scheme) introduced by the householder can be a major issue in single stream co-mingled collections. The additional material being collected at the kerbside will increase running costs and displace space in the vehicle which could be taken up by recyclable materials. In addition gate fees will be paid on all the materials entering the MRF, i.e. material targeted by the scheme and any other non-targeted material (contamination) placed in the collection container by householders.

The combined effect of reduced vehicle carrying capacity and gate fee payments of a 10% contamination rate is to increase the net costs by the following amounts compared with a contamination rate of 1%:

- £1.80 to £2.80 per tonne in urban areas, and
- £1.90 to £2.60 per tonne in rural areas.

6.0 Two Stream Co-mingled Collections

Two stream partially co-mingled systems are where residents are required to separate materials into two categories, usually fibres (paper/ card) and containers (glass, cans and plastic bottles). Separate containers are provided for each category the contents of which are loaded into separate compartments on a twin compartment collection vehicle.

6.1 Overview

There are a smaller number of two stream partially co-mingled collection operations in England in comparison with the more common kerbside sorting and single stream co-mingled collections. They provide a viable compromise between kerbside sort and co-mingled systems addressing some of the primary concerns of co-mingled collections and kerbside sort operations, such as round size and retaining high material quality. This scheme type has been included, although the number of options is limited, as it is likely that it may become more common in coming years.

The systems in operation tend to collect a range of materials typically paper and card, glass, plastic bottles and mixed cans, and maintain material quality by keeping the two streams - fibres and containers - separate. Contamination in two stream collections is considered to be around 5% and this has been assumed in the modelling.

There are two main vehicle types used on two stream systems - '**Split Bodied RCV**' and '**Eurocycler**'. Some of the other vehicles available e.g. 'pod' vehicles are designed for different service profiles and not just for the collection of recyclables e.g. the co-collection of recyclables with other waste streams such as refuse or garden waste. For the purpose of modelling the use of a Split Bodied RCV has been assumed.

Split Body RCV - these are conventional RCVs with a split body i.e. the whole body is split vertically from the rear. The split varies depending on the materials targeted, usually a 50/50 split with fibres on one side and containers on the other. A 70/30 split can be used where fibres and only two container streams are collected.

6.2 Overall Results

The overall results are presented in Table 6 with Figure 11 showing the collection only costs and net costs per tonne against the yield collected.

In the modelling WRAP has assumed that material revenues from the sale of the separate fibre stream offset the MRF sorting costs and provide a net income to the service of £7 per tonne across all materials. This assumption is based on advice provided by waste management contractors and in line with supporting evidence from WRAP's soon to be published report on Gate Fees.

Figure 11 Two-stream partially co-mingled: net cost of recycling per tonne and yield

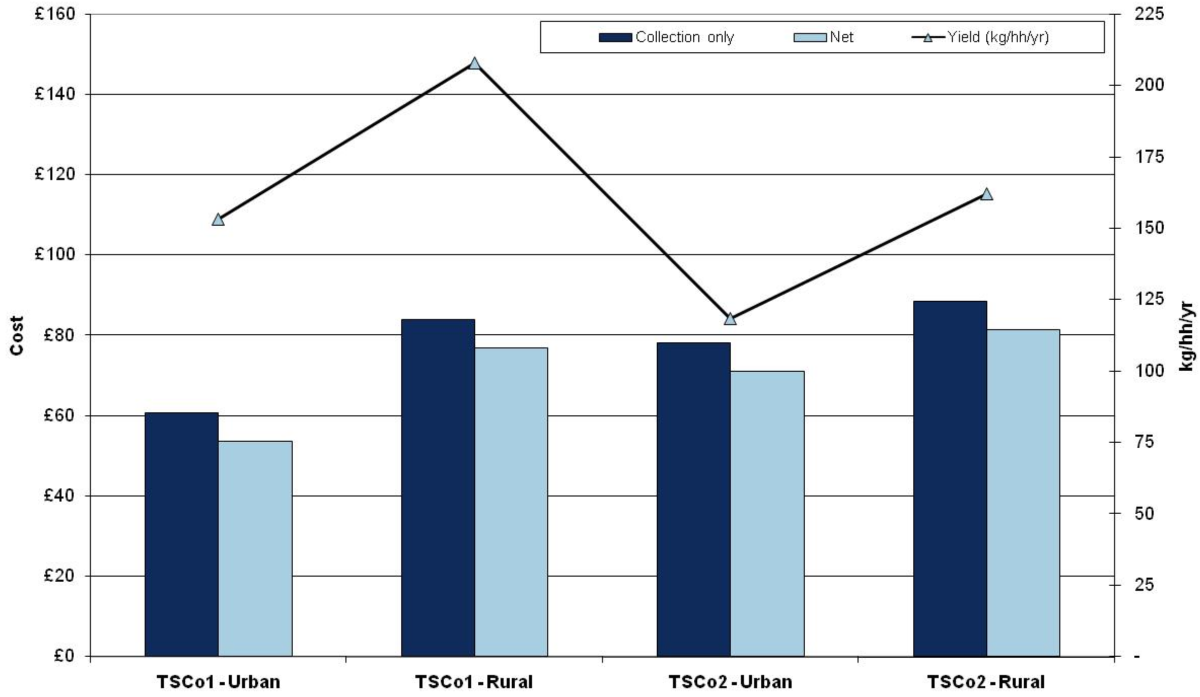


Table 6 Two Stream Co-mingled Recycling Systems Modelled – Costs and Yield

Ref.	Refuse frequency	Recycling container	Recycling frequency	Materials Collected				Urban / Rural	Yield kg/hh/yr	Capture %	Collection only cost of recycling		Net cost – collection of recycling + sorting	
				Paper & Card	Glass	Tins	Plastic				£/hh/yr[16]	£/tonne[17]	£/hh/yr	£/tonne
TSCo1	Fortnightly	2 boxes + 1 lid	Fortnightly	✓	✓	✓	✓	Urban	153	64%	10.95	60.77	9.68	53.77
								Rural	208	70%	18.34	83.84	16.81	76.84
TSCo2	Weekly	2 boxes + 1 lid	Fortnightly	✓	✓	✓	✓	Urban	118	49%	10.87	78.11	9.90	71.11
								Rural	162	55%	15.09	88.44	13.90	81.44

[16] *Cost per households served and not cost per participating household*

[17] *Cost per tonne excluding contamination.*

If a higher MRF gate fee is applied or higher revenues received, the net cost would increase or decrease accordingly. For example if an increase in income of £10 per tonne was obtained the net cost per tonne would decrease by £10 per tonne and the net cost per household would decrease by £1.80. This, of course, assumes that these variations can be applied directly to the service. This is an important point and relates to how contracts are structured and negotiated between local authorities and MRF service providers. Often such variations cannot be applied or applied only on annual reviews.

6.2.1 Comparison of Rural and Urban Areas

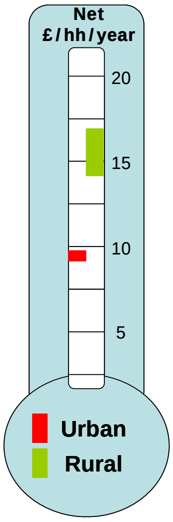
Typical round sizes for recycling collections are 1,475 properties per day[18] for an urban area regardless of the refuse collection frequency, although the vehicle capacity is more effectively utilised when refuse collection is fortnightly. The refuse collection frequency does affect the round size when these systems are operated in a rural locality where they reduce to:

- 825 properties per day where a fortnightly refuse collection is operating; and
- 1,025 properties per day where a weekly refuse collection is operating.

The round size is smaller on rural rounds compared to urban rounds as a result of the higher yields achieved.

Due to the higher modelled participation and recognition rates the yield per household in the rural area is approximately 36% higher than the same system operated in the urban setting.

In terms of net cost per household per year the range in the urban area is £9.70 to £9.90 compared to £13.90 to £16.80 in the rural area for the options considered.

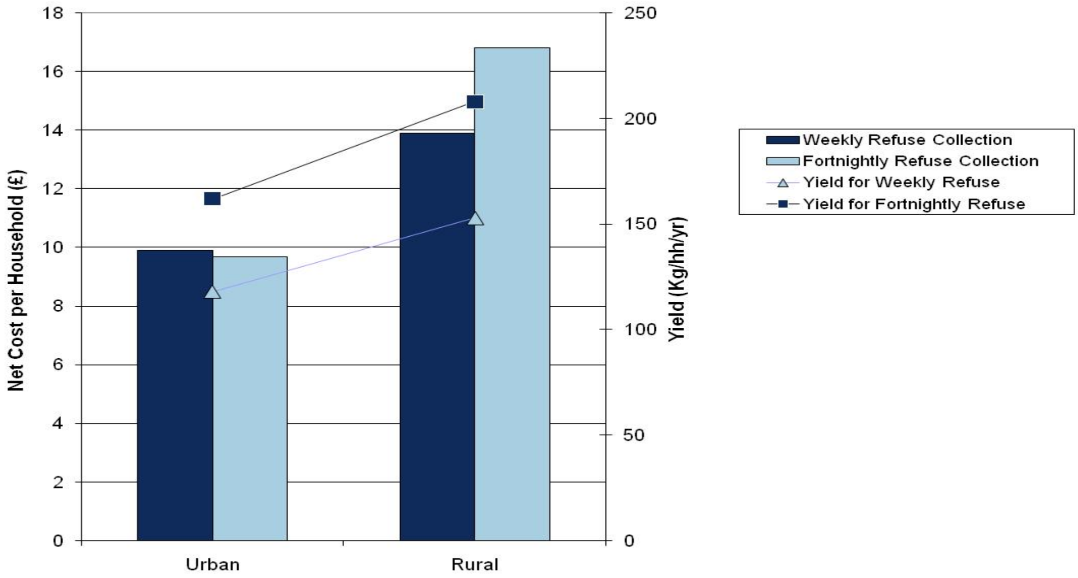


6.2.2 Impact of refuse collection frequency on recycling collection costs and yields

The impact of changing the frequency of refuse collection on the recycling collection costs per household is highlighted in Figure 12. Reduced refuse collection frequency has no real impact on the net cost in the urban authority because KAT calculates that no additional vehicle is required (5 recycling vehicles for each example) to collect the additional recycling tonnage. As for other examples modelled, it is assumed that restricting the capacity for residual waste will increase participation, capture and hence yield of recyclables per household. However in the rural authority, for the options modelled, there is an increase in the net cost per household of the recycling collection as a result of the higher yield collected per household. This requires an extra vehicle (5 vehicles for fortnightly recycling compared to 4 for weekly recycling), hence increasing the total cost. However it should be noted that refuse collection costs will reduce with fortnightly refuse collection resulting in the total service cost being lower compared to the total system cost if refuse is collected weekly.

[18] *Property and household number rounded to nearest 25*

Figure 12 Impact of Refuse Collection Frequency on Net Cost of Recycling per Household



Waste & Resources Action Programme

The Old Academy
21 Horse Fair
Banbury, Oxon
OX16 0AH

Tel: 01295 819 900
Fax: 01295 819 911
E-mail: info@wrap.org.uk

Helpline freephone
0808 100 2040

www.wrap.org.uk

Waste Improvement Network
helping councils do more with less

HIGH & DRY: results of WIN survey December 2009 Experiences of local authorities with high dry recycling rates (according to WasteDataFlow stats for 2008/9)

Introduction

WIN conducted a survey in December 2009, asking the 30 councils in England with the highest dry recycling rates to share what they had done to achieve these rates. We received 13 detailed responses set out in full below.

Why dry?! We felt dry recycling performance might be something councils were interested in. In particular, where councils are trying hard to reach 30% and more, we thought they might be interested to hear what other councils have done to achieve those rates.

Composting still counts! We should stress that, in shining a light on the high dry recyclers, the intention is not to imply that composting is not important, nor to detract from the achievements of the councils which have achieved high 'recycling plus composting' rates.

Finally… A huge thanks to the councils who were able to respond, providing their valuable *lessons learned* for other councils.

Alice Roberts
Programme Manager

Key messages

- **Provide ample capacity for recyclables, restrict residual waste and collect a wide range of recyclables** were all key messages from councils. One council said "Don't underestimate the size of bin/container" for recyclables! **'Keep it simple' for residents** – this was an often repeated theme.

- **Keep communicating!** *"Consistent promotion"* was how one council put it. "*Keep up with education"* and *"reinforce the message at every opportunity – roadshows, presentations to community groups"* others said.

- It was interesting to read that **communication was not always just about information**: councils used phrases such as "*motivate the public"* (e.g. giving feedback on achievements); "*support residents / support customers"*; "*listen to residents' comments and use these to improve the scheme where possible"*.

- **Communications at launch were also mentioned often**: well-planned campaigns; not underestimating communication efforts upon roll-out and organising campaigns well in advance.

- **Involve (and regularly train) crews. Involve everyone!** This was also a common theme. One council said "*Notify Councillors, relevant staff in other council departments (such as the Customer Service Centre), the collection crews (training, feedback to office staff), the press, the general public and your partners, such as the County Council, in setting the scheme up, making changes, and operating it on a day to day basis, so everyone understands what you are doing and why"*.

TOP 30 'dry recyclers' 2008/9

2008/9 figures from WasteDataFlow

	Authority	Household Dry Recycling Rate	Household Composting Rate
1	Worcester City Council	36%	0%
2	Mid Sussex District Council	35%	10%
3	Mid Suffolk District Council	35%	5%
4	Waverley Borough Council	34%	6%
5	City of London	34%	1%
6	Mole Valley District Council	34%	18%
7	Uttlesford District Council	33%	20%
8	South Kesteven District Council	33%	17%
9	Bournemouth Borough Council	33%	10%
10	Hart District Council	33%	6%
11	East Hampshire District Council	33%	6%
12	South Holland District Council	33%	1%
13	Woking Borough Council	32%	12%
14	Adur District Council	32%	3%
15	Broadland District Council	32%	18%
16	Blackburn with Darwen Borough Council	32%	9%
17	Swale Borough Council	32%	3%
18	Chiltern District Council	31%	17%
19	Redditch Borough Council	31%	0%
20	Chichester District Council	31%	7%
21	Eastleigh Borough Council	31%	10%
22	West Dorset District Council	31%	2%
23	Purbeck District Council	30%	4%
24	Charnwood Borough Council	30%	11%
25	Havant Borough Council	30%	1%
26	South Norfolk Council	30%	9%
27	Castle Morpeth Borough Council	30%	11%
28	Guildford Borough Council	30%	11%
29	Canterbury City Council	30%	18%
30	Gedling Borough Council	29%	6%

1. Worcester City Council

John Bond, Environmental Protection Officer
jbond@worcester.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

1. Political Support All-party support for the introduction of alternate weekly wheeled bin collections; continued political support especially from committed and supportive portfolio holder. Recycling is a key Council priority and any changes to scheme agreed at cabinet level
2. Co-operative Working Working with a wide range of partners e.g. housing associations and local charities to deliver the service to local residents. Working with the University to create 'recycling champions' in student accommodation. Working with the County Council and other county Districts – implementing the county Joint Municipal Waste Management Strategy and working locally on national campaigns (such as 'Love Food Hate Waste');
3. Comprehensive Collections Alternate weekly collections; no overflowing bins; no side waste; strict exemptions policy; limiting residual bin size to restrict capacity and encourage recycling; making it easy for residents to recycle – such as putting materials loose in the bin. Providing the service to 97% of properties and working actively to bring the remainder onto the scheme
4. Co-mingling Materials Collecting as wide a range of materials as possible in the one bin. Having a disposal contractor able to find markets for all items recycled, so keeping the contamination percentage low.
5. Crew Involvement Having on-going formal and informal meetings with the crews to ensure they reject any contaminated bin, excess bin waste and side waste.
6. Supporting the Customer Having a dedicated recycling team that works with the Customer Service Centre to answer questions, provide advice and sort out problems quickly. Making it easy for the customer to get in touch. Having face-to-face contact e.g. by giving public talks and holding neighbourhood road-shows and events.
7. Consistent Promotion
   - Publicising the guidance widely, through a variety of means.
   - Prioritising waste minimisation and 'smart shopping'.
   - Targeting specific audiences with specific promotion methods;
   - Using the advice given in WRAP publications (e.g. Improving Low Participation Areas);
   - Using simple illustrated materials, such as yes/no leaflets and producing literature for non-English speakers.

- ❖ Undertaking regular bin surveys to identify streets and flats where contamination and poor recycling can be improved then using personal support such as door knocking to educate the residents.
- ❖ Keeping the recycling message in the public's mind, through good media relationships and changing the messages regularly to refresh the recycling story (e.g. waste and climate change; costs to householder of landfill tax).
- ❖ Exploring new ways of reaching the public – such as using social networking sites.
- ❖ Working with schools.

8. Daily Operations Working with planners to ensure bin stores belonging to flats and HMOs have enough storage capacity for the number of residents in the property. Ensuring that recycling and support staff all maintain close daily contact so that activities such as bin deliveries/ repairs and those investigating exemptions are co-ordinated.
9. Effective Enforcement Supporting residents and helping them to use the system correctly, but using enforcement action to tackle persistent offenders in the final resort.

Q3. Do you have any 'lessons learned' for other councils?

1. Achieve political consensus. All-party support for the recycling scheme is essential to get an effective scheme in place.
2. Keep it simple. A simple two bin scheme with simple rules and similar collections. No extras like additional boxes to confuse users.
3. Be strict at the outset. Ensure everyone recycles by the same rules. You can always relax the requirements for individual residents and families later. Limit bin size, overcapacity and side waste issues.
4. Involve everyone. Notify Councillors, relevant staff in other council departments (such as the Customer Service Centre), the collection crews (training, feedback to office staff), the press, the general public and your partners, such as the County Council, in setting the scheme up, making changes, and operating it on a day to day basis, so everyone understands what you are doing and why.
5. Use enforcement. Work with those residents who can't or won't use the scheme correctly. Ultimately prosecute offenders who continue to fly-tip and cause nuisance.
6. Keep motivating the public. People need to be constantly reminded to recycle as much as they can and to recycle properly. Publish current recycling rates/tonnages. Remember that even 'good' recyclers can recycle even more. Use different methods of promotion to reach different groups such as new residents, university students and foreign residents.
7. Regularly train collection crews. Keep reminding and supporting the crews about the standards expected regarding such issues as rejecting contamination. Standards can slip, especially when temporary agency workers are involved.

8. Link kerbside collections to wider recycling effort. Promoting all the ways the public can recycle to create a seamless opportunity: e.g. charity shops and voluntary efforts such as cycle refurbishment; supermarket bins, bring centres, re-use centres (e.g. computers); Christmas tree recycling and other campaigns such as garden tool collections, commercial waste through scrap store, signposting to the Freecycle website. This all helps embed recycling in the public mind.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect?

- alternate week wheelie bin collection (weekly domestic refuse sack and fortnightly recycling sack collection for some properties unable to have wheelie bins)
- collections are carried out over a 4-day week, Tuesday to Friday
- bins / sacks are placed on the “curtilage” on the day of collection by 7.00am
- householders can apply for an exemption if all the occupants are too infirm to place out containers on the curtilage
- recyclable materials are placed loose into the recycling bin
- recyclable materials currently include glass bottles & jars, cans, paper & thin card and plastic bottles, expanding to all plastic containers, thick card and tetrapaks in January.

2. Uttlesford District Council

Catherine Auckland, Waste & Recycling Officer
cauckland@uttlesford.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

Uttlesford introduced a 3 wheeled bin service with alternate weekly collections for residual waste and dry recyclables and a weekly collection of food waste. The capacity for dry recyclables is more than for residual waste and the range of materials collected ensures that the system is simple and accepts the majority of materials including mixed plastics and cardboard cartons. The system is very easy to understand, and this helps ensure high participation and high capture rates.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

Uttlesford District Council does not collect garden waste from the kerbside except for a small number of chargeable sacks, and as such the fraction of garden waste is negligible.

The 3 bin system introduced food waste at the same time to the expansion to the dry recyclables collection and as such it can't be determined whether the food waste collection or the improvements to the dry recycling collections improved the service. The "big bang" approach to improving services was particularly effective because residents change their behaviours once rather than having multiple stepped changes.

Q3. Do you have any 'lessons learned' for other councils?

- Introduce new schemes in a "big bang" way if possible.
- Offer more capacity for dry recyclables than residual waste.
- Offer collection of a wide range of materials including mixed plastics as that is a big winner with the public.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

- Alternate weekly collection of residual waste in 180 litre wheeled bin and dry recyclables in 240 litre wheeled bin and weekly collection of food waste in 140 litre wheeled bin.
- Dry recyclables collected as follows: Paper, Cardboard (including tetra-pack style cartons), metal tins & cans, mixed plastics.
- (Glass and textiles collected through extensive network of bring sites)

3. South Holland District Council

Emily Spicer
ESpicer@sholland.gov.uk

Q1. We believe that the key factors in achieving our high dry recycling rates are:

- ❖ having regular weekly collections
- ❖ providing free of charge (unlimited quantities) recycling sacks that are easy to use for all residents
- ❖ any contamination is easy to detect due to the sacks being see-through
- ❖ collecting a wide range of materials for recycling (making the collection scheme convenient and simple to use)
- ❖ listening to the comments of our residents and using these to improve the scheme where possible
- ❖ the amount (number of sacks) of refuse and recycling that can be presented is unlimited therefore keeping contamination of recycling below 5%.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

All of the 'composting' we collect is green waste at a Saturday Morning bring site system.

Q3. Do you have any 'lessons learned' for other councils?

- ❖ Make the collection system as simple as possible for residents to use. South Holland District Council previously provided a separate glass collection to residents however the participation rate was approximately 20%. Residents simply could not be bothered to separate their glass from the rest of the materials for recycling and would rather throw them in the residual waste sack.
- ❖ Moving from a recycling box system to a recycling sack system enabled us to include all properties onto a collection scheme as collections became quicker with less complaints received such as 'my box wasn't returned to my property'.
- ❖ Moving to recycling sacks mirrored the residual waste collection system that has been successfully (i.e. few complaints) operating for many years.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect?

- ❖ Residual – weekly black sack collection for all residents (unlimited sacks may be presented). SHDC only delivers 52 sacks per year. The rest must be purchased by households.
- ❖ Recycling – weekly green sack collection for all residents (unlimited sacks may be presented). SHDC delivers 52 sacks per year. Additional sacks maybe collected free of charge from all council buildings, all libraries and Parish Council Offices in South Holland.

For recycling we collect:

- All paper and card (including envelopes with windows, yellow pages, tetra paks and egg boxes)
- All plastic bottles and tops
- Plastic carrier nags
- Yoghurt pots
- Margarine/ ice cream tubs
- Plastic film
- Glass bottles and jars
- All drink, food and pet food tins
- Clean tin foil/trays
- Empty Aerosol cans
- Clothing and pairs of shoes
- Curtains

4. Adur and Worthing Council

Paul Willis, Waste Strategy Manager
Paul.Willis@worthing.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

Constant education. The Council recently changed its recycling service to an inclusive one with wheeled bins, where all recyclables are collected co-mingled.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

We don't collect food waste

Q3. Do you have any 'lessons learned' for other councils?

Keep up with education!

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect?

Co-mingled wheeled bin collections every fortnight. Materials collected are mixed paper and card, mixed coloured glass bottles and jars, metal food and drink cans, aerosol cans, tetra pak, foil, plastic bottles. Residual collections are weekly using wheeled bins.

5. Bournemouth Borough Council

R. I. Osborough, Strategic Waste Manager
roy.osborough@bournemouth.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

- Co-mingled kerbside collection of paper, card, plastic bottles, cans, glass – simple, comprehensive
- Limited refuse capacity at kerbside (140l bin)
- Re-branding of recycling services and production of new literature
- Inclusion of flat properties using communal recycling bins
- Home visits by waste awareness officers
- Regular attendance at local events, area forums and community meetings
- Introduction of a robust contamination policy
- Community Recycling Centre recycled or recovered 71% of all waste received during 06/07
- Operate a network of recycling 'bring sites' across the borough
- Introduction of free recycling for schools
- Enhanced recycling service for seafront users
- Introduction of on street recycling facilities

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

No food waste collected.

Q3. Do you have any 'lessons learned' for other councils?

- Do not underestimate the complexity and cost of your waste awareness campaign
- Pre-plan well in advance of launch

- ❖ Subject your campaign to a pre-launch 'reality check'
- ❖ Don't underestimate the size of bin/container – invariably you will exceed your set-out rate estimates

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

Alternate week dry recyclables kerbside collection using 240lt wheelie bins and dedicated 6-wheel RCVs with 1 driver + 2 loaders. Alternate week seasonal garden waste collections using 140lt wheelie bins or paper sacks (upon request) & standard compactor RCVs. Weekly residual waste collection with standard compactor RCV & 140lt wheelie bins.

6. Woking Borough Council

Mark Tabner, Assistant Environmental Manager
Mark.Tabner@woking.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

Promotions – roadshows, presentations to community groups, reinforce the message at every opportunity including residents' success, clear explanation of new services, co-mingled service, low contamination rate, widening the range of materials collected.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

100% garden waste (separate food waste collections will be introduced January)

Q3. Do you have any 'lessons learned' for other councils?

Good relationship with end reprocessors. Getting the majority of households on bins - keeping the number of communal bins / sacks to a minimum.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect?

a) Woking operates a fortnightly co-mingled dry recyclable collection scheme. The majority of individual households have been provided with two wheeled bins, one for residual waste and one for the following recyclables; newspapers and magazines, cardboard, plastic bottles, steel and aluminium cans, telephone directories and office papers, glass bottles and jars and aluminium foil. The size of the bin provided is based on the number of residents but the standard issue is 240 litre. Where it is not physically possible to store wheeled bins then residents are provided with blue sacks for co-mingled recyclable materials, again collected on alternate weeks. The service is provided to 100% of households.

b) A kerbside collection of household batteries for all households.

c) There are 24 bring sites across the Borough located at places accessible to the public. Most sites have facilities for the collection of newspaper & magazines, mixed cans, glass bottles and textiles/shoes. Where space allows, containers are provided to accommodate other materials such as, plastic bottles, paper based cartons and cardboard. A number of agencies are responsible for collecting the textiles/shoes at bring sites. Tetra Pak organise the free collection of paper based cartons from 5 sites.

7. Mid Suffolk District Council

Chris Fry, Corporate Director
Chris.Fry@midsuffolk.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

Restricting the amount of refuse capacity available to households means that residents have to think carefully about what they throw into their refuse bin, as it is designed to be too small to take a fortnights worth of refuse without sorting it first. The recycling bins provided are larger than the refuse bins to reflect the proportion of waste produced by a household that is recyclable through the scheme.

We have also worked hard to support residents during each phase of the changeover from weekly refuse collections to alternate week wheeled bin refuse and recycling collections. A recycling officer accompanied the collection crew during the first month of the introduction of the recycling service to be on hand to deal with any issues. Crews are trained to check every bin for contamination: if any is found a sticker is left and/or the bin is rejected. An advisory letter is then sent to the resident in cases where the bin is rejected so that they know what they have done wrong and how to put it right.

The two Recycling Officers in the district are available to provide help and support to residents including home visits and attending numerous events throughout the year to ensure they are accessible to all residents. They also undertake school visits and other educational visits to community groups on request.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

We do not currently collect food waste in the course of our composting collections. Our composting collection service (which is a subscription based scheme) is for garden waste only, due to the nature of the composting facility that we use.

Q3. Do you have any 'lessons learned' for other councils?

Provide plenty of information about the service at the start of the scheme, and support residents as much as possible.

Restrict the capacity of the refuse bin to encourage recycling, and only collect refuse side-waste in pre-paid authorised sacks, to acknowledge the fact that sometimes residents may produce excess waste and to show that the Council does provide a way that they can have it collected. The very fact that the resident has to go and purchase a sack for this purpose discourages them from unnecessarily treating as refuse items that could be recycled.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

- We collect residual and recycling on an alternate week cycle, using wheeled bins. The standard set of bins issued to a household of two is a 140 litre refuse bin and a 180 litre recycling bin.
- For a household of 3-4 we issue a 180 litre refuse and a 180 litre recycling bin. For households of 5-6 we issue a 240 litre refuse and recycling bin. Households of 7-8 we issue 2x180 litre refuse and recycling bins.
- We provide a co-mingled kerbside collection for recycling. We collect paper, cans, cardboard, foil, plastic bottles and plastic food containers loose, clean and dry within the recycling bin.

- ❖ We have a separate chargeable service for the collection of garden waste (£40.00 for 12 months subscription) using a 240 litre wheeled bin.
- ❖ We have an extensive network of bring-sites for glass, paper and textiles throughout the district (about 150 bring sites serving 40,000 households)
- ❖ We also operate a clinical and medical waste collection service, as well as a hazardous waste collection service free of charge to domestic premises and available on request.

8. Swale Borough Council

Alan Turner, Cleansing Services Manager
AlanTurner@swale.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

A clear communication strategy was put together long before the implementation of the twin bin scheme and this forward thinking clearly had a positive affect.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

We don't collect food waste but do provide an opt-in garden waste collection service (currently approx 4,000 customers) which produced a circa 2% composting rate.

Q3. Do you have any 'lessons learned' for other councils?

Communicate effectively prior to introduction and keep the scheme simple and easy to use.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

We operate an AWC service – Week 1 residual (green bin), Week 2 recycling & garden waste (blue & brown bin respectively). The blue bin is for disposal of plastic, paper, cardboard and cans and contains a 40 litre insert caddy to capture glass bottles, jars etc.

9. Purbeck District Council

Neil Randall, Principal Officer, Waste Management
NeilRandall@purbeck-dc.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

The most significant thing we have done to increase residents' dry recycling rate is the introduction of an alternate week collection scheme in autumn 2005, associated with this are no side waste or overflowing bin policies which restrict the amount of residual waste which will be collected. When the scheme was instigated there was a comprehensive publicity campaign with roadshows in every Parish, lots of information on the 3Rs to all households, press involvement, involvement with Parish/Town Councils etc.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

We do not collect material for composting at the moment, but actively promote home composting.

Q3. Do you have any 'lessons learned' for other councils?

When introducing alternate week collections early and regular communication with all stakeholders is essential, AWCs should be introduced in conjunction with additional services for residents (e.g. collection of food waste, additional kerbside recycling) to negate the impression of a reduced service to residents.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

- As a waste collection authority Purbeck District Council is responsible for the collection and transportation of household waste and recycling from council tax paying residents.
- The waste is taken to disposal or reprocessing sites (Tattchels and Hybris) as directed by Dorset Country Council who, as the waste disposal authority, are responsible for its disposal.

- Refuse collections are undertaken by an outside contractor, SITA, who collect from 21290 properties on an alternate week basis, with residual waste collected from a 240 Litre wheelie bin one week and dry recyclables collected via a 50 litre box on the next.
- Additional wheelie bins are available to households of six permanent residents or more.
- An "assisted collection" service is offered to residents who are elderly or infirm and need help to present their waste containers on collection days (this is sometimes referred to as a "back door" collection.
- In areas where wheelie bins are impractical due to access or storage problems collections via blue plastic sacks are carried out.
- There are 34 "bring" sites across the district which includes plastic facilities.

10. Blackburn with Darwen Borough Council

Stuart Hammond, Waste and Recycling Manager
stuart.hammond@blackburn.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

One bin for all dry recycling, and 140 bin for refuse (no side waste)

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

Don't do food

Q3. Do you have any 'lessons learned' for other councils?

My view is that we need to make recycling easy for our customers and bearing in mind our housing type, ACORN profile and ethnic breakdown, I feel a commingled collection is best for our circumstances

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

See web site for full details www.blackburn.gov.uk/recycling

11. Broadland District Council

Bob Wade, Environmental Protection Manger
bob.wade@Broadland.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

Offering a range of recycling opportunities to our residents via the kerbside, numerous and well placed bring banks and good communications to help maximise recycling.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

Garden waste 17% and food waste 1% - we have a trial scheme for the latter

Q3. Do you have any 'lessons learned' for other councils?

Alternate weekly works successfully and combined with a co-mingled collection has produced a very cost effective and high performing service. BVPI 86 outturn 08/09 - £27.80 per household per year. The MRF we use has a contract with a share of value of materials sold which helps to support our collection service.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

- Alternate weekly, 240l bin based twin bin system.
- Co-collection of plastic bottles, paper, card, tins/cans/aerosols sorted at a local MRF procured by all 7 Norfolk DCs. This partnership working has realised major income benefits for all concerned.
- Over 120 bring bank sites collecting glass, paper, cans and a range of other materials.
- Whole district chargeable fortnightly green waste collection service and food waste collection trial serving c 6000 properties.

12. Mid Sussex District Council

David Harper, Business Unit Leader – Waste and Outdoor Services
davidh@midsussex.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

- Committed residents, who we are keen to thank and try to regularly release press articles which outline their success.
- Simplicity of kerbside collection service – co-mingled collection, including glass, in a wheeled bin.
- Alternate Weekly Collection – encouraging residents to recycle more as capacity for landfill waste has been reduced.
- Good communications with press and residents before and during roll out of new service.
- Reminding residents regularly of what they can recycle and why it's important – using press releases and Council magazine. Keeping website up to date with FAQ's and latest information.
- Knowledgeable customer contact centre to help when people get in touch with queries.
- The design of the service was worked upon by a cross party group of Council Members and then passed almost unanimously by full Council. Having the support of Members has been invaluable in the success of the service.
- Calling the residual waste bin 'Landfill bin' – a continual reminder of where waste form that bin goes.
- Good partnership / relationship with our contractor.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

Mid Sussex District Council do not operate a food waste collection, and do not take any food waste in garden waste collection.

Q3. Do you have any 'lessons learned' for other councils?

- The simpler the service the better. Reducing the number of containers and sorting to be done at home makes it easy for residents and crews.
- Be clear, but concise; with communications about what you can and can't recycle.
- Spend time with Council Members and Town & Parish Councils and Help Point staff so they all understand how the service works and why it's important, as they have a lot of first hand contact with residents.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

- Weekly Collection of landfill and recycling. 240 litre bins as standard, blue lid for recycling, grey lid for landfill.
- Co-mingled recycling collection of:
  - Plastic bottles
  - Glass bottles & jars
  - Food and drink cans
  - Aerosols
  - Aluminium foil
  - Paper and cardboard
  - Tetra paks
- No collection of side waste from landfill bins
- Second landfill bin on request if household has 6+ members or 2+ children in disposable nappies.
- Second recycling bin if requested.
- Same day collection – collect on Bank Holidays apart from Christmas, Boxing Day & New Year.

13. South Norfolk Council

Alexandra Bone
ABone@s-norfolk.gov.uk

Q1. What have been the key factors in achieving high dry recycling rates in your view?

There are several factors in South Norfolk that help us to achieve such a good dry recycling rate.

- We are able to accept a good range of co-mingled material in our green recycling bin – paper, card, cans and tins, plastic bottles and aerosols.
- We have a network of 106 Mini Recycling Centres located in our communities enabling residents to recycle a range of other materials that can't be collected through the kerbside recycling scheme. Residents can recycle glass, books, clothing, shoes, toys, tetrapak and other paper through the Mini Recycling Centres.

- We provide residents with information about their recycling and rubbish collections directly on an annual basis. This information is clear and easy to understand. We also put information in our council magazine regularly, along with information on our website.
- We have a Waste Reduction Officer who is out on the district regularly monitoring use of recycling bins and letting residents know if they are recycling the wrong items.
- We are part of the Norfolk Waste Partnership, all of the councils in Norfolk working together. As part of the partnership work we deliver key waste messages across the county. These messages also help us at a local district level.

Q2. Can you break down your composting figure into garden and food waste (estimate if necessary)? If you collect food waste – has this had an impact on your dry recycling rate?

Our composting figure is made up entirely of garden waste collected through a charged for brown bin garden waste collection scheme.

Q3. Do you have any 'lessons learned' for other councils?

Make sure you give residents direct information about their collections at least annually, and make it as easy as possible for residents to recycle. Have a scheme in place to let residents know if they are putting the wrong items in their recycling bin.

Q4. Could you give a short description of the collection system for residual & recycling and the materials you collect.

South Norfolk operates a system of alternate week collection using a 240 litre green recycling bin accepting paper, card, cans and tins, plastic bottles and aerosols and a 240 litre black bin for residual waste.

Waste Improvement Network
helping councils do more with less

Worcester CITY COUNCIL

Case study January 2010: Worcester City Council achieve highest dry recycling rate in England for 2008/9!

Background

In November 2009 it was announced that Worcester City Council had the highest dry recycling rate for 2008/9 (WasteDataFlow) – a fantastic 36%.

This case study sets out the key factors in achieving their high dry recycling rate and their 'lessons learned' for other councils.

Worcester's domestic refuse and recycling collections

Worcester currently operates an alternate weekly wheelie bin collection (with a weekly domestic refuse sack and fortnightly recycling sack collection for those properties unable to have wheelie bins). Collections are carried out over a 4-day week, Tuesday to Friday.

Householders are asked that bins/sacks are placed outside their property on the day of collection by 7.00am. (Householders can apply for an exemption if all the occupants are too infirm to place out containers.)

Recyclable materials are placed loose into the green recycling bins, which all households are given.

Recyclable materials currently include glass bottles & jars, cans, paper & thin card and plastic bottles.

The key factors in achieving high dry recycling rates

1. Political Support

- All-party support for the introduction of alternate weekly wheeled bin collections; continued political support especially from committed and supportive portfolio holder. Recycling is a key Council priority and any changes to scheme agreed at cabinet level.

2. Co-operative Working

- Working with a wide range of partners e.g. housing associations and local charities to deliver the service to local residents.
- Working with the University to create 'recycling champions' in student accommodation.
- Working with the County Council and other county Districts – implementing the county Joint Municipal Waste Management Strategy and working locally on national campaigns (such as 'Love Food Hate Waste').

3. Comprehensive Collections

- Alternate weekly collections; no overflowing bins; no side waste; strict exemptions policy; limiting residual bin size to restrict capacity and encourage recycling; making it easy for residents to recycle – such as putting materials loose in the bin. Providing the service to 97% of properties and working actively to bring the remainder onto the scheme

4. **Co-mingling Materials**

- ❖ Collecting as wide a range of materials as possible in the one bin.
- ❖ Having a disposal contractor able to find markets for all items recycled, so keeping the contamination percentage low.

5. **Crew Involvement**

- ❖ Having on-going formal and informal meetings with the crews to ensure they reject any contaminated bin, excess bin waste and side waste.

6. **Supporting the Customer**

- ❖ Having a dedicated recycling team that works with the Customer Service Centre to answer questions, provide advice and sort out problems quickly.
- ❖ Making it easy for the customer to get in touch.
- ❖ Having face-to-face contact e.g. by giving public talks and holding neighbourhood road-shows and events.

7. **Consistent Promotion**

- ❖ Publicising the guidance widely, through a variety of means.
- ❖ Prioritising waste minimisation and 'smart shopping'.
- ❖ Targeting specific audiences with specific promotion methods.
- ❖ Using the advice given in WRAP publications e.g. Improving Low Participation Areas.
- ❖ Using simple illustrated materials, such as yes/no leaflets and producing literature for non-English speakers.
- ❖ Undertaking regular bin surveys to identify streets and flats where contamination and poor recycling can be improved then using personal support such as door knocking to educate the residents.
- ❖ Keeping the recycling message in the public's mind, through good media relationships and changing the messages regularly to refresh the recycling story e.g. waste and climate change; costs to householder of landfill tax.
- ❖ Exploring new ways of reaching the public – such as using social networking sites.
- ❖ Working with schools.

8. **Daily Operations**

- ❖ Working with Planners to ensure bin stores belonging to flats and HMOs have enough storage capacity for the number of residents in the property.
- ❖ Ensuring that recycling and support staff all maintain close daily contact so that activities such as bin deliveries / repairs and those investigating exemptions are co-ordinated.

9. **Effective Enforcement**

- ❖ Supporting residents and helping them to use the system correctly, but using enforcement action to tackle persistent offenders in the final resort.

The 'lessons learned' that Worcester think would be helpful to other councils are:

1. **Achieve political consensus.**
   All-party support for the recycling scheme is essential to get an effective scheme in place.

2. **Keep it simple.**
   A simple two bin scheme with simple

rules and similar collections. No extras like additional boxes to confuse users

3. **Be strict at the outset.**
   Ensure everyone recycles by the same rules. You can always relax the requirements for individual residents and families later. Limit bin size, overcapacity and side waste issues

4. **Involve everyone.**
   Notify Councillors, relevant staff in other council departments (such as the Customer Service Centre), the collection crews (training, feedback to office staff), the press, the general public and your partners, such as the County Council, in setting the scheme up, making changes, and operating it on a day to day basis, so everyone understands what you are doing and why.

5. **Use enforcement**
   Work with those residents who can't or won't use the scheme correctly. Ultimately prosecute offenders who continue to fly-tip and cause nuisance.

6. **Keep motivating the public**
   People need to be constantly reminded to recycle as much as they can and to recycle properly. Publish current recycling rates / tonnages. Remember that even 'good' recyclers can recycle even more. Use different methods of promotion to reach different groups such as new residents, university students and foreign residents.

7. **Regularly train collection crews.**
   Keep reminding and supporting the crews about the standards expected regarding such issues as rejecting contamination. Standards can slip, especially when temporary agency workers are involved

8. **Link kerbside collections to wider recycling effort.**
   Promoting all the ways the public can recycle to create a seamless opportunity e.g. charity shops and voluntary efforts such as cycle refurbishment; supermarket bins, bring centres, re-use centres (e.g. computers), Christmas tree recycling and other campaigns such as garden tool collections, commercial waste through scrap store, signposting to the Freecycle website. This all helps embed recycling in the public mind.

What's next?

Worcester will continue their efforts and from January 2010, thanks to the opening of a new Materials Reclamation Facility, will be offering the collection of even more recyclables including yoghurt pots, meat trays, fruit and vegetable punnets, cartons and thick cardboard boxes.

Links and Contacts

John Bond, Environmental Protection Officer for Worcester
jbond@worcester.gov.uk

Waste Improvement Network website:
www.win.org.uk
Waste Improvement Network email:
win@southeastiep.gov.uk

CABINET REPORT

28 June 2010

Report of: Director of Child and Adult Services

Subject: CONNEXIONS/YOUTH SERVICE - SERVICE DELIVERY OPTION REVIEW

SUMMARY

1. PURPOSE OF REPORT

1.1 To seek Cabinet approval for the recommended savings options that have been identified in the service delivery review of the Connexions and Youth Services.

2. SUMMARY OF CONTENTS

2.1 The report contains the Options Report for the Connexions and Youth Services Service Delivery Option Review. This service delivery review has an efficiency target of £133,800.

2.2 In considering the options presented for service delivery review for Connexions and the Youth Service it must be recognised that these take place against a background of significant change that has already been embarked on in creating an integrated youth support service for Hartlepool. This brings together Connexions and the Youth Service into one integrated team. Significant management savings have already been identified with the appointment of a single head of service with effect from 1st April 2010.

2.3 The model for an integrated youth support service for Hartlepool identifies 4 main service areas. The four areas which have been identified as key for integrated youth support services are as follows:-

- Youth work (and positive activities)
- Information, advice and guidance
- Volunteering, citizenship and participation
- Targeted youth support.

2.4 Within each of the four areas, specific savings have been identified which can be achieved with minimal impact on front line delivery. These are identified below.

i) Youth work and positive activities

- Re-negotiate service delivery in Greatham, where the Youth Service budget is paying disproportionately for buildings, effectively subsidising other community use (£11,700 - £23,700 depending on final options in relation to rent and caretaking which are now being negotiated following Cabinet approval not to renew the lease).
- Do not proceed with a proposed development at St Hild's (£1,500).

ii) Information, advice and guidance

- It is expected that all Connexions personal advisors should be in the process of qualifying or fully qualified. The service currently has one unqualified post the scope of which by reason of the worker being unqualified is very restricted in terms of service delivery. This post could be deleted with no anticipated reduction in frontline service delivery (£25,000).

iii) Volunteering, citizenship and participation

- A modest training budget exists in this area so that young people receive training to assist them in making decisions in their roles as Grant Givers. This could be reduced by £1,000.

iv) Targeted youth support

- The Connexions service has in the past provided funding for the intermediate labour market. Other sources of funding such as Future Jobs Fund have the potential to replace this, producing savings in the Connexions budget of £40,000. The Connexions team has the capacity to dedicate staff time to liaise with the Future Jobs Fund so that there is no detriment to young people.
- A number of areas of work are commissioned by the Youth Service and Connexions from Barnado's at their B76 project. Bringing together the Youth Service and Connexions has highlighted the fact that this work may not be being commissioned in the most efficient or cost effective way from the third sector.

2.5 A range of work is commissioned from voluntary and community sector partners by Connexions, the School Improvement Team and the Youth Service to assist in reengaging young people at risk of disaffection. Funding comes in via a number of strands. As new government initiatives have been rolled out, additional projects have been commissioned to meet the requirements of the attached grants.

- £200,000 is split between four providers as part of the Aims funding for re-engagement (this uses a mix of Positive Activities for Young People and Neighbourhood Support Fund funding).
- A further £10,000 is allocated by Connexions to the HOT project (for work with young people identified as NEET, not in education, employment or training).
- In addition, the Youth Service commissions £65,000 of activity from Barnardo's to support work around issues such as sexual health, homelessness, addictions, advocacy, lifeskills, engagement through the arts and the HOT project. The current agreement runs from April 2008 to March 2011. This Youth Service funding comes from the service's base budget, not grant funding and, whilst these areas of work are important, the Youth Service and Connexions would be able to identify other agencies to which young people could be directed for support in specific areas, if their needs could not be met by their own staff.

Given the expectation that existing grant funding will cease, or at best be reduced from April 2011, there will be a need to re-examine all these commissioned services during the 2010/2011 financial year.

2.6 Alternative/additional areas for savings have also been identified as part of the review. These are considered to have a more direct impact on front line service delivery and are as follows:

- Ceasing to run the Connexions Choices event.
- Reducing the number of evenings that the full time youth centres run their mainstream youth programmes by one night per week from each of the 3 main centres.
- Reducing paper based careers advice/information.

2.7 The possible savings figures are detailed in section 5 of the main report.

2.8 The costs of achieving the target savings are estimated to be approximately £20K. These costs are primarily redundancy / early retirement costs and are at this stage an estimate.

2.9 Alternative options for making savings were considered for each of the four key areas for service delivery and are included in section 6 of the main report. The costs of achieving the alternative options to meet the target savings vary from £28K to a maximum of £38K. These costs are an estimate at this stage.

2.10 The main risk associated with the preferred option is that preventative services delivered jointly with the third sector are significantly reduced and there are fewer options open to staff in the integrated youth services when they wish to refer young people on for a more intensive support package. It is hoped, however that the further development of the Team Around the School Model will mitigate against any adverse effect of this as all agencies work together in the most efficient way possible.

2.11 The Service Delivery Options (SDO) programme has been designed to review all council activity over a three year programme and is planned to contribute over £3.5m in savings to the Business Transformation (BT) savings of £6m over this period. Each review has a target for savings set at the outset as part of this overall programme and these are assigned to specific financial years in the Medium Term Financial Strategy. For 2011/12 the MTFS forecasts are based on the achievement of £1.3m of Business Transformation SDO savings from 1st April 2011.

2.12 The proposals in this report deliver £133,800 of savings; the target for this review was £133,800. If Cabinet determines to not take the decisions required to deliver these savings this amount will have to be found from other, unplanned cuts.

2.13 The preferred option has sought to identify savings that will have the least impact on the existing provision and support for young people across the town.

2.15 The preferred option has implications for a small number of council staff who will be put at risk of redundancy.

3. RELEVANCE TO CABINET

3.1 The report concerns one of the workstreams of the Business Transformation Programme, Service Delivery Options

4. TYPE OF DECISION

4.1 Key Decision Test (i) applies. Forward Plan Ref: ED6509

5. DECISION MAKING ROUTE

5.1 Cabinet, 28th June 2010.

6. DECISION(S) REQUIRED

6.1 Cabinet is asked to approve the recommended option as shown in section 5 of the main report and equating to the target saving of £133,800. The costs in realising the savings are stated in section 2.8.

6.2 Cabinet is asked to agree to the reconsideration over the next 12 to 18 months of the transformation options for services included in this SDO review.

Report of: Director of Child and Adult Services

Subject: CONNEXIONS/YOUTH SERVICE: SERVICE DELIVERY OPTION REVIEW

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1. PURPOSE OF REPORT

1.1 To seek approval for the recommended savings options that have been identified in the service delivery review of the Connexions and Youth Services.

2. BACKGROUND

2.1 The scope of and timescale of the service delivery option review for Connexions and the Youth Service were presented to Cabinet on 22nd December 2009 and the options analysis report was considered by the Business Transformation Programme Board on 27th April 2010. This report summarises the deliberations of the review team, outlines options that have been considered and identifies preferred options for consideration. This service delivery review has an efficiency target of £133,800.

2.2 In considering the options presented for service delivery review for Connexions and the Youth Service it must be recognised that these take place against a background of significant change that has already been embarked on in creating an integrated youth support service for Hartlepool. This brings together Connexions and the Youth Service into one integrated team. Significant management savings have already been identified with the appointment of a single head of service with effect from 1st April 2010. Further savings are being realised via accommodation changes, and managers from the Youth Service have moved from the Archive Building into the Tower Street offices where the Connexions and Leaving Care teams are already based. Further efficiencies in relation to buildings are anticipated by joint working with Community Services so that the main Youth Centre buildings will be managed jointly with the Council's Community Centres, hopefully realising efficiencies in managing community resources and maximising opportunities for income generation. In meeting Government aspirations for local authorities to provide an integrated youth offer as laid out in the 2005 green paper 'Youth Matters', it is anticipated that further changes will take place within an integrated youth support service, beyond the timescale and scope required by the current service delivery review. This includes such issues as workforce development, not only within the Council workforce but across the whole of the youth workforce including third sector partners. It is anticipated that further efficiencies will be identified as the two teams adopted increasingly integrated working practices. Detailed baseline information about Connexions and the Youth Service is provided in the Connexions and Youth Service benchmarking report which is attached as **Appendix 1**.

3. REVIEW PROCESS

3.1 The full review team met on 2 occasions (6th November and 18th December 2009) and a core group of key officers met on 4 other occasions to look at the model that would be required for the delivery of an integrated youth support service and to consider delivery options.

3.2 The model for an integrated youth support service for Hartlepool identifies 4 main service areas. Each of these areas is essential to the delivery of a properly functioning integrated youth support service that meets the legislative requirements for youth work and Connexions services. The four areas which have been identified as key for integrated youth support services are as follows:-

- Youth work (and positive activities)
- Information, advice and guidance
- Volunteering, citizenship and participation
- Targeted youth support.

Each of these four areas has been considered in four ways:-

- Ceasing to deliver this area of work
- Reducing this area of work
- Securing service delivery via an alternative provider
- Maintaining the current method for delivering this area of service

3.3 Additionally, specific areas where savings could be made in relation to existing areas of work, have also been identified. Detail of the process and the pros and cons of each of the options for delivery of the four key areas are presented in **Appendix 2** (Towards an Integrated Youth Support Service).

4. OPTION ANALYSIS

4.1 <u>Youth Work and positive activities</u>

Ceasing to deliver this area of work, reducing it or commissioning an alternative provider would in theory result potentially in significant savings, significant reduction in direct Council staffing costs and the possible realisation of assets in relation to buildings and land. However, this would put at high risk the local authority's ability to meet statutory duties and national indicator targets and to maintain positive progress on the prevention agenda. Any reduction is likely to disadvantage vulnerable groups particularly and would therefore be likely to run counter to Council duties in relation to equality. It is not clear whether commissioning all activities to the third sector would in fact release savings since there would be TUPE considerations if the same services were to be delivered in order to meet statutory duties and Government targets. Current service delivery for youth work and positive activities includes a mix of Council resources and commissioning from the third sector and recent inspections have identified the quality of services as good.

4.2 Information, advice and guidance

Similar arguments can be put forward in relation to information, advice and guidance in relation to ceasing to provide this service, reducing it or commissioning others to deliver it.

4.3 Volunteering, citizenship and participation

The arguments above also apply to this area. Participation has been rated an outstanding area of work by inspectors, so there is the additional risk that any change to current practice would put this grading in jeopardy in future inspections.

4.4 Targeted Youth Support

This is the newest area of work for youth services and is a key component of integrated services for young people. It is based on a model of joint working not just between Connexions and the Youth Service but a number of other partners across the town. Whilst the Hartlepool model of Team around the Secondary School is still relatively new, early inspection findings have been positive. To change direction at this stage would appear to be a high risk approach and one that would appear to be potentially damaging to what is emerging as a nationally recognised model.

4.5 Options for savings

Within each area specific savings have been identified which can be achieved with minimal impact on front line delivery. These are identified below.

i) Youth work and positive activities

- Re-negotiate service delivery in Greatham, where the Youth Service budget is paying disproportionately for buildings, effectively subsidising other community use (£11,700 - £23,700 depending on final options in relation to rent and caretaking which are now being negotiated following Cabinet approval not to renew the lease).
- Do not proceed with a proposed development at St Hild's (£1,500).

Ii Information, advice and guidance

- It is expected that all Connexions personal advisors should be in the process of qualifying or fully qualified. The service currently has one unqualified post the scope of which by reason of the worker being unqualified is very restricted in terms of service delivery. This post could be deleted with no anticipated reduction in frontline service delivery (£25,000).

Iii Volunteering, citizenship and participation

- A modest training budget exists in this area so that young people receive training to assist them in making decisions in their roles as Grant Givers. This could be reduced by £1,000.

iv) Targeted youth support

- The Connexions service has in the past provided funding for the intermediate labour market. Other sources of funding such as Future Jobs Fund have the potential to replace this, producing savings in the Connexions budget of £40,000. The Connexions team has the capacity to dedicate staff time to liaise with the Future Jobs Fund so that there is no detriment to young people.
- A number of areas of work are commissioned by the Youth Service and Connexions from Barnado's at their B76 project. Bringing together the Youth Service and Connexions has highlighted the fact that this work may not be being commissioned in the most efficient or cost effective way from the third sector. The following section gives more detail of current activity.

v) Commissioned projects from the third sector

A range of work is commissioned from voluntary and community sector partners by Connexions, the School Improvement Team and the Youth Service to assist in reengaging young people at risk of disaffection. Funding comes in via a number of strands. As new government initiatives have been rolled out, additional projects have been commissioned to meet the requirements of the attached grants.

- £200,000 is split between four providers as part of the Aims funding for re-engagement (this uses a mix of Positive Activities for Young People and Neighbourhood Support Fund funding).
- A further £10,000 is allocated by Connexions to the HOT project (for work with young people identified as NEET, not in education, employment or training).
- In addition, the Youth Service commissions £65,000 of activity from Barnardo's to support work around issues such as sexual health, homelessness, addictions, advocacy, lifeskills, engagement through the arts and the HOT project. The current agreement runs from April 2008 to March 2011. This Youth Service funding comes from the service's base budget, not grant funding and, whilst these areas of work are important, the Youth Service and Connexions would be able to identify other agencies to which young people could be directed for support in specific areas, if their needs could not be met by their own staff.

Given the expectation that existing grant funding will cease, or at best be reduced from April 2011, there will be a need to re-examine all these commissioned services during the 2010/2011 financial year. Any new services that can be commissioned from 1st April 2011 will need to be planned carefully to ensure there is no duplication or overlap. An element of the £65,000 funding from the Youth Service could be identified as a saving, based on an amount between £0 and £65,000, depending on other options identified for saving elsewhere.

vi) Other savings options

Alternative/additional areas for savings have also been identified as part of the review. These are considered to have a more direct impact on front line service delivery and are as follows:

- Ceasing to run the Connexions Choices event. This is an annual careers event for young people; it involves bringing a range of providers together to assist young people in making decisions about post 16 options. The 2009 event was attended by 700 young people and parents. The cost of running the event is £10,000.
- Reducing the number of evenings that the full time youth centres run their mainstream youth programmes by one night per week from each of the 3 main centres. This would save the cost of four sessional staff per centre per night and yield a saving of approximately £18,000 per year.
- Reducing paper based careers advice/information. The Connexions service currently ensures careers information and advice is available in leaflets which young people can take away with them, as well as being available on line. This is to ensure that young people who do not have access to IT at home are not disadvantaged. A saving of £3,000 could be realised in this way.

5. POTENTIAL SAVINGS FIGURES

5.1 The possible savings figures are given below. These have been outlined in 3 ways:

- a minimum figure that could be realised, assuming the minimum expected saving from Greatham and not taking out any of the money currently used to commission services from Barnardo's;
- the current target figure assuming slightly above the minimum expected from Greatham and significantly reducing commissioned services from Barnardo's;
- a maximum amount that might be realised, assuming maximum savings from Barnardo's and Greatham and also taking the 3 additional savings options outlined in section 4.

The different areas of savings either come from base budget marked 'B' or area based grant, 'A'.

	Budget	Minimum	Target	Maximum
Greatham project	B	11,700	15,000	23,700
St Hild's project	B	1,500	1,500	1,500
Connexions unqual'd post	A	25,000	25,000	25,000
Grant givers training	B	1,000	1,000	1,000
Intermediate labour market	A	40,000	40,000	40,000
Services from Barnardo's	B	0	51,300	65,000
Choices event	A	0	0	10,000
Reduce youth centre opening	B	0	0	18,000
Paper based resources	A	0	0	3,000
Total		**£79,200**	**£133,800**	**£187,200**

5.2 The preferred option is to achieve the target figure as outlined above, assuming some flexibility in achieving a total saving of £76,300 from the Greatham and Barnardo's projects combined, which will depend on the actual amount realised from the relinquishing the lease at Greatham. Alternatively, less could be removed from the commissioned services areas if the 'other saving options areas' were factored in to meet the target amount.

5.3 The costs of achieving the target savings are estimated to be approximately £20K. These costs are primarily redundancy / early retirement costs and are at this stage an estimate.

6. ALTERNATIVE OPTIONS FOR MEETING THE TARGET FIGURE

6.1 As outlined in section 4, alternative options for making savings were considered for each of the four key areas for service delivery. Other than the savings outlined above, savings would need to be realised by reducing front line activity through staffing reductions or building closures. In considering the four areas which have been identified as key for integrated youth support services (i.e youth work, information, advice and guidance, volunteering and targeted youth support) some areas could not be partially reduced and still sustainable e.g. the team that supports volunteering, citizenship and participation is so small that any significant reduction in staffing would make it non-viable. Targeted youth support is a process of joint working rather than being an existing, discrete team; any cuts in other teams would effectively reduce work in this area.

6.2 Alternative options for meeting the target are identified below.

Option	Impact	Saving
Delete 4 qualified Connexions Personal Adviser posts.	Current establishment is 15 posts, a reduction in over 25% of capacity would lead to a rise in the number of young people not in education, employment or training. Schools would see a deterioration in service and might demand funding is returned to them to buy services elsewhere.	133,404
Delete all 5 hours per week sessional posts in the youth service.	There are over 60 staff employed on a sessional basis to run the various youth projects across the town. This would effectively close down all the Youth Service's mainstream projects. Young people would lose opportunity to engage in positive leisure activities. More young people would be at risk of disaffection and becoming engaged in anti-social behaviour.	129,989
Close Brinkburn Youth Centre	This would include the deletion of a full time project manager's post (operational, front line worker) and associated sessional staff, as well as the loss of the use of the building. One area of the town would be disadvantaged.	134,204
Close Rossmere Youth Centre	This would include the deletion of a full time project manager's post (operational, front line worker) and associated sessional staff, as well as the loss of the use of the building. One area of the town would be disadvantaged.	126,101

6.3 The costs of achieving the alternative options to meet the target savings vary from £28K (deleting all sessional staff) to a maximum of £38K for the closure of Brinkburn or Rossmere (based on a combination of redundancy and the mothballing of the centres with an assumed security cost covering one year). These costs are an estimate at this stage.

7. RISK ANALYSIS OF THE PREFERRED OPTION

7.1 The main risk associated with the preferred option is that preventative services delivered jointly with the third sector are significantly reduced and there are fewer options open to staff in the integrated youth services when they wish to refer young people on for a more intensive support package. It is hoped, however that the further development of the Team Around the School Model will mitigate against any adverse effect of this as all agencies work together in the most efficient way possible.

8. FINANCIAL IMPLICATIONS

8.1 The Service Delivery Options (SDO) programme has been designed to review all council activity over a three year programme and is planned to contribute over £3.5m in savings to the Business Transformation (BT) savings of £6m over this period. Each review has a target for savings set at the outset as part of this overall programme and these are assigned to specific financial years in the Medium Term Financial Strategy. For 2011/12 the MTFS forecasts are based on the achievement of £1.3m of Business Transformation SDO savings from 1st April 2011.

8.2 The Business Transformation programme was planned, as part of the MTFS, to support the budgetary position of the council through a managed programme of change. The economic climate of the country, and the likely impact of expected grant cuts post general election, mean that the anticipated budget deficits, after all BT and other savings are taken is still expected to be around £4m per annum for each of the next three years. These additional cuts equate to 4% of the annual budget and a cumulative cut of over 12% over three years. In practice there will be some areas Members wish to protect and this will simply mean higher cuts in other areas and/or the cessation of some services.

8.3 It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT programme (and more specifically the SDO programme) will only mean the need to make unplanned cuts and redundancies elsewhere in the authority. This position has been exacerbated through the economic circumstances and likely grant settlements and failure to implement SDO savings will in all likelihood make the 2011/12 budget position unmanageable owing to anticipated grant cuts commencing this year. In addition, as reported in the MTFS the Council faces a range of budget risks which exceed the available strategic risk reserve and this funding shortfall will need to be addressed in 2010/11 and 2011/12, which further reduces financial flexibility.

8.4 The SDO reviews are attempting to ensure that a service base can be maintained, costs can be minimised and the payback on any investment is maximised. In simplistic terms each £25,000 of savings identified which are not implemented will require one unplanned redundancy with likely associated termination costs. No funding is available for these termination costs as existing balance sheet flexibility is committed to supporting the SDO programme on a loan basis, so higher saving will be needed to fund these termination costs outright.

8.5 The proposals in this report deliver £133,800 of savings; the target for this review was £133,800. If Cabinet determines to not take the decisions required to deliver these savings this amount will have to be found from other, unplanned cuts, in addition to those which will be required as a result of grant cuts after the election. Cabinet will need to identify where they are prepared to see these alternative cuts made.

9. IMPACT

9.1 Impact on service users

The preferred option has sought to identify savings that will have the least impact on the existing provision and support for young people across the town. However, some individuals who currently use services from Barnardo's would undoubtedly experience either a reduction or cessation of service although every effort would be made to ensure that those who need the service are referred to alternative sources of support.

9.2 Impact on third sector partners

The significant reduction or removal of the £65,000 of base budget funding provided by the Youth Service to Barnardo's will undoubtedly have an impact on service delivery with a likely impact on their staffing. What cannot be quantified at present is how this will link to other changes to services which will need to be re-commissioned in the light of new grant regimes, when the existing programmes cease.

9.3 Impact on council staff

The preferred option has implications for a small number of council staff who will be put at risk of redundancy.

10. SUMMARY

10.1 Major changes are already underway in service delivery for the Youth Service and Connexions by bringing them together to provide an Integrated Youth Support Service for Hartlepool. Four areas of work have been identified as being the cornerstone of service delivery for such a service and options for their delivery have been considered. It is recognised that in the longer term, as the integrated service develops, there will be the opportunity for further efficiencies i.e. improving services with existing resources as staff identify synergies in their work and avoid duplication. In relation to the current needs of business transformation, specific savings are identifiable in each area which are felt to have the potential to be realised with little direct impact on frontline service delivery. There will be an impact on council staff with the loss of one post from Connexions and the loss of a caretaking post at Greatham. There is a potentially significant impact on third sector commissioning, and consequently staffing, depending on what level of grant funding is available from March 2011 to re-commission from them the wide range of activity which is currently grant funded.

10.2 The consideration of the major transformation of these services in the light of the limited time available will need to be revisited over the next 12 – 18 months as part of further considerations which will be required across the authority for all areas of the organisation in the light of external pressures which the authority will be facing. Consideration has been given and is included in the appendices to this report to a range of potential models and these with others will need revisiting.

11. RECOMMENDATIONS

11.1 Cabinet is asked to approve the recommended option as shown in section 4 and equating to the target saving and costs in section 5, as indicated below: -

	Budget*	Target
Greatham project	B	**15,000
St Hild's project	B	1,500
Connexions unqual'd post	A	25,000
Grant givers training	B	1,000
Intermediate labour market	A	40,000
Services from Barnardo's	B	**51,300
Choices event	A	0
Reduce youth centre opening	B	0
Paper based resources	A	0
Total		**£133,800**

* The different areas of savings either come from base budget marked 'B' or area based grant, 'A'.

** The preferred option is to achieve the total target figure, assuming some flexibility in achieving a total saving of £76,300 from the Greatham and Barnardo's projects combined, depending on the final amount realised from the relinquishing the lease at Greatham.

11.2 Cabinet is asked to agree to the reconsideration over the next 12 to 18 months of the transformation options for services included in this SDO review.

Report to: **Integrated Youth Support Service Review Team**

Subject: **Connexions and Youth Service Benchmarking Report**

1.0 Purpose of Report

1.1 This report is intended to provide baseline information to help determine and challenge whether the current provision of both a Connexions and Youth Service is the most appropriate way to deliver services to address the needs of vulnerable young people and to prevent them from reaching crisis point.

2.0 Scope of Report

2.1 The scope of this report has been set to provide a benchmark against a range of performance management data for both the Connexions and Youth Service over the financial year 2008/09

2.2 The scope of the performance management data to be covered in this report includes:

- Overview of Services
- Structure and buildings
- Cost of employees, premises, transport, supplies & services and 3rd party arrangements
- Performance against national, regional and statistical neighbours data. Please note that Connexions Management Information is based on where young people are in education and not residency.
- Service User Feedback
- Self Assessment outcomes
- Ofsted Inspection into Integrated Youth Support Services in Hartlepool
- Targeted Youth Support autumn report
- Future Developments

3.0 Exclusions from the scope

3.1 The Youth Capital Fund, Youth Capital Fund Plus and Youth Opportunities Fund are currently providing grants to Hartlepool.

3.2 Young Inspectors

3.3 Hartlepool on Track (HOT) Project

4.0 Service Overviews

4.1 Connexions is a service for young people and increasingly their parents/Carers. It was established in 2001 by the then Labour Government and provides universal access to Information, Advice and Guidance alongside access to needs-led personal support for young people aged 13 to 19 (and up to the age of 25 for young people who have learning difficulties and/or disabilities).

Responsibility for the delivery of a Connexions service transferred to the Local Authority in 2007 and is funded via the new Area Based Grant. Until the provisions in the Education and Skills Bill achieve law, interim arrangements have been made with Local Authorities for:

(i) the provision of Connexions services under section 114 of the Learning and Skills Act 2000 ("The Act");

(ii) The conducting of assessments relating to learning difficulties under section 140 of the Act; and

(iii) The provision of careers services under sections 8 & 9 of the Employment and Training Act 1973.

Whilst a reduction in the numbers of young people not in education, employment or training (NEET) remains the services key performance indicator the service contributes to a number of cross cutting themes including Community Safety, Health and Education.

4.2 The Youth Service is a complex network of providers including, for example, community groups, voluntary organisations, health, youth justice, etc., as well as the local authority. The latter plays an important role in harnessing the endeavours of partners in facilitating access to personal and social development for 13-19 year olds. This can include diverse issues such as drugs or leisure facilities and can assist in the achievement of shared targets in community order and safety, health, citizenship, education, training and employment.

The diversity of Youth Services is underpinned by having in place a shared set of values and by the use of distinctive methods (e.g. group work), which seek to promote learning and achievement through relationships with adults and peers, that have been freely chosen by young people themselves.

This particular combination of goals, methods and values characterises youth work.

In the 2005 Green Paper Youth Matters the Government proposed legislating to clarify the duty on local authorities to secure positive activities for young people, as both commissioners and providers. Other proposals made in the Green Paper were for local authorities as part of an "Integrated" youth offer to:

a) Secure information, advice and guidance services;
b) Develop publicity to clearly identify the positive activities available to young people in their area;
c) Empower young people to have a greater influence over provision through opportunities to be involved in the planning and delivery of services; and
d) Offer targeted youth support for those venerable and most in need.

Youth matters also introduced the National Standards for Positive Activities described as the Government's aspiration for the range and quantity of activities that all young people should be able to access.

Newly inserted section 507B of the Education Act 1996 requires that a local authority in England must, `so far as reasonably practicable, secure for qualifying young persons in the authority's area access to -

a) sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and

b) sufficient recreational leisure-time activities, which are for the improvement of their well-being, and sufficient facilities for such activities.

The definition of `well-being' in the legislation reflects the five `Every Child Matters' Outcomes. Activities which do not result in an improvement in well being and which do not help meet these outcomes are not within the scope of the new duty.

5.0 Structure and Buildings

5.1 For Connexions staff structure please see appendix 1.

5.2 For Youth Service staff structure please see appendix 2.

5.3 Connexions provides a One Stop Shop facility from its current base at 6-8 Tower Street, Victoria Buildings in Hartlepool which is leased from Order Elite until the year 2011. The service is offered predominantly to young people between the hours of 10:00am and 5:00pm Monday to Friday each week and provides impartial information, advice, guidance and support to young people and their parents/carers who present with a broad range of queries, issues and concerns.

5.4 Alongside this Connexions Personal Advisors have dedicated space in each of the local Secondary Schools including Catcote and the Pupil Referral Unit.

5.5 Connexions provides services based in community settings and venues on a needs led basis in line with the identification of 'NEET' hot spots.

5.6 Hartlepool Youth Service operates from a variety of Hartlepool Borough Council (HBC) owned and community leased premises. The HBC buildings used include the Archive Building, Rossmere Youth Centre, Brinkburn Youth Centre and Throston Youth Centre. These buildings are predominantly for the use of young people and are open 7 evenings a week along with full daytime provision.

As mentioned, the service also operates out of 5 satellite premises which are usually leased for two evenings each week. These premises include Burbank Street community Centre, Greatham Community Centre, Seaton Grange Community Centre, Seaton Carew Community Centre and Café Clavering (St Marks Church hall).

6.0 Service Delivery

6.1 Alongside the One Stop Shop facility mentioned earlier in the report Connexions Personal Advisors provide access to impartial information, advice, guidance and support to young people within all of the towns learning and training establishments via a broad array of activities and interventions, that include, for example, one to one vocational guidance interviews, group work and whole school assemblies. The vast majority of the work undertaken with young people who have completed compulsory education is undertaken via home visits.

6.2 To meet the needs of the young people of Hartlepool, the Youth Service for Hartlepool operates regular evening and weekend provision including events and residential activities. Other areas of provision include:

- Detached
- Mobile

- Projects [Lesbian, Gay, Bisexual & Transgender (LGBT), Salaam Girls, Trust Stakeholder Group, You're Welcome, Young Carers, Deaf Youth Work, UK Youth Parliament (UKYP), Young Inspectors, Youth Opportunity Fund/Youth Capital Fund (YOF/YCF), Scrutiny)

Alongside this provision, the Youth Service commission work through B76, Abbey Street and Headland Future.

7.0 Cost

7.1 Connexions are required to report their management information to DCSF via a Client Caseload Information System (CCIS) compliant data base as a condition attached to the Connexions grant. The current CCIS system is a sub-regional system maintained and hosted by Stockton Borough Council with all 5 Tees Valley Local Authorities contributing to the costs of this arrangement. The cost of this 3rd party arrangement equates to £48,925 and should be taken into consideration when deciding on the most appropriate IYSS delivery model. Costs for Connexions and the Youth Service can be found in appendix 3.

8.0 Performance

8.1 Hartlepool Connexions reports the number of substantial contacts with young people to DCSF on a monthly basis. This includes one-to-one contacts, telephone calls, emails, letters & texts. Please note that group work and non-substantial contacts e.g. simple follow up to see if a young person still requires support are not reported to DCSF.
In order to count as a substantial intervention, there needs to be some element of assistance involving a substantial or meaningful exchange with the young person.
In total, Connexions Hartlepool undertook 5512 one-to-one contacts, 1228 telephone contacts and 357 contacts through

email, text or letter over the 2008/2009 period. For a more detailed breakdown please see appendix 4.

8.2 The 14-19 Implementation Plan (DCSF 2005) made a commitment to offer all young people completing compulsory education a suitable place in post-16 learning by the end of September each year. This is known as the September Guarantee.

The September Guarantee was first implemented nationally in 2007 for 16 year olds completing their post compulsory education. In 2008 it was extended to 17 year olds. Appendix 5 shows the offers made to the young people under the September Guarantee requirement.

8.3 Section 139 a-c of the Learning and Skills Act 2008 transferred the responsibility from the Secretary of State to Local Authorities for the assessment of young people with a learning difficulty and/or disability. In a letter from the Secretary of State to Children's Services Directors it was made clear that these assessments should be carried out by Connexions.

This means that Connexions should carry out an assessment of every young person with a statement of Special Educational Needs (SEN) in Year 11 who is likely to be leaving school. In addition, an assessment should be arranged for every young person with learning difficulties up until the age of 25 who are receiving or are likely to enter post-16 education, training or Higher Education.

For the academic year 2008/09 Connexions Hartlepool completed 100% of the assessments for young people with a Statement of Educational Need leaving school.

8.4 Connexions are required to report annually on the destinations of all young people who have left compulsory education. This is known as the Annual Activity Survey and takes a snap shot of the whereabouts of young people on November 1st each year. Please see appendix 6 for detailed picture of the Annual Activity Survey for November 2008.

8.5 National Indicator 117: 16 to 18-year-olds who are not in employment, education or training (NEET) is the key performance indicator for Connexions Hartlepool. It is reported as a 3 monthly average from the month of November through to January of each year, with January usually being the month where NEET is at its lowest. Please see appendix 7 for information regarding to the progress made towards NI 117 and the comparison against National, Sub-Regional and Connexions Hartlepool's statistical neighbours.

8.6 The CCIS database allows partnerships to report on the activities undertaken by 10 vulnerable cohort groups. Please see appendix 8 for information regarding the activities of the 10 vulnerable groups in January 2009.

8.7 For youth work activity directly funded by the local authority, services have been benchmarked against 4 performance indicators. These measures cover the level of reach into the 13-19 population (against a benchmark of 25%), the level of participation of the 13-19 population in youth work (against a benchmark of 15%), the proportion of participants in youth work who gain recorded outcomes (against a benchmark of 60%) and the proportion of participants in youth work who gain accredited outcomes (against a benchmark of 30%). These indicators also formed the basis of a Best Value Performance Indicator (BVPI) 221a/b which gathers both the percentage of recorded, and the percentage of accredited outcomes from those young people aged 13-19 participating in youth work. The need for continued collection by Local Authorities is no longer required however, recorded outcomes in particular are an effective measure of personal and social development, and should be continued whatever the requirements are. **National Indicator 110, (NI 110),** is a new and developing indicator in respect of Positive Activities, although work still needs to be done in refinement and clarification of the information it provides. Tell Us 3 survey has provided the first indicator for this requirement with a 70.2%

participation rate. For a more detailed breakdown of performance against the 4 performance indicators see appendix 9.

9 Service Users Feedback

9.1 Connexions actively seek the views from young people about service delivery. This is achieved through the distribution of the 'Your Views' questionnaire to young people directly after interventions with young people. The table below shows the data for the questionnaires received during 2008:

Questionnaires returned	Comments Received	Compliments Received	Suggestion Received	Complaints Received
323	126	180	3	0

9.2 The Youth Service distributes their own User Survey and the following is a list of the key messages received from young people accessing the service:

- Young people attend projects to socialise, relax, do sports and activities and try new things.
- Young people "get" from attending projects such things as fun/ enjoyment, do new things, and gain confidence, advice/information.
- Young people sought information on drugs/alcohol, sex/relationships, health, training, employment and education.
- 93% of young people were very satisfied or satisfied with the service they received.
- Young people regard their relationships with youth workers highly.
- 64% of young people said they "got the chance to have their say" in their project.

10.0 Self Assessment

10.1 In addition to key drivers, Connexions activity is also informed by the outcome of their annual self-assessment process against the National Information, Advice & Guidance Quality Standards. This involves gathering feedback from key stakeholders: staff, young people and our partners. Feedback collected is backed up by objective evidence to ensure that the process has validity. Self-assessment allows Connexions to identify areas where performance is strong and those areas requiring improvement. For details of the Connexions Hartlepool Self Assessment please see appendix 10.

10.2 Hartlepool Youth Service and Redcar and Cleveland Youth Service undertake peer inspections as part of their continuous improvement activities. Hartlepool Youth Service also undertakes self assessment and mini inspection exercises. For details of the Youth Service Self Assessment please see appendix 11.

11.0 Ofsted survey inspection programme – the impact of integrated youth support in Hartlepool

11.1 Whilst this report focuses upon data and activities during the financial year 2008/09 we must also consider the findings from Ofsted during their inspection into the impact of integrated youth support in Hartlepool during September 2009. The inspection found that:

- The impact of integrated arrangements on the range and quality of young people's learning and development, through participation in youth work and positive activities in the community is good.

- Targeted support is good
- The progress made by the local authority and its partners in developing an integrated approach to youth support is good.
- Young people's active involvement in shaping decisions at a local level is outstanding.
- The contribution of integrated support arrangements to broader strategic priorities for improving outcomes for young people is good.

11.2 The inspection also identified 4 areas for improvement:

- continue to review and monitor the detailed working of the Team Around the Secondary School (TASS)
- ensure that quality assurance arrangements are sufficient in identifying weaknesses in new and emerging systems
- encourage maximum use of school-based sports and community facilities
- consider the usefulness of an area-wide integrated youth support plan.

The inspection covered 25 areas of practice of which the Youth Service contributed to 17 of these. For a more detailed account of the inspection please see appendix 12 Ofsted Inspection Outcomes.

11.3 During 2008, Ofsted also undertook a survey inspection programme into 14-19 reforms. Ofsted found that the quality of information, advice, guidance and support is good and that the main strengths are;

- the September Guarantee was implemented well, with a significantly positive impact on participation post-16
- Very good support and guidance for vulnerable young people and those with learning difficulties and/or disabilities

- Young people are very positive about the guidance they receive. They are well informed, positive about their education and feel well prepared for the future. Form tutors play a highly significant role in this. The Connexions Service has been very effective in providing guidance to those with whom it works.

12.0 Targeted Youth Support Autumn Review

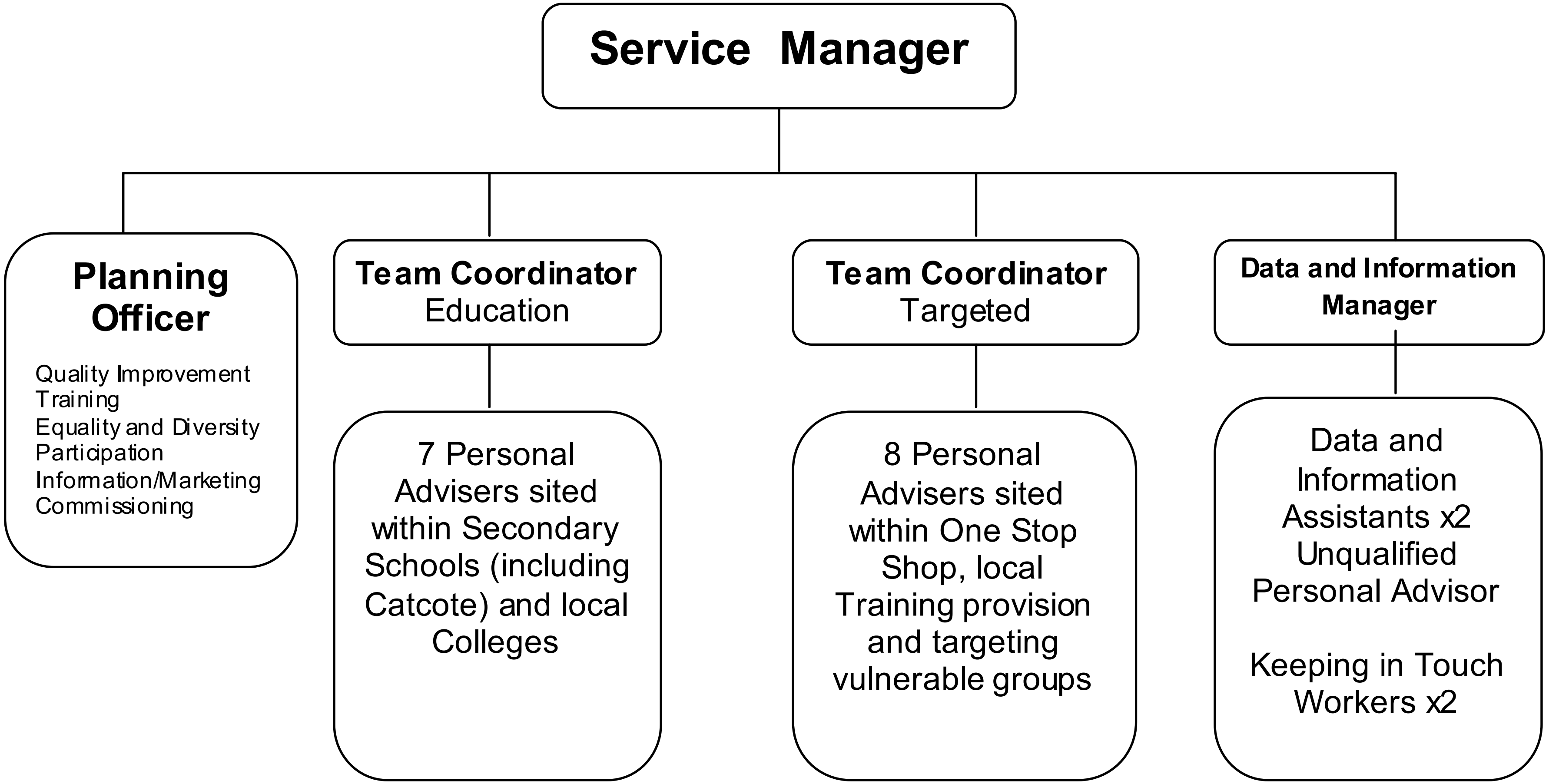
11.1 For details of the brief report submitted to Government Office please see appendix 13.

13.0 Future Developments

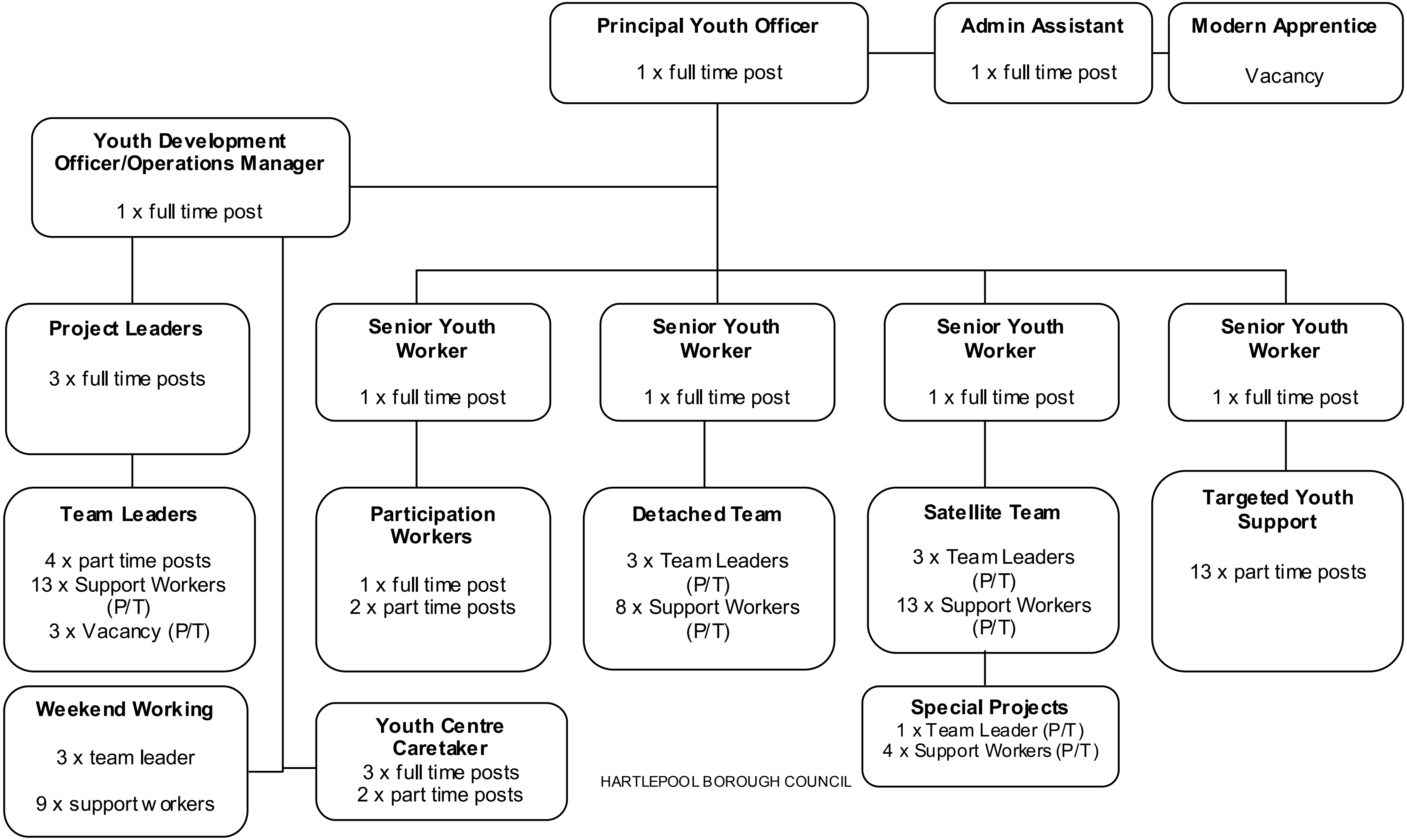
13.1 Connexions will be undertaking a survey with the most recent cohort of Year 11 leavers to establish their opinions on the usefulness of Careers Education, information Advice and Guidance received during their final year at school.

13.2 Hartlepool Youth Service will be producing a new survey to establish the views from both current service users and non-service users.

Appendix 1: Connexions Hartlepool staff structure



Appendix 2: Youth Service staff structure



Appendix 3: Table to show cost for both Hartlepool Connexions and Youth Service for financial year 2008/09

Cost Area	Connexions Budget (£)	Youth Service Budget (£)	Total (£)
Employees	793,858	771,149	1,565007
Premises	74,989	175,975	250,964
Transport	22,097.72	10,477	32,574.72
Supplies and Services	144,299.5	268,451	412,750.50
3rd Party Arrangements	49,896	n/a	49,896
Support Services	14,108	18,403	32,511
Commissioning	39,140	109,203	148,343
Total	1,138,388.22	1,353,658	2,492,046.22

Please note: The table above does not include the £141,549 Positive Activities for Young People budget for Connexions Hartlepool. Both services also generated an income over this period which reduces the overall cost of deliver the service for 08/09.

Connexions Hartlepool income for this period = £83,373

Hartlepool Youth Service income for this period = £270,870

Appendix 4: Table to show the number of substantial contacts made by Connexions Hartlepool from April 2008 to March 2009

Connexions Hartlepool Substantial Contacts April 2008 to March 2009										
Age	**Year 8**	**Year 9**	**Year 10**	**Year 11**	**16 years**	**17 years**	**18 years**	**19 years**	**20+ years**	**Total**
One-to-One	81	228	496	1,701	834	1,180	683	284	25	5,512
Telephone	31	3	16	240	171	311	271	184	1	1,228
Email/Text/Letter	84	55	27	81	40	21	23	23	3	357
Total	196	286	539	2,022	1,045	1,512	977	491	29	7,097

Appendix 5: Table to show comparative September Guarantee data for 2008

September Guarantee – Year 11 September 2008

	Offer made	**Not ready for formal learning at this time**				**No Offer Made**					**Total**
		Going into employmt w/o training to NVQ L2	Not ready for formal learning	Personal circumstances	Other Reason	No Appropriate Provision	YP has not applied for learning	Application awaiting outcome	Unable to contact	Guarantee status not yet recorded	
DARLINGTON	1,309	-	-	-	2	-	-	-	1	1	1,313
STOCKTON-ON-TEES	2,597	15	5	9	3	-	27	36	13	1	2,706
MIDDLESBROUGH	1,693	27	1	12	3	8	20	23	22	-	1,809
HARTLEPOOL	1,247	12	3	8	2	-	15	11	2	1	1,301
REDCAR & CLEVELAND	1,999	13	1	10	14	2	32	8	36	1	2,116
Tees Valley	**8,845**	**67**	**10**	**39**	**24**	**10**	**94**	**78**	**74**	**4**	**9,245**
England	**588,618**	**11,701**	**1,588**	**3,483**	**1,630**	**803**	**5,279**	**3,850**	**6,783**	**1,479**	**625,214**
HALTON	1,543	**28**	**11**	**13**	**3**	**1**	**39**	**19**	**13**	**0**	1,670

September Guarantee – Year 12 September 2008

		Not ready for formal learning at this time				No Offer Made					
	Offer made	Going into employmt w/o training to NVQ L2	Not ready for formal learning	Personal circumstances	Other Reason	No Appropriate Provision	YP has not applied for learning	Application awaiting outcome	Unable to contact	Guarantee status not yet recorded	**Total**
DARLINGTON	1,402	-	-	1	-	-	-	-	3	-	1,406
STOCKTON-ON-TEES	1,209	1	1	5	3	-	39	11	5	-	1,274
MIDDLESBROUGH	1,269	15	2	11	1	-	18	13	12	-	1,341
HARTLEPOOL	842	14	-	10	-	-	22	6	6	-	900
REDCAR & CLEVELAND	970	12	3	9	9	-	17	7	14	-	1,041
Tees Valley	**5,692**	**42**	**6**	**36**	**13**	**-**	**96**	**37**	**40**	**-**	**5,962**
England	**195,909**	**13,492**	**2,124**	**6,183**	**1,837**	**1,039**	**6,207**	**2,997**	**7,525**	**8,425**	**245,738**
HALTON	509	**42**	**15**	**29**	**11**	**2**	**76**	**8**	**29**	**0**	721

Appendix 6: Annual Activity Survey 2008

	In Learning	Survey-TOTAL	Full time education	Government Supported Training			Employment		
				Total	Non employed status	Employed status	Total	With Training	Without Training
England	**90.4%**	**629,080**	**82.3%**	**5.7%**	**3.1%**	**2.6%**	**4.1%**	**2.5%**	**1.6%**
HALTON	88.9%	1,665	79.6%	7.9%	5.2%	2.7%	3.4%	1.4%	1.9%
DARLINGTON	91.3%	1,330	78.2%	9.6%	6.3%	3.3%	5.3%	3.5%	1.8%
STOCKTON-ON-TEES	93.3%	2,758	80.9%	8.8%	5.7%	3.1%	3.8%	3.6%	0.2%
MIDDLESBROUGH	87.5%	1,821	72.5%	14.1%	9.8%	4.3%	1.7%	0.9%	0.8%
HARTLEPOOL	93.5%	1,300	78.7%	12.8%	10.9%	1.8%	2.8%	2.0%	0.8%
REDCAR & CLEVELAND	90.6%	2,118	80.6%	8.9%	5.5%	3.4%	1.5%	1.0%	0.5%
Tees Valley	**91.3%**	**9,327**	**78.5%**	**10.5%**	**7.3%**	**3.3%**	**2.9%**	**2.2%**	**0.7%**

	Not Settled			Moved out of contact	No Response		
	Total	Active	Not Active		Total	No Response	Refused to Participate
England	**5.9%**	**5.2%**	**0.7%**	**0.9%**	**1.2%**	**1.1%**	**0.0%**
HALTON	8.5%	7.9%	0.6%	0.5%	0.2%	0.2%	0.0%
DARLINGTON	5.9%	5.0%	1.0%	0.0%	1.0%	0.9%	0.1%
STOCKTON-ON-TEES	5.5%	4.6%	0.9%	1.0%	0.1%	0.1%	0.0%
MIDDLESBROUGH	10.0%	9.0%	1.0%	0.4%	1.2%	1.2%	0.0%
HARTLEPOOL	4.9%	4.2%	0.7%	0.2%	0.6%	0.6%	0.0%
REDCAR & CLEVELAND	6.7%	5.5%	1.1%	0.7%	1.7%	1.7%	0.0%
Tees Valley	**6.6%**	**5.7%**	**1.0%**	**0.6%**	**0.9%**	**0.9%**	**0.0%**

Appendix 7: National Indicator 117: 16 to 18-year-olds who are not in employment, education or training (NEET) comparative data for Hartlepool Local Authority

	NEET	NOT KNOWN	IN LEARNING
HARTLEPOOL	7.9%	5.9%	79.8%
TEESVALLEY	9..8%	5.0%	77.8%
HALTON	13.2%	4.6%	70%
NATIONAL	6.7%	4.6%	78.7%

Appendix 8: Activities of young people from the 10 vulnerable groups in January 2009

	Looked after / In care	Caring for own child	Refugee / Asylum seeker	Carer not own child	Substance misuse	Care Leaver	Supervised by YoT	Pregnancy	Parent not caring for own child	LDD
Cohort Total	44	148	0	2	18	33	107	63	5	476
For those of compulsory education age	24	1	0	0	2	2	19	2	1	192
For those of Post Compulsory Education Age	20	147	0	2	16	31	88	61	4	284
EET Total	16	36	0	0	5	14	27	17	2	179
In education, post Year 11	13	13	0	0	1	8	4	8	1	118
Employment	1	6	0	0	1	5	8	4	0	23
Training	2	17	0	0	3	1	15	5	1	38
NEET Group	2	61	0	2	3	10	27	34	1	25
Available to labour market	2	8	0	1	3	6	20	11	0	18
Not available to labour market	0	53	0	1	0	4	7	23	1	7
Other (not EET or NEET)	0	0	0	0	0	0	3	0	0	3
Current situation not known	2	50	0	0	8	7	31	10	1	77

Appendix 9: Table to show Youth Service progress towards the 4 performance indicators

Base fig. of **9060** for 08/09

Current Position	**Ref**	**Description**	**Target**	**Q1**	**Q2**	**Q3**	**Q4**	**Officer**	**General Notes**
				Actuals profiled across year. 2008 – 2009.					
4192 **46.3%**	LPICS 14	The proportion of 13 to 19 year olds resident in Hartlepool reached by Youth Service	**Contacts** 25% = 2265 local & national	1035	223	N/A	2934	Peter Davies	Q3 and Q4 monitoring has been combined and detailed as Q4. No separate monitoring for Q3 was undertaken.
			Cultural Diversity Reach 1.8% = local					Peter Davies	Change from one MIS system to another, has required a reversion to “paper-based” monitoring as a result of the unreliability of information being produced. New system is up and running from 1st April 2009.
2928 **32.3%**			Proportion of 13 to 19 year olds, who are **Participants** 15% = 1359	1035	223	N/A	1670	Peter Davies	This year’s figures, notwithstanding the newly included Grant Givers` outcomes, need to be treated with some caution. A comparison between historical results, this year’s and next year’s, will offer a balanced perspective.

<u>1959</u> **144%@ local.** **(66.9% @ actual).**	BV221(a) Youth Service BV221(b)	60% of participants to undertake activities resulting in a **recorded outcome** = 815 national benchmark @ 15%	Young People = **883 @ 65% local target** against national benchmark	351	363	N/A	1245	Peter Davies	Increase in results due to inclusion of Grant Givers outcomes, which have previously not been accounted for as fully. Main areas of increase as a result, are in respect of Contacts and Recorded Outcomes. These have been collated at the end of the year only, and hence the "jump" in Q profile.
<u>338</u> **24.9%@ local.** **(11.5% @ actual).**		30% of participants to undertake activities resulting in an **accredited outcome** = 408 national benchmark @ 15%	Young People = **272 @ 20% local target** against national benchmark	31	148	N/A	159	Peter Davies	

Appendix 10: Connexions areas of Strength and Improvement identified through self assessment against the National IAG Quality Standards for 2009

AREAS OF STRENGTH	AREAS FOR IMPROVEMENT
NEET reduction Strategy Annual reduction in number of young people NEET Forensic use of Management Information Information Sharing	Work with parents/carers Links with employers Transition to adult services Monitoring of Vacancies

Appendix 11: Youth Service Self Assessment findings

A High Performing Service	Hartlepool Youth Service
(i) Assessment of need: Differentiation	
• A clear vision and offers a balance of work, which is universal, targeted, or specialist according to need. • A broad curriculum, which is age specific and suited to youth work approaches, and is clearly linked to needs analysis. • Concentrates on support, activities and access. • Addresses positively the barriers to access by under-represented groups and so offers a diverse service, which is reflective of the young, people it serves.	• Has vision and balance of work which needs reviewing In light of National Indicator 110, integrated working, and broader needs assessment. • Curriculum range has been revised and updated, with specific targets set for individual projects. • All areas covered, but balance needs reviewing in light of other issues in this section. • Some under-represented groups targeted effectively; positive work needs to be extended into other areas, such as LDD and CLA.
(ii) Defined standards for provision	
• Core work with 13-19 year olds, extended to 24 years for those with support needs. • National standards delivered in full and with sufficiency. • Service outcomes delivered fully. • Activities "offer" publicised appropriately. • Quality assurance produces well established and effective. • Service Level Agreements (SLAs) with partners robust and monitored effectively. • Internal and external benchmarking to upskill and upgrade service. • Risk understood and monitored effectively. • A good range of policies and development strategies exist, appropriate to need.	• Core age range, established; more support needed for those 19+ experiencing difficulties. • Development needed around targets for curriculum range around positive activities, and involving partners. • "Low" accreditation requires review as to its continued relevance. • Positive activities measurement requires further development.. • Self-assessment has an effect, but infrequent and needs involvement of young people; other quality assurance (QA) areas require revision and development. • SLA's are more robust and reviewed regularly, but need incorporating into the broader commissioning process. • Risk monitored well, but will require reviewing in light of developments highlighted here. • Policies are updated regularly as part of the annual planning process.

(iii) Governance and Management	
• Carrying out revised duties under section 507B Education Act 1996, and Children's Trusts Agenda. (Local authority discharging its duties appropriately). • Supported by knowledgeable elected members. • Role and identity of youth service underpinned in contributing to 5 ECM outcomes, within Children's Trusts. • Providing a "sufficient" service. • Providing quality and efficient service. • Robust planning, and evaluation to reflect the change agenda, in SMART Terms.	• Emerging duties will be assumed incrementally with the development of the Children's Trust and integrated youth support services agenda. • Youth Service needs to be more proactive in educating elected members about its roles and responsibilities. • Youth Service is more proactive in promoting role and identity with Children's Services and partners. • Sufficiency agenda requires development with partners according to robust needs assessment. • Contestability view in context of quality of provision in delivering best EMC outcomes for young people. • Youth Service planning now reflects a more strategic and "SMARTER" process.
(iv) Participation by Young People	
• Regular participation by young people at all levels within services. • Young people contributing effectively to Quality Assurance Agenda. • Wide representation of young people at local authority levels and beyond. • Young people at the heart of publicity the positive activities programme. • Both users and non-users commenting on and hence revising, the service they receive.	• Youth Service needs to develop young people's involvement in strategic issues. Project involvement is effective. • Youth Service needs to involve young people in self-inspection. • Youth Service to increase its contribution to the participation strategy and develop broader representation. • Publicising Positive Activities requires further development work with young people, and is being coordinated on a Children Services` basis. • Non-user surveys require further development.

<table>
<tr><th colspan="2">(v) Involving Partners</th></tr>
<tr><td>• Excellent relationships with partners offering best services (ECM outcomes), for young people.
• Needs analysis and promotion of positive activities well coordinated.
• Contestability delivered on basis of quality and efficient services, delivering best ECM outcomes for young people.
• Partnership/integrated working reflects needs of young people above those of organizations whilst recognizing strengths of individual contributors.</td><td>• Very good relationships present in Hartlepool, need building on to develop the integrated agenda. “Pilot” opportunity is developing well via Team Around Secondary School model. (TASS).
• Development work in early stages; pragmatic and incremental approach, as part of integration agenda will be adopted.
• Existing SLA’s have been revised to reflect robust quality and efficient outcomes.
• Change agenda in Hartlepool will address issues as they arise, based on contestability principles.</td></tr>
<tr><th colspan="2">(vi) Investments – (Young people –see earlier comments, buildings and workforce)</th></tr>
<tr><td>• Sufficient resources are made available to meet identified needs and services.
• Dedicated, high quality, buildings provision is available for young people.
• Efficient IT underpins services.
• Sufficient youth work staff are recruited, trained and retained.
• Skilled youth workers support young people effectively.</td><td>• Needs assessment, resource audit, etc, as part of change/integration agenda, will inform the process.
• Sufficient building stock is available and continues to be maintained to high standards. Integrated Capital Strategy emerging from Myplace Initiative.
• IT resources have been developed to produce robust management information, and access for young people.
• Needs constant review in Hartlepool given recent history; “grown your own”/ volunteers require further and continued work.
• Training needs to be linked more effectively; lead professional role to be developed; safeguarding standards maintained and improved, specialist workers (e.g. detached) to be further developed.</td></tr>
</table>

Appendix 12: Ofsted Inspection Outcomes

The impact of integrated arrangements on the range and quality of young people's learning and development, through participation in youth work and positive activities in the community is good.

- In the small sample of work seen, the overall quality of learning and development was good with some outstanding aspects.
- In the most effective individual guidance sessions, through for example the Youth Offending Team (YOT) preventative work, young people with complex difficulties learned the essential skills of handling relationships, getting to the root of their own problems and planning their next stages.
- Much of the open community-based youth provision is engaging young people from more disadvantaged communities well and on a regular basis. The provision also succeeds in attracting a broader cross section of young people more generally through, for example, youth award schemes.
- Practitioners from across all aspects of youth support delivery display a good balance of support and challenge in their work with individuals and groups.
- Some young people and workers commented negatively about what they perceived as a blanket emphasis on issues on such as drugs, sex and relationships, and alcohol education. Practitioners sought not to diminish the importance of such issues but to tackle them on a needs basis and through their relationships with young people.

- There have been obvious efforts and new resources to provide more 'positive activities' for local young people including extending weekend opening hours, creative use of buildings, mobile provision and drawing on the voluntary and community sector. Good use is made of youth centres for a range of purposes. Promoting a greater range of 'positive activities' has been hindered by difficulties in engaging sufficient staff and low uptake for some activities. Wider council services, such as sports development and extended services, form part of this collective response. Those schools which readily make weekend and evening sports facilities available also support the 'positive activities' drive well, but not all are equally accommodating.

Targeted support is good

- Targeted support builds on a range of successful initiatives and strategies which have contributed to good overall improvement over a period of time. For example, the number of pupils excluded from school and the number of young people who are not engaged in employment education or training is falling. The approach adopted reflects the principles and practice of integration well. A good level of trust, pragmatism and a strong sense of ownership is evident among partners.
- The 'Team Around the Secondary School' (TASS) represents the area's major delivery strand of targeted youth support. Full introduction of TASS has yet to be achieved. Representation by key agencies at the TASS visited was excellent and those schools currently engaged have committed time and resources to its operation. The model has enabled earlier intervention and referrals, enabling young people to re-engage with their education, aided information sharing and brokered new possibilities for support among agencies.
- The role of the 'lead professional', responsible for facilitating packages of support for young people, is also at a formative stage. Evaluating its impact is rightly considered a priority.

- The Common Assessment Framework is identified as a key mechanism to assess needs and refer accordingly. While a training programme has been provided for staff, many are not confident in its application or sufficiently clear about its purpose.

The progress made by the local authority and its partners in developing an integrated approach to youth support is good.

- Delivery arrangements are premised on maximising discrete but linked services and are well defined. For example, police officers and youth workers work in a planned and complementary manner. YOT workers concentrate efforts on preventive activities as well as enforcement, and Connexions personal advisers know when and where to refer young people. However, a minority struggle to demonstrate the necessary level of understanding and skills required for effective multi-agency work in what the local authority considers to be a broader professional remit.
- Practitioners have a good and detailed knowledge of young people's needs and of their achievements. They use detailed case studies to good effect and are objective about the progress made within their respective projects.
- Managers have instigated a timely mapping exercise of the workforce development needs of front line practitioners, leaders and managers. Research on the same theme commissioned through Teesside University has provided useful and timely recommendations.
- Operational and strategic level plans do not take sufficient account of the increasingly multi-agency context within which services operate. Practitioners express a desire to agree published shared and collective targets against which partners and practitioners can measure progress.

- Young people, staff and managers are making a joint and concerted effort to improve the public image of young people and recognise their achievements through events and positive engagement with the local press.

Young people's active involvement in shaping decisions at a local level is outstanding.

- Youth participation is mature and embedded well. Young people contribute responsibly to strategic developments, scrutinise grants and determine expenditure. They have opportunities to monitor the quality of activities and are enabled to influence the design of their local neighbourhood projects. While the approach adopted is broad based, a strategy is apparent.
- The Children's and Young Peoples Plan clearly identifies the views of young people on a range of issues. These help determine the policies and strategies flowing from the plan and are reflected in the work of youth support services.
- The membership of the various decision making groups are periodically refreshed to attract new members, including those from minority groups.

The contribution of integrated support arrangements to broader strategic priorities for improving outcomes for young people is good.

- Local authority departments are contributing to, as well as gaining from, youth participation. Youth groups responsible for expenditure have their work audited by, and receive support from, the finance department. The active involvement by a local authority architect in the provision of a new skateboard facility helps ensure that the council is responsive to what young people want, but also enables young people to learn about processes such as procurement, contracts, health and safety and community consultation.

- Officers cooperate well and adopt a sufficiently critical and forward-looking role.
- Good working links exist between the statutory and voluntary youth sectors with new commissioning protocols beginning to emerge. The voluntary sector's capacity is hampered by short-term funding cycles and an underdeveloped infrastructure, often creating recruitment difficulties or leading to experienced staff moving to the more stable employment provided elsewhere.

Areas for improvement, which we discussed, include the need to:

- continue to review and monitor the detailed working of the TASS
- ensure that quality assurance arrangements are sufficient in identifying weaknesses in new and emerging systems
- encourage maximum use of school-based sports and community facilities
- consider the usefulness of an area-wide integrated youth support plan.

Appendix 13: Report submitted to Government Office showing the impacts of Targeted Youth Support reforms to date

Please complete the grey boxes

Local authority name	HARTLEPOOL
Targeted youth support lead	PETER DAVIES
Contact email	peter.davies@hartlepool.gov.uk
Completion date	5th OCTOBER 2009

INITIATIVE

Overview of current targeted youth support arrangements
Please see the attached overview paper which was presented to Ofsted, as part of their national IYSS survey inspection. Hartlepool was one of the 9 local authorities featured in this survey/inspection from 22nd to 24th September 2009. We are awaiting our formal letter, which is imminent. Verbal feedback, given on the last day, was very positive, and it seems proper to use this evidence where appropriate. The survey/inspection involved observation of practice; discussions with staff, managers, young people and partners; focus groups; and documentary evidence, including case studies. Some young people "told their stories", which further added to the comprehensive evidence provided and observed. The feedback we received was in line with our own assessment, and we intend to build on it positively. Also we will be getting our TASS (Team Around the Secondary School) model, externally evaluated by colleagues from Youth Justice and Government Office. TASS is the Hartlepool model for meeting TYS requirements. The TASS model has tremendous potential, with the 9 months to date, showing emerging evidence. However, it is too early in the process, to claim for improving outcomes in say PSA 14 areas. These will emerge further down the line.

SERVICE DELIVERY OUTCOMES

Element	**Young people are saying…**	**Examples**	**Evidence of progress**
Early identification	'Someone picked up my problems early on'	Hover here	The TASS, with its wide range of partners, is identifying YP at risk earlier. The presence at each team, of universal, targeted and specialist services from all sectors, offers a town wide capacity for early identification. This is becoming more proficient, as staff

			develop their own roles, and become increasingly integrated with those of others. "Schools are committed and systems are clearer with early interventions and attention to exit strategies evident." "A main strength of youth work practice was the engagement of the most deprived groups of young people on a regular basis." (Ofsted 24-9-09).
Building a clear picture of needs	'My needs are understood and I didn't have to repeat myself to lots of people'	Hover here	Approximately 400 CAF`S have been completed, in what is a small authority. "Good representation (at TASS), by agencies with a good shared knowledge and respect of distinctive roles and responsibilities". (Ofsted 24-9-09).
Early access to support in universal settings	'Adults in school and other day-to-day settings know how to get the help I need'	Hover here	The TASS in Hartlepool, along with the relationships that exist between partners, ensures that this happens. "There is good evidence of building on what has been learned, with good levels of cooperation, pragmatism and professional trust." (Ofsted 24-9-09).
Personalised support and lead professional	'Someone works with me and others to ensure all my problems are addressed'	Hover here	"Young people in challenging circumstances could identify how they had been supported in finding solutions for themselves." "Practitioners used varying levels of support and challenge". "They (YP) gave testimonials, which described how they had been supported by workers through the process" (Ofsted 24-9-09).
Supporting young people through transitions	'My support continues through change'	Hover here	TAPS (Team Around the Primary School), deliver handover presentations to TASS`s.
Accessible and attractive service settings	'I chose to use local services and I feel comfortable and trust the staff'	Hover here	Each TASS has a range of venues, experiences, skills, knowledge and resources which is extensive, and can meet most needs. "Buildings were in good condition on the whole and young people treated them and staff with respect." "In relation to drop in work there is a range of provision, with evidence that the authority is

			seeking to offer more through weekend working and in partnership with the third sector, to develop this. Mobile facilities are well deployed and used effectively". (Ofsted 24-9-09).
Young people shape services	'I have a real say in the services around where and the support I get'	Hover here	"Young people's development through decision making and their ability to influence strategically was outstanding." "Excellent evidence of participation at all levels from strategy, monitoring and local involvement." "There is a positive cross-directorate view." "The local authority has a strong advocacy role for young people." (Ofsted 24-9-09).

Engagement of schools
Schools are fully engaged in the process and our model is built around them and partners.

Achievements	Areas for development :
• Positive IYSS survey inspection. • Schools on board and partners around the table and committed. • "Good at implementing change; officers take a broad view and are forward-thinking, self-critical, and can demonstrate that they are keen to make it better. Young people's evidence confirmed this." (Oftsed 24-9-09.) • Regarding integration: "Good evidence that it was headed this way anyway and not just because of a government agenda. There is a well-developed model, maximising effects of robust service provision linking well with partners, which seems right at the moment". (Ofsted 24-9-09).	• Needed for those young people with less visual or apparent needs (e.g. self harm). • Need to refine the interface between TASS` for transient young people. • Need to question as to how staff see CAF as relevant, and how it sits with other assessment frameworks. • Development issues around planning – collective targets where all partners have an input needed; also the need for a plan that sits between operational plans and the CYP Plan. • Monitoring through a more robust quality assurance process to involve all partners involved in process.

OUTCOMES FOR YOUNG PEOPLE AND THEIR FAMILIES

Please select one or more outcomes where you think TYS reforms have contributed to improving outcomes for young people

PSA 14: Reduction in first time entrants aged 10–17 into the criminal justice system	
Improvement achieved	
Contribution of targeted youth support	

PSA 14: Reduction in young people frequently using illicit drugs, alcohol or volatile substances	
Improvement achieved	
Contribution of targeted youth support	

PSA 14: Reduction in NEET among young people aged 16-18	
Improvement achieved	
Contribution of targeted youth support	

PSA 14: Reduction in under 18 conceptions	
Improvement achieved	
Contribution of targeted youth support	

PSA 14: Increased participation in positive activities	
Improvement achieved	
Contribution of targeted youth support	

Any other outcomes linked to targeted youth support? E.g. reducing persistence absence, raising attainment levels	
Impact achieved	
Contribution of targeted youth support	It is too early to evaluate how our TASS model of targeted youth support is affecting

the PSA 14 outcomes. Clearly, teenage pregnancy continues to challenge Hartlepool, despite excellent work and initiatives. This has meant a rethink and change in strategy. The other areas are performing well, based on historical good relationships and partnership working, and it is our intention that the TASS model will enable us to "kick on", and embed better outcomes for young people. We are 9 months into this particular process, and will get an external view at the end of this year to take us forward. This will add to the feedback we have received from Ofsted and form part of our action planning.

Outcome focused brief case study
You may wish to provide a case study illustrating how early identification and support has secured improved outcomes for young people.

If there is any aspect of your targeted support arrangements that you think is particularly innovative or effective, and that other areas could learn from, please briefly outline what this is.

Case studies and Project example attached to this assessment.

Is there anything else you would like to feed back to DCSF the about the targeted youth support reforms?

e.g. any comments on the support and guidance that has been provided

APPENDIX 2

HARTLEPOOL
BOROUGH COUNCIL

TOWARDS AN INTEGRATED YOUTH SUPPORT SERVICE.

What are we doing today?

- **Telling you about our process.**
- **Giving the background to delivering an Integrated Youth Support Service, (IYSS).**
- **Offering an appropriate model which delivers an Integrated Youth Support Service, and meets the savings target.**
- **Offering options for delivering such a model, (with the pros and cons of each option considered), which may give additional savings if selected.**

Documentation & Information underpinning the process.

- **Benchmarking document for Connexions and Youth Service.**

- **Hartlepool Integrated Youth Support Strategy Document.**

- **Hartlepool Youth Work Curriculum Document.**

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Process – what have we done?

- Had four meetings.
- Determined a model based on evidence.
- "Cleared out the shed".
- Put back what was needed – based on evidence.
- Looked at options for delivering the model we had.

Background to delivering IYSS.

- **Statutory duties and legislation – e.g. Learning and Skills Act 2000/2008, and Education Act 1996. (Assessments).**
- **Youth Matters - Next Steps.**
- **"Youth" P.S.A. 14 and specifically NI 110 (Positive Activities), and NI 117 (NEET).**
- **"Aiming High" – 10 year strategy.**
- **YCAP and Weekend Working.**
- **Young people's and adults' views, (e.g. Place survey; Myplace; user surveys; Viewpoint; etc.)**

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Background continued.

- Grant conditions, I.A.G. Standards.
- P.I.s, reports (Ofsted, Audit).
- Workforce development.
- Integrated working and partnerships.
- Research – “Leisure contexts in adolescence and their effects on adult outcomes”.
- Articles.
- Local Authority imperatives – business transformation.

Model for IYSS.

Information And Support	Youth Work (and Positive Activities)
	Information Advice and Guidance
	Volunteering Citizenship and Participation
	Targeted Youth Support

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<u>Youth Work</u> <u>(and Positive Activities).</u> LEGISLATION; YOUTH MATTERS; NI 110; WEEKEND WORKING; AIMING HIGH; NEEDS YOUNG PEOPLE/ADULTS; P.I.s/OFSTED; YCAP/INTEGRATED WORKING; PSA 14; COMMISSIONING. PREVENTATIVE AGENDA; PERSONAL AND SOCIAL DEVELOPMENT; ECM OUTCOMES; QUANTITY; DEDICATED SPACES FOR YOUNG PEOPLE; ACCESSING HARD TO REACH.
<u>Information</u> <u>Advice and Guidance.</u> LEGISLATION; YOUTH MATTERS; GRANT CONDITIONS; P.I.s/OFSTED; INTEGRATED WORKING/PARTNERSHIPS; NI 117; YOUNG PEOPLE`S VIEWS; ASSESSMENTS; IAG STANDARDS. CHOICES AND OPTIONS; ASPIRATIONS; TRANSITIONS; INFORMATION, ADVOCACY, BROKERAGE.
<u>Volunteering</u> <u>Citizenship and Participation.</u> AIMING HIGH; YOUTH MATTERS; YOUNG PEOPLE`S VIEWS; MYPLACE; USER SURVEYS; P.I.s/OFSTED; AUDIT; INTEGRATED WORKING. HAVING A SAY; CONTROLLING BUDGETS; CHALLENGING PUBLIC PERCEPTION; COMMUNITY COHESION; AWARDS AND ACHIEVEMENT; STRATEGIC DECISIONS BY YOUNG PEOPLE.
<u>Targeted</u> <u>Youth Support.</u> YOUTH MATTERS; AIMING HIGH; INTEGRATED WORKING (TASS); PSA 14. EARLY INTERVENTION; ADDITIONAL SUPPORT; FLEXIBLE FOR DEVELOPMENT.

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This model still needs:

- **The determination of the balance and “size” of the respective elements in relation to each other.**
- **The determination of the “size” of each element in respect of targets and need.**
- **Issues of outcomes and quality to be addressed.**

What we did next was:

- **To "clear out each shed" and put back that which we saw as appropriate, in order to deliver the complex agenda described previously. Also with some knowledge of what others provide.**
- **To give each element the sufficiency to meet the needs and targets that we have to deliver in Hartlepool.**

This would apply to whoever delivered the model and resulted in the following activities in each of the 4 blocks of the model, plus identifiable savings in each block.

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Youth Work (and Positive Activities).

- **Dedicated youth provision, (North Central and South); offering full programmes – day, evenings and weekends.**
- **Satellite projects in communities and neighbourhoods to reflect " hub and spoke" model.**
- **Mobile and detached work to fill in gaps and access hard to reach young people.**
- **PAYP monies for weekend work protected – out of scope.**

Savings: Greatham, redesign (£15K approx);
Phoenix, don't develop a planned project
with St Hild's (£1.5K already earmarked).

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Information, Advice and Guidance.

• **Delivery of the universal offer via dedicated provision in schools (including Catcote/BESD), colleges, EOTAS, "1 stop shop" and cross border young people.**

• **Resourcing and publicising the above for a cohort of approximately 10,000 young people and their parents and carers.**

Savings: unqualified post to be deleted (£25K).

Volunteering, Citizenship and Participation.

- **Voice for young people locally, town-wide, regionally and nationally.**
- **Strategic decision making and inspection of services.**
- **Publicising Positive Activities and Youth Offer.**
- **Awards, achievements, accreditation and publicity to change public perceptions of young people.**
- **Volunteering opportunities for young people and adults.**
- **International Work.**
- **Capacity building – face to face work.**

Savings: Reduction in the training budget used to assist young people in learning how to allocate funding from Youth Capital and Opportunities Grants (£1K).

Targeted Youth Support.

- Work with under-represented groups.
- TASS support work.
- Teenage pregnancy work.
- School based direct input and support.
- NEET and associated work.
- PSA 14 referrals.
- HOT project.
- Training provider support.

Savings: commissioned services at B76 (up to £65K);
intermediate labour market (£40K).

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S.D.O – Youth Work (and Positive Activities)

Don't Do it	
Pros	**Cons**
Save money. Redundancies – reduced salary costs. Buildings/Land – realisation of assets.	LA duties – not met. Unable to meet targets/NIs. Prevention agenda and impact lost. Young people's needs/development not met. Public expectations – there need to be things for young people to do. Some areas out of scope – e.g. can't cease weekend work but difficult to deliver in isolation.

S.D.O – Youth Work (and Positive Activities)

Reduce	
Pros	**Cons**
As before.	As before. Equality and access issues – vulnerable most likely to be the adversely affected.

S.D.O – Youth Work (and Positive Activities)

Other(s) Deliver it (3rd sector)	
Pros	**Cons**
Possible reduction in costs for same? Flexibility of programming and drawing in of other funding.	TUPE – likely to apply if same/similar services to be delivered, so saving less likely to be made. LA retains the duties. Quality variable on evidence available – workforce development issues, (curriculum, age, skills, outcomes, safeguarding), i.e what 3rd sector does best isn't necessarily the same as what LA is delivering. Costs, morale, effects on partnerships.

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S.D.O – Youth Work (and Positive Activities)

Status Quo – mixed economy	
Pros	**Cons**
Track record of achieving targets. Quality good and transparent (Ofsted, Audit). Leadership for whole sector from LA and good partnership working. Stability. Young people and partner feedback positive.	Cost – do other options offer more opportunities for savings. Bureaucracy – constraints on LA working.

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S.D.O – Information, Advice & Guidance

Don't Do it	
Pros	**Cons**
Savings including redundancies. Buildings/premises costs savings.	LA duties and targets not met. Effects on young people, young people at risk. Socio-economic impact (skills, labour market, etc.).

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S.D.O – Information, Advice & Guidance

Reduce	
Pros	**Cons**
As before.	As before. Access and equality issues.

S.D.O – Information, Advice & Guidance

Other(s) Deliver it	
Pros	**Cons**
Costs could be reduced for same product.	Quality not fully known/variable – TUPE would apply. Delivery of outcomes – Connexions has made progress on NEET since joining LA from Tees wide company. Workforce capacity e.g. NVQ L4 requirement, current system allows career grade progression in LA.

S.D.O – Information, Advice & Guidance

Status Quo – mixed economy.	
Pros	**Cons**
Proven effective track record, (Ofsted, etc.) Positive young people and partner views.	Cost. Flexibility of workforce/services (being addressed within development of integrated service).

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S.D.O – Volunteering, Citizenship & Participation

Don't Do it	
Pros	**Cons**
Savings.	Getting rid of "outstanding" area of work. "Backlash" in respect of going back on our word to young people. LA duties – government expectations re citizenship etc. No checks and balances from the challenge from young people. Poorer views of young people. Positive link from volunteering to employment lost. Some areas out of scope e.g. Youth Opportunity/Capital Funds.

S.D.O – Volunteering, Citizenship & Participation

Reduce	
Pros	**Cons**
As before.	As before. Access and equality issues. No added value – risk of becoming tokenistic.

S.D.O – Volunteering, Citizenship & Participation

Other(s) Deliver It (3rd sector)	
Pros	**Cons**
Possible savings Could provide a more robust challenge to LA. Flexibility.	Quality/capacity/leadership/skills base variable. Loss of influence across all LA teams as currently challenge comes 'from within'.

S.D.O – Volunteering, Citizenship & Participation

Status Quo	
Pros	**Cons**
Outstanding service. Capacity is continually renewed. Able to respond the changing demands. Response is coordinated to holistic agendas. Non tokenistic.	All participation services are not currently in one place and could be more effective if brought together. Different agencies are not all at the same level of development and understanding.

S.D.O – Targeted Youth Support

Don't Do it	
Pros	**Cons**
Savings, etc.	Lack of early intervention and support will lead to more (expensive) issues later on. Effects on young people's life chances. Excellent model of potential (TASS) will be lost.

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S.D.O – Targeted Youth Support

Reduce	
Pros	**Cons**
As before.	As before. Access and equality issues.

S.D.O – Targeted Youth Support

Other(s) deliver it	
Pros	**Cons**
Cost savings? Flexibility? Partners already cooperating.	Leadership/credibility to deliver existing model? – LA is currently leading the development. Is the wheel broken? – No reason to 'fix'.

S.D.O – Targeted Youth Support

Status Quo	
Pros	**Cons**
Innovative model with much potential and recognised externally.	Specialised bespoke service may produce a more focused response (but setting up such a service likely to have an additional cost at least initially).

CABINET REPORT

28th June 2010

HARTLEPOOL BOROUGH COUNCIL

Report of: Director of Regeneration and Neighbourhoods

Subject: HOMELESSNESS STRATEGY 2010-2015

SUMMARY

1. PURPOSE OF REPORT

To seek Members approval and support of the draft Homelessness Strategy and Action Plan for 2010 - 2015.

2. SUMMARY OF CONTENTS

The report provides the context within which the Homelessness Strategy has been developed and highlights some of the main achievements since the previous strategy. The report identifies the key strategic aims and objectives for the new strategy. The draft Strategy and Action Plan are attached to the report.

3. RELEVANCE TO CABINET

The Homelessness Strategy has strategic relevance across a range of Portfolios, including Community Safety and Housing, Neighbourhoods and Regeneration.

4. TYPE OF DECISION

Key Decision (test (ii) applies) Reference Number: RN19 / 10

5. DECISION MAKING ROUTE

Cabinet meeting on 28th June 2010

6. DECISION(S) REQUIRED

It is recommended that Cabinet;

1. Approve the draft Homelessness Strategy for 2010 – 2015 and it's subsequent publication

2. Approve the supporting draft action plan that outlines delivery of the Strategy objectives
3. Authorise the Director of Regeneration and Neighbourhoods, in consultation with the Portfolio Holder for Community Safety and Housing, to amend the final detail of the Strategy and Action Plan prior to its publication.

Report of: Director of Regeneration and Neighbourhoods

Subject: HOMELESSNESS STRATEGY 2010-2015

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1. PURPOSE OF REPORT

1.1 To seek Members approval and support of the draft Homelessness Strategy and Action Plan for 2010 - 2015.

2. BACKGROUND

2.1 The Homelessness Act 2002 required all local authorities to develop a homelessness strategy every five years to reduce homelessness based on a thorough review of the homelessness situation in the area. A new strategy will enable us to build upon our achievements in tackling homelessness over the last seven years.

2.2 Hartlepool's current Homelessness Strategy was last updated in 2006 and work has been undertaken during the last year to develop this new Strategy for the area that will operate between 2010 and 2015. The development of the Strategy has been co-ordinated by a multi agency steering group and sets out our vision and direction for tackling homelessness over the coming years.

3. DEVELOPMENT OF THE STRATEGY

3.1 Hartlepool's first Homelessness Strategy was published in 2003 and the 2006-9 update has given us a firm foundation to work from in developing this new strategy. The emphasis on homeless prevention, the strong working relationships developed and the initiatives introduced as a result of the strategy have led to considerable achievements in tackling homelessness within Hartlepool.

3.2.1 The following bullet points provide a summary of the main achievements that have made a significant impact on tackling homelessness and contributed to improving access to accommodation within Hartlepool;

- Meeting the Government's target to halve the use of temporary accommodation by 2010 from levels in 2004
- Reducing the level of homelessness acceptances from a total of 268 in 2002/3 to 18 in 2009/10
- Responding successfully to the requirement that no family with dependent children should stay in bed and breakfast accommodation, except in an emergency and then for no more than 6 weeks, by March 2004 and have continued to comply since that date

- Development of joint working protocol between Housing, the Youth Offending Team and the Young Person's Team of Children's Services to improve service provision for young people.
- Establishing the multi agency Supported Housing Panel, ensuring a systemic assessment of support needs and monitoring of move-on into independent accommodation to ensure optimum use of support services.
- The development of the Eviction Protocol with Housing Hartlepool to target enhanced advice and assistance to those vulnerable to homelessness and reduce tenancy failure.
- Prior to the introduction of the Mortgage Rescue Scheme Housing Hartlepool successfully completed 19 'buy backs' from former Right to Buy tenants vulnerable to homelessness between 2006 to 2009.
- Development of the sub regional Common Allocations Policy and implementation of the Compass Choice based Lettings scheme in 2009.
- Development of a 'crash pad' facility giving emergency temporary accommodation at Gainford House young persons' supported housing project provided by Stonham Housing Association.
- Development of a supported housing scheme for 6 people with issues around alcohol dependency at Richard's House provided by Carr-Gomm.

3.2.2 The Homelessness Strategy 2010-2015 sets out the Council's vision for tackling homelessness and identifies the key strategic aims and objectives which are;

Strategic Aim	**Strategic Objective**
Prevent homelessness in Hartlepool	• Reduce youth homelessness in Hartlepool • To improve access to advice and information • Encourage housing providers and other stakeholders to prioritise homelessness prevention • Continued development of initiatives to prevent re-possessions
Improve access into appropriate accommodation	• To improve access and sustainment of suitable accommodation • Encourage provision of direct access supported accommodation for young people • Increase the supply of affordable housing and maximise the use of existing resources
Maximise appropriate support	• To improve access and availability of appropriate support • Maximise the use of floating support provision
Promote social and financial inclusion	• Develop the Enhanced Housing Options service • Assist homeless people find employment, education and training

3.2.3 The Strategy is an important document that will ensure we sustain and improve upon the work already undertaken and meet new National indicators, Local Area Agreement targets and other Government initiatives.

3.2.4 The Strategy identifies the key challenges facing us over the coming years that may impact on homelessness and the action plan has been developed to deliver the aims and objectives and will drive continued improvements to the homelessness services that are delivered by the Council and other partner agencies.

4. CONSULTATION

4.1 The strategy has been developed in consultation with service users, stakeholders, service providers and staff. The formal consultation period on the draft of the strategy is due to end on 11th June 2010, the responses received to date have been very positive and many have already been considered by the Homelessness Strategy steering group and incorporated into final draft attached at **Appendix 1**.

4.2 One suggested amendment yet to be made is to produce the Action Plan as a separate document as this is to be reviewed on an annual basis.

4.3 As the consultation period is still open at the time of writing, further responses may still be received that the steering group might wish to recommend, these will be reported verbally at the meeting.

5. FINANCIAL CONSIDERATIONS

5.1 The majority of actions proposed to deliver the Strategy are to be met from existing resources. Any initiatives to be developed through the life of the Action Plan that will require additional resources will be the subject of separate reports to Cabinet or Portfolio Holders.

5.2 The Department for Communities and Local Government currently awards the Council a homelessness implementation grant to specifically assist the Council in its efforts to prevent and reduce homelessness, the ring fencing of this grant will be removed from 2011.

6. EQUALITY AND DIVERSITY CONSIDERATIONS

6.1 The Homelessness Strategy aims to deliver quality services without prejudice and discrimination to meet the needs of all the community, regardless of age, cultural or ethnic background, disability, gender, marital status, religious or political persuasion or sexual orientation and will adhere to the equality and diversity policies developed by the Council. A formal Diversity Impact Assessment will be completed for the final version of the Strategy.

7. RECOMMENDATIONS

7.1 It is recommended that Cabinet;

1. Approve the draft Homelessness Strategy for 2010 – 2015 and it's subsequent publication
2. Approve the supporting draft action plan that outlines delivery of the Strategy objectives
3. Authorise the Director of Regeneration and Neighbourhoods, in consultation with the Portfolio Holder for Community Safety and Housing, to amend the final detail of the Strategy and Action Plan, if necessary, prior to its publication.

CONTACT OFFICER

Lynda Igoe, Principle Housing Advice Officer, Housing Options Centre, Park Tower, Park Road, Hartlepool, TS24 7PT. Telephone 01429 284177, e-mail: lynda.igoe@hartlepool.gov.uk

BACKGROUND PAPERS

2010-15

Draft Homelessness Strategy

Hartlepool Borough Council

Homelessness Strategy 2010-15 (Draft)

Contents

Page numbers to be inserted after final formatting

Foreword

I am delighted to introduce Hartlepool's Homelessness Strategy for 2010-15. This strategy builds upon our successes in tackling homelessness over the last seven years and sets out our vision and direction for tackling homelessness over the coming years. Our first Homelessness Strategy published in 2003 and the 2006-09 update has given us a firm foundation to work from; the strong working relationships developed and initiatives introduced as a result of the strategy have led to considerable achievements in tackling homelessness within Hartlepool. These achievements include:

- Meeting the Government's target to halve the use of temporary accommodation
- Reducing the level of homelessness acceptances from a total of 268 in 2002/3 to 18 in 2008/9
- Responding successfully to the requirement that no family with dependent children should stay in bed and breakfast accommodation, except in an emergency and then for no more than 6 weeks, achieved by March 2004 and have continued to comply since that date
- Awarded Regional Champion in homelessness status 2005/06
- Effective joint working, for example the development of the joint working protocol between Housing, the Youth Offending Team and the Young Person's Team of Children's Services
- Establishing the multi agency Supported Housing Panel, ensuring a systemic assessment of support needs and monitoring of move-on into independent accommodation to ensure optimum use of support services.

With this strategy we will build upon these achievements, placing an emphasis on multi-agency working, customer care and high quality service delivery. We will face new challenges over the next five years but we are determined that the range of measures set out in the strategy and the ongoing support from our partners will enable us to continue to prevent homelessness across the borough.

Mayor Stuart Drummond

Introduction

The Homelessness Act 2002 required all local authorities to develop a strategy, every five years, to reduce homelessness based on a thorough review of the homelessness situation in the area. Our first Homelessness Strategy, published in 2003 and subsequent update in 2006, presented a shift in focus towards preventing homelessness and ensuring advice and support to assist people access and sustain suitable housing was available to all.

Since the first strategy was produced the approach to preventing homelessness has developed significantly, partly in response to targets set by Central Government, but also as result of improved understanding regarding the causes of homelessness. This Strategy has been produced in consultation with service users, stakeholders and local agencies and builds upon our successes in tackling homelessness over the last seven years and sets out our vision and direction for tackling homelessness over the coming years.

Development of the Strategy

This Strategy has been developed by a steering group of key agencies from both the public and voluntary sectors and has been informed by;

- Review of the first Homelessness Strategy and the 2006-9 update
- Review of the current levels of homelessness and service provision in Hartlepool
- Review of National, Regional and Local policy drivers and established best practice
- Consultation with staff, service providers, stakeholders and service users
- Scrutiny investigation into youth homelessness completed in 2009

Performance Monitoring of the Strategy

The actions discussed throughout the strategy have been compiled into a detailed action plan which can be found in Chapter 4. The plan details the timescales, lead responsibilities, key partners and milestones. Wherever possible we have included SMART actions in the action plan, and these can be readily measured, however some targets are broader or less certain, and these will be refined through an annual review of the strategy and action plan.

The Homelessness Strategy Steering Group will monitor the delivery of the strategy and review the action against its targets to ensure it continues to respond effectively to local needs and national policy. The action plan will also be linked into all other relevant strategic and service plans and will therefore also be monitored through the councils' corporate management systems.

Vision

"Our long term vision is to end homelessness within Hartlepool and to ensure all residents have access to a safe and secure home"

Strategic Aims and Objectives

In order to drive this Strategy forward four strategic aims have been agreed each supported by a series of objectives. These have been developed into a detailed action plan identifying the actions to be taken by the Council and our partners in order to achieve these.

Strategic Aim	Strategic Objective
Prevent homelessness in Hartlepool	• Reduce youth homelessness in Hartlepool • To improve access to advice and information • Encourage housing providers and other stakeholders to prioritise homelessness prevention • Continued development of initiatives to prevent repossessions
Improve access into appropriate accommodation	• To improve access and sustainment of suitable accommodation • Encourage provision of direct access supported accommodation for young people • Increase the supply of affordable housing and maximise the use of existing resources
Maximise appropriate support	• To improve access and availability of appropriate support • Maximise the use of floating support provision
Promote social and financial inclusion	• Develop the Enhanced Housing Options service • Assist homeless people find employment, education and training

About Hartlepool

Hartlepool is located on the North East coast of England within the Tees Valley sub region. It is a compact town, which is linked to the rest of the region and country by road, rail and sea. Approximately 90,000 people live in Hartlepool, 1.2% of the overall population are from black and minority ethnic communities and almost a fifth of the population are at or above retirement age. The town combines dense urban areas, an established marina and expanding suburbs with a number of distinct rural villages. It is a proud town steeped in history and maritime heritage and the people of the Borough have a strong sense of local identity.

Hartlepool is a unitary local authority covering the town with a directly elected mayor and cabinet political structure. Other major service providers sharing the local authority boundary are the Hartlepool Primary Care Trust, the Police Basic Command Unit and the Fire and Rescue Service Headquarters. The Learning and Skills Council, Jobcentre Plus and the Probation Service have established locality teams. There is a strong tradition of partnership working in the Borough, more recently through the work of the Hartlepool Partnership, which brings together the public, private, community and voluntary sectors.

Statistical information for Hartlepool

According to the 2007 Index of Multiple Deprivation (IMD), seven out of Hartlepool's seventeen wards are among the top 10% most deprived in England, with five of these wards being in the top 3%.

Unemployment in April 2008 stood at 4.5% compared to 2.2% nationally.

The 2001 census indicated that 60.1% of households (22,684) had a car, 8.7% (3,234) were single parent families and 21.4% (7,986) were households with dependent children.

According to the 2001 census approximately 63% of the population are owner-occupiers, 27% rent from social landlords and 7% rent privately.

Hartlepool's Strategic Housing Market Assessment 2007 estimated that over the period 2007 to 2029, the overall population of Hartlepool is expected to increase from 90,600 to 93,900, an increase of 3.6%. Over this period, the number of residents in the over 60 age group will continue to increase.

Household types in Hartlepool demonstrate that around 22.9% of households are headed by someone of pensionable age, 33.5% are singles or couples with no children, 8.3% are single parent households, 17.1% are couples with children and 18.2% are other types of household (e.g. students, friends sharing). Household projections indicate that the proportion of singles and other household types is likely to increase.

Across Hartlepool, there are an estimated 39,271 occupied dwellings, 1,963 vacant properties and 293 second homes, with a total dwelling stock of 41,527. The overall vacancy rate of 4.7% is higher than the 3% rate recommended by Communities and Local Government COMMUNITIES AND LOCAL GOVERNMENT.

Close to a quarter (23.8%) of Hartlepool's residents identified themselves as having a limiting long-term illness in the 2001 census, compared to less than one in five nationally (17.6%).

Teenage pregnancy rates in Hartlepool are high (66.8 per 1000 females aged 15-17 in 2007) in comparison with the national average (40.6 per 1000) and regional comparators. This is despite achieving the 2004 interim target of a 15.2% reduction on the 1998 baseline.

Update figures with most recent available

The National, Regional and Sub Regional Context

The Homelessness Strategy is influenced and informed by a wide range of priorities at both national and regional level.

National Context

Local Housing Authorities have a statutory duty to provide assistance to all households who are homeless or threatened with homelessness, regardless of whether there is a duty to accommodate. In 2005 the Government published its national strategy for tackling homelessness, 'Sustainable Communities – Settled Homes, Changing Lives', taking forward the plan to 'create thriving, sustainable, vibrant communities'. The Strategy sets out the Government's approach to tackling and reducing homelessness and drives forward the following key objectives:

- reduce homelessness
- prevention of homelessness and repeat homelessness
- reduce rough-sleeping by two thirds
- halve the number of homeless households residing in temporary accommodation by 2010
- reduce the numbers of homeless households with children in temporary accommodation overall by over 30,000 (compared with current levels) by 2016
- no use of bed & breakfast accommodation for families unless in an emergency and then only for up to six weeks
- no use of bed & breakfast accommodation for 16/17 year olds by 2010 unless in an emergency
- provide more settled homes

These objectives link into a number of Government strategies including the Supporting People National Strategy 'Independence and Opportunity' published in 2007. The Strategy supports the role of partnership working and homelessness prevention through housing-related support services for vulnerable and excluded people. The Supporting People Programme interfaces with the homelessness prevention agenda, with an aim to reduce repeat homelessness and ensure efficient use of resources by undertaking reviews of service provision and delivery.

In 2006 The Housing Corporation published its strategy, 'Tackling Homelessness', to allow Registered Providers (RP's) to take ownership of and contribute to the homelessness prevention agenda. Since 1 December 2008, the Tenant Services Authority (TSA) is the new regulator of RP's. The TSA and Communities and Local Government (COMMUNITIES AND LOCAL GOVERNMENT) support a team of Special Advisers in the Homelessness Action Team. In 2009 they produced a Homelessness Toolkit that aims to build on the homelessness strategy, reflecting the changing environment and national policy developments to help RP's, ALMOs and local authority landlords to progress their approaches to homelessness, overcrowding and worklessness.

Key National Themes

- Halving the number of people in temporary accommodation through the provision of a wider range of prevention methods and increased access to settled homes
- A specific focus on tackling youth homelessness and ending the use of bed and breakfast accommodation for homeless 16 and 17 year olds
- An increased emphasis on the role of RP's in contributing to homelessness strategies and assisting Local Authorities to meet their obligation to homeless households and to prevent homelessness.
- Supporting vulnerable people to attain and sustain independent living through the Supporting People Programme
- The delivery of increased numbers of affordable housing (3 million new homes by 2020 and 45,000 new social homes a year by 2011) with a focus on sustainable design & provision of increased numbers of family homes
- Improvements to existing homes and maintaining the decent home standard
- Conversion of temporary accommodation into settled homes
- Addressing overcrowding
- Developing 'enhanced housing options services' linked with employment education and training opportunities to provide those in housing need with a wide range of options and empowering them to make informed decisions
- Encouraging joined up working between Housing & Children's Services to tackle the negative outcomes amongst 4 particular "at risk" groups of young people
- Focus on a new local performance framework delivered through LAAs and with an emphasis on cross cutting themes and partnership working
- Social Exclusion Task Force work on supporting vulnerable homeless people - including young and single homeless and PSA 16 groups (care leavers, offenders, adults with learning disabilities and adults in contact with secondary mental health services) - to access settled homes and establish and sustain independent lives

Regional and Sub Regional Context

The Regional Housing Strategy reinforces the national themes of the provision of social and other affordable housing, the creation of sustainable communities, meeting the decent homes standard in the social sector and for vulnerable tenants in the private rented sector, addressing various levels of housing need and contributing to the future development of the region.

Hartlepool works closely with its Tees Valley partners to develop specific initiatives to address homeless prevention and the Tees Valley has a good track record of sub regional working. Homelessness is not constrained by Local Authority boundaries, and there are many common features across the Tees Valley.

Sub Regional Choice Based Lettings (CBL) was introduced during 2009 to provide more choice and flexibility for people wishing to access social housing and ensure that the lettings process meets the needs of a wide range of clients and provides a transparent service.

The local policy context and strategic links

Homelessness is not just a housing problem; it can disrupt other parts of a person's life, including their health, education, training, work and relationship with the wider community. If not addressed swiftly it can turn what should be temporary crisis into a life damaging event. In Hartlepool there are already a wide range of local strategies and plans that contribute directly or indirectly to preventing homelessness and addressing the needs of those who are homeless. This strategy aims to build on this work and link to it.

Table 1: Links to local strategies and initiatives

Strategy	Date	Key Strategic Links
Community Strategy and Neighbourhood Renewal Strategy	2008-20	Sets out a long term vision for the town and explains how we will improve the economic, social and environmental wellbeing of the community.
Hartlepool's Local Area Agreement (LAA)		Includes targets in relation to the following housing areas:- • Balancing Housing Supply and Demand • Improving the Quality of Existing Housing • Meeting the Housing Needs of Vulnerable People
Housing Strategy	2006-11	Sets out the key housing issues facing Hartlepool and actions to tackle them.
Crime, Disorder & Substance Misuse Strategy	2008-11	Has the reduction of re-offending as a key priority
Supporting People 5 Year Strategy	2006-11	Provides a critical review of current housing-related support services and identifies priorities for action.
Domestic Violence Strategy	2007-10	Sets out what the Safer Hartlepool Partnership intend to do to address domestic violence in the form of a coordinated approach to support victims and their families.
Children and Young People's Plan	2009-20	An inter-agency strategic plan for the provision of services to the children and young people of Hartlepool.
Empty Homes Strategy	2010-15	Provides an effective framework for bringing private sector empty homes back into use in Hartlepool. It supports and complements the current priorities of maintaining housing regeneration; homelessness prevention; provision of affordable housing and improving the quality of existing housing.
Housing Market Renewal / Regeneration		HMR is a key priority for the Council. It is the leading thrust of the Council's Housing and Regeneration Strategies and a major element of the Community Strategy.
Teenage Pregnancy Strategy	2001-10	An inter-agency strategic plan for the provision of services for young people and teenage parents
Hartlepool Working Solutions		Aims to help local residents back into work through a variety of initiatives.

Performance Indicators

One of the drivers for this strategy is the need to meet national and local targets. The following are the national indicators (NI); the best value performance indicators (BVPI) and Local Area Agreement indicators (LAA) that have helped shape the strategy.

Target	Description
NI 141	Number of vulnerable people achieving independent living
NI 142	Number of vulnerable people who are supported to maintain independent living
NI 155	Number of affordable homes delivered (gross)
NI 156	Number of households living in temporary accommodation
RPD P008 (ex BV 202)	Number of people sleeping rough
RPD P003 (ex BV 183(i))	Average length of stay(weeks) in bed and breakfast accommodation of households which include dependent children or a pregnant woman which are unintentionally homeless and in priority need
RPD P011 (ex BV 213)	Homelessness prevented through housing advice casework / 1,000 households
RPD P0012 (ex BV 214)	The proportion of households (per 1000) accepted as statutorily homeless who were accepted as homeless by the authority within the last two years
LAA H7	The percentage of new tenants receiving support from HBC sustaining their tenancies for 6 months
LAA H8	The percentage of RSL tenants evicted without personal contact from their landlord
LAA H10	Number of failed tenancies
LAA H5	Number of adaptations carried out to enable vulnerable people to remain living independently in their own home

Achievements since the Homelessness Strategy 2003 and 2006 update

Our first Homelessness Strategy published in 2003 and the 2006-09 update has given us a firm foundation to work from in developing this new strategy. The emphasis on homeless prevention, the strong working relationships developed and the initiatives introduced as a result of the strategy have led to considerable achievements in tackling homelessness within Hartlepool. The following table provides a summary of the main achievements that have contributed to improving access to accommodation and made a significant impact on tackling homelessness within Hartlepool;

Meeting the Government's target to halve the use of temporary accommodation by 2010 from levels in 2004
Reducing the level of homelessness acceptances from a total of 268 in 2002/3 to 18 in 2008/9
Responding successfully to the requirement that no family with dependent children should stay in bed and breakfast accommodation, except in an emergency and then for no more than 6 weeks, by March 2004 and have continued to comply since that date
Development of joint working protocol between Housing, the Youth Offending Team and the Young Person's Team of Children's Services to improve service provision for young people.
Establishing the multi agency Supported Housing Panel, ensuring a systemic assessment of support needs and monitoring of move-on into independent accommodation to ensure optimum use of support services.
The development of the Eviction Protocol with Housing Hartlepool to target enhanced advice and assistance to those vulnerable to homelessness and reduce tenancy failure.
Prior to the introduction of the Mortgage Rescue Scheme Housing Hartlepool successfully completed 19 'buy backs' from former Right to Buy tenants vulnerable to homelessness between 2006 to 2009.
Development of the sub regional Common Allocations Policy and implementation of the Compass Choice based Lettings scheme in 2009.
Development of a 'crash pad' facility giving emergency temporary accommodation at Gainford House, young persons' supported housing project provided by Stonham Housing Association.
Development of a supported housing scheme for 6 people with issues around alcohol dependency at Richard's House provided by Carr-Gomm.

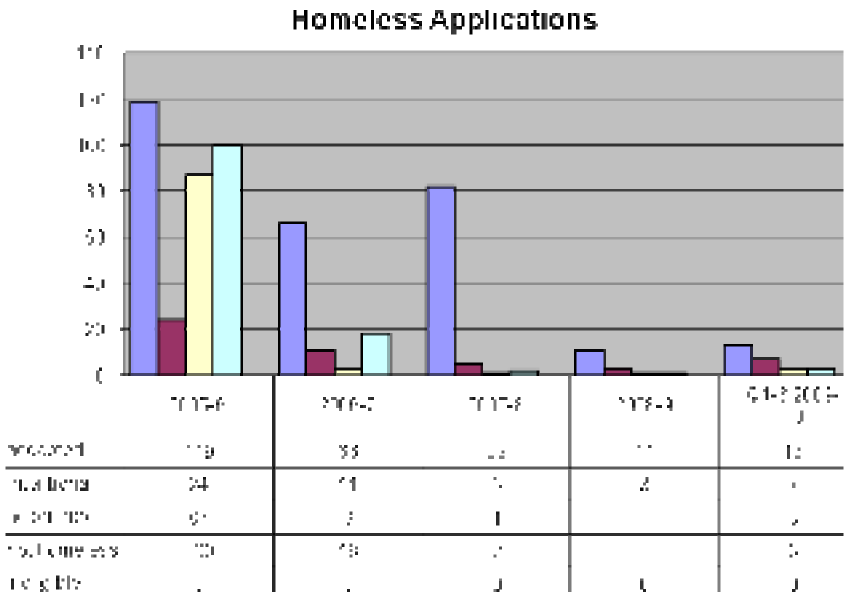
Updated Homelessness Review

As our previous Homelessness Strategy was fully informed by a comprehensive review of homelessness, and service provision effecting homelessness, it has not been necessary to start from scratch in developing this new Strategy. However we do need to be confident we have a full and up to date picture of homelessness within Hartlepool and the Steering Group have updated our homelessness review during 2009 to date.

Key elements in this process has been collation and review of all relevant data, listening to service users and to other agencies, assessing current service provision, identifying forthcoming challenges and developing the action plan with SMART (specific, measurable, achievable, realistic and time based) outcomes.

The Housing Advice and Supporting People teams also jointly commissioned an independent review into youth homelessness which was carried out by Mark Stephenson of Sounding Board Research and Consultancy.

Current levels of homelessness in Hartlepool



(update chart with Q 4 figs and check 08/09 should read 28)

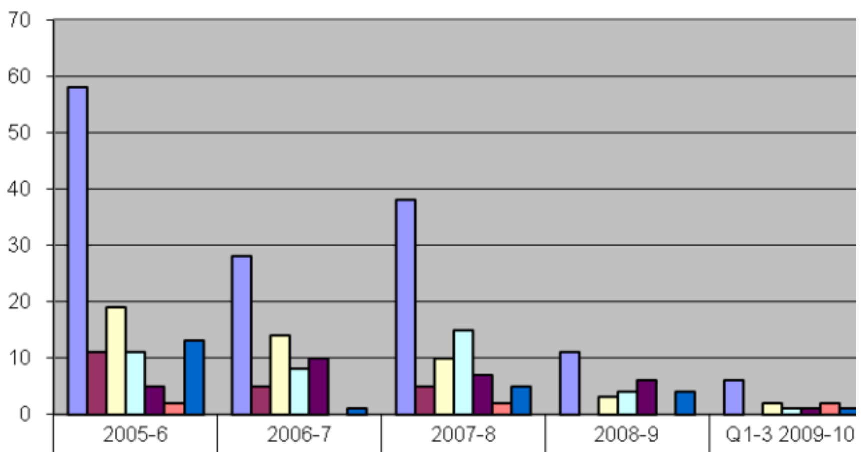
Since the development of our first Homelessness Strategy we have seen a dramatic and consistent reduction in the levels of homelessness within the town. By responding to the causes of homelessness and focusing our resources on homelessness prevention we have been able to resolve many potentially homeless situations before they occur.

Additionally the enhanced partnership working and inter-agency liaison, championed by the Homelessness Strategy Steering Group, continues to improve and achieve positive outcomes.

The number of households having to be accepted as ‘Priority Homeless’ has been significantly reduced year on year and this trend is continuing.

Traditionally the main causes of homelessness in Hartlepool have reflected the national picture being 'asked to leave by family/friends', 'relationship breakdown' and 'loss of an Assured Short-hold Tenancy' (private sector tenancy). Through timely and effective housing advice we have seen major improvements to the overall reduction of homelessness against all the main causes.

Reason for homelessness

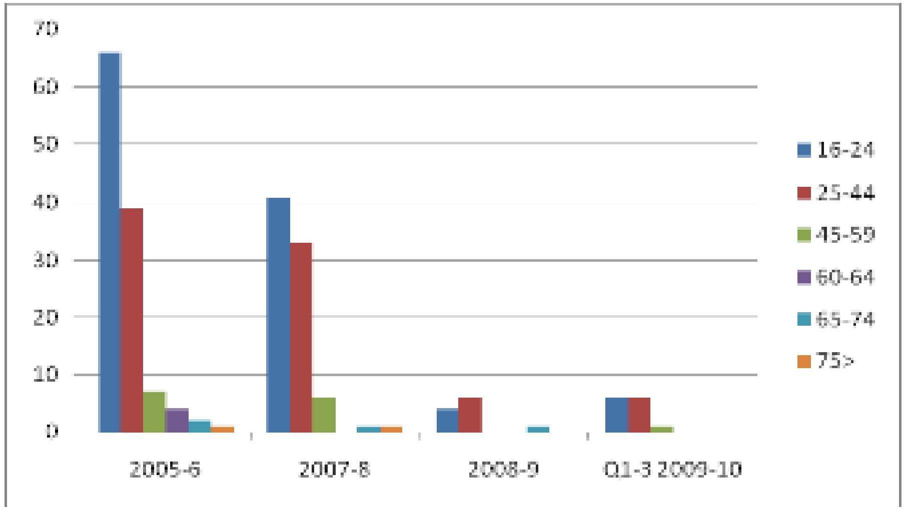


	2005-6	2006-7	2007-8	2008-9	Q1-3 2009-10
asked to leave by family/friends	58	28	38	11	6
relationship breakdown	11	5	5	0	0
Domestic violence	19	14	10	3	2
Loss of AST	11	8	15	4	1
Mortgage repossession	5	10	7	6	1
Rent arrears	2	0	2	0	2
Other	13	1	5	4	1

The need for a dedicated Tenancy Relations Officer was identified within our first Homelessness Strategy and this appointment has proved successful in helping to reduce homelessness against one of the traditionally highest causes in Hartlepool that of losing a private sector tenancy. By targeted advice and assistance to both landlords and their tenants around their rights and responsibilities and promoting good practice within the sector, we have seen significant reduction in the numbers of homeless acceptances due to the loss of a private sector tenancy.

The main reason for homelessness continues to be from being asked to leave by family or friends, these applicants are mainly in the under 25 age groups and have the greatest difficulty in accessing their own suitable independent accommodation. Continued emphasis on homeless prevention is vital for this age group and consultation with stakeholders and service users has confirmed the need for greater access to mediation and support for families and to assist young people to prepare for independent living in a planned and sustainable way.

Age Range of Homeless Acceptances



Although homelessness acceptances have decreased overall, the proportion of young people accepted as homeless has remained the largest percentage of all acceptances. The majority of young people presenting as homeless are homeless due to friends or family evictions.

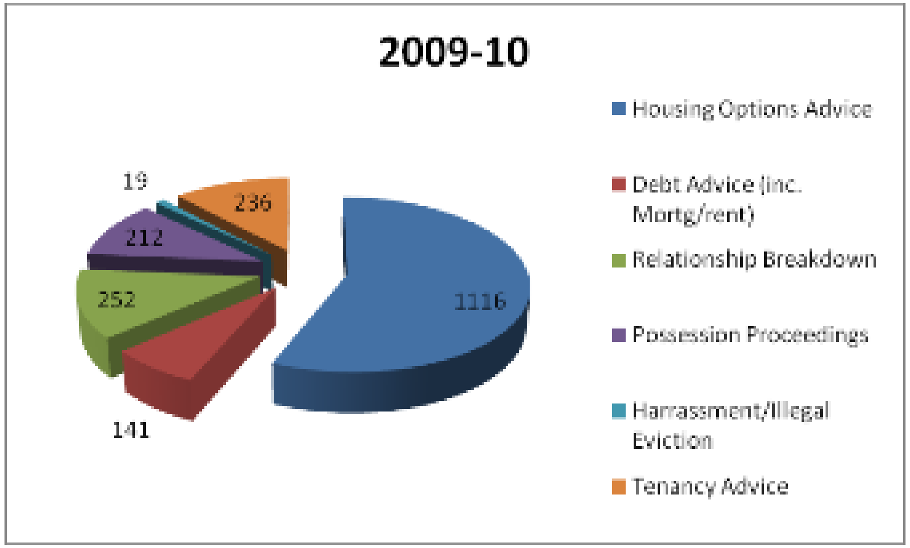
Homelessness amongst older people is not shown to be an issue in Hartlepool.

During 2009-10 the Housing Advice Team provided casework for 1976 clients offering a range of advice and assistance to help people resolve their housing problems.

The following chart identifies the main presenting problems from these cases.

Amongst these cases 354 clients were prevented from becoming homeless

These figures do not include those customers receiving one off general advice either in person or by telephone.



The Housing Advice and Homelessness service relocated to the Housing Options Centre which opened in September 2009. During the months of September and October the numbers approaching for advice fell but this has returned to previous levels in November and is continuing to increase.

From January 2010 the CAB are providing a surgery two days a week to increase the availability for advice relating to debt and preventing repossessions. The Leaving Care Team from Children's Services also provides advice and assistance to 16 and 17 year olds on a surgery basis from the Housing Options Centre. Further work is needed to encourage other service providers to make use of the Centre to maximize its potential and improve access to advice and assistance for all.

Provision of Supported Accommodation

The Supported Housing Panel has been developed to ensure we are making best use of the available supported housing provision within the town and to assist with appropriate and timely 'move on' when people are ready to successfully sustain an independent tenancy. The Panel is made up of a multi-agency partnership lead by the Supported Housing Coordinator based in the Housing Advice Team.

There are currently 73 units of supported accommodation within the following schemes;

- 10 at Gainford House, plus emergency crash pad (16 to 25)
- 5 at St Paul's (16 to 18)
- 6 at Anna Court for Teenage Parents (16 to 25 with priority given to 16 to 19)
- 8 at Eamont Terrace (Mental Health Needs)
- 11 at Scott Grange (offenders)
- 11 at Avondene (single homeless)
- 20 from Endeavour HA (single homeless)
- 7 at the Womens Refuge
- 6 at Grange Road (alcohol)

268 clients are currently receiving Floating Support to help successfully manage their tenancies across the town via various providers with Supporting People contracts. Although there is increasing need and demand for these services pressure on the Supporting People budget could see these numbers reduce.

Challenges

Increasing provision of supported accommodation and floating support services

Although there has been an increase in the numbers of supported accommodation since the Homelessness Strategy was published there is still insufficient available to meet the demand. In particular there is an urgent need for supported tenancies for young people, especially those aged 16 to 17 who often need support to gain the necessary skills needed to sustain a successful tenancy and prevent them from becoming homeless again.

Tackling youth homelessness

Levels of homeless acceptances in Hartlepool are significantly higher amongst younger people and consultation with both service users and stakeholders has identified youth homelessness as a key issue for Hartlepool.
Local housing authorities and Children's Services have a legal duty to work jointly to assess the needs of homeless 16 and 17 year olds and multi agency joint working is essential to meet the needs of all young people facing homelessness.

Include reference to and explanation of Southwark ruling clarifying that Childres' Services have the primary responsibility for assessing the needs of 16 and 17 year olds etc.

Current interventions and initiatives to prevent youth homelessness will be improved and developed to achieve positive outcomes for young people and help achieve the strategic objectives locally.

Preventing homelessness during the recession

With the contraction of the UK economy in 2008, economic output has fallen steadily and this has had a significant impact on employment, demands on public services and public finances. Whilst there is some emerging evidence that the economic decline is slowing, it has been recognised that the adverse social impact of the recession will continue for a significant period.

The effect of the repossessions will not just be seen in mortgage cases. There is a risk of an increase in the number of people losing their home in the social sector and private rented sector due to evictions for rent arrears caused by debt and loss of income due to unemployment or reduced household income. There may also be an increase in family breakdown cases where tensions increase at home due to financial pressures leading to an increase in homelessness due to relationship breakdown. It is therefore vital that we work to prevent homelessness across all tenures. A range of measures has been introduced to help those who are at risk of repossession.

<table>
<tr>
<td rowspan="2">Mortgage Rescue
The mortgage rescue scheme was announced in September 2008 and implemented in January 2009.The package offers two options for vulnerable households in mortgage difficulty. To be eligible for these schemes a household must include someone with priority needs as defined in the Housing Act 1996. There are additional criteria to ensure that other options have been considered and that mortgage rescue is the best and most sustainable solution for the household. The 2009 budget extended the scheme to households in negative equity.</td>
<td>Shared Equity – for those who have an income and own significant equity in their homes. A housing association will offer an equity loan of between 25% and 75% of the households current mortgage to reduce mortgage payments.</td>
</tr>
<tr>
<td>Mortgage to Rent – for the most vulnerable households who are no longer able to sustain a mortgage. A housing association will buy the property with the occupiers remaining in their home but as tenants on assured shorthold tenancies for three year fixed terms.</td>
</tr>
<tr>
<td colspan="2">Homeowners Mortgage Support aimed at homeowners who are experiencing a temporary loss of income. It means that homeowners will be able to make smaller mortgage payments for up to two years without risk of losing their home.</td>
</tr>
<tr>
<td colspan="2">Pre Eviction Protocol
The Civil Justice Council has introduced a protocol for the County Courts to help make sure that reasonable steps are taken to avoid court proceedings in mortgage and rent arrears cases. The protocol requires that the causes of the arrears are fully explored, proposals for repayments are considered and that appropriate advice is given.
Lenders may be requested by the courts to explain the actions they have taken to comply with the protocol.</td>
</tr>
<tr>
<td colspan="2">Preventing Repossessions Fund
During 2009 the Government announced they were making this ‘one off’ fund available to enable local authorities provide additional assistance to help to help homeowners struggling with their mortgage costs, or tenants in the social or private rented sectors who are struggling with their rental payments. Hartlepool received £28,000 from this fund which will be used to provide interest free loans to qualifying households in order to prevent homelessness.</td>
</tr>
</table>

These initiatives are aimed at keeping people in their homes and avoiding the social and financial costs that arise from repossessions

Responding to Housing Benefit and Local Housing Allowance concerns

In 2008 Local Housing Allowance replaced Housing Benefit for the tenants of private landlords. Payments are made direct to tenants to give them the buying power to rent a home of their choice. There is some concern that this could lead to homelessness amongst more vulnerable tenants if they fail to pass on the LHA to their landlord. There are provisions for direct payments to be made direct to landlords where tenants are vulnerable and risk homelessness and/or they have accrued eight weeks of rent arrears.

There has been an increase in take up of housing and council tax benefit, with 38% of all households being in receipt of benefit, there has also been a marked increase in the number of unsuccessful claims, although these claimants have not qualified for benefit at this stage it is clear that more people are struggling to meet their financial commitments, which could lead to more repossessions in the future.

We will develop a formal protocol with the Housing Benefit Team to assist in the identification of vulnerable applicants and ensure they are offered any necessary debt advice and supported in applying for direct payments and discretionary housing payments.

Working with the private rented sector

The majority of private rented accommodation is let on an Assured Shorthold Tenancy basis (usually for 6 months) and offers far less security of tenure than social housing tenancies. The standard of accommodation and management within the private sector can vary widely and there is a far higher turnover of tenants than within the social sector.

We will continue to develop effective working relationships with private sector landlords and their agents to improve management standards and tenancy sustainability.

Uncovering Hidden homelessness

People who do not access services for assistance with housing but are ‘sofa surfing’ and so not have their own accommodation can be classed as the ‘hidden homeless’. Consultation with stakeholders has identified that hidden homelessness has been recognised as an issue in Hartlepool. Households that do not present to local agencies for assistance with the housing issues are not recorded. It is therefore very difficult to capture the true picture of homelessness locally and nationally. This presents a challenge for agencies to identify the true need locally.

In 2009 the Supporting People and Housing Advice Service jointly commissioned Centrepoint to provide an enhanced monitoring project for all homeless and potentially homeless people accessing range of services in Hartlepool. A multi-agency monitoring form was introduced for all agencies to complete with their clients to capture a range of information about their clients’ circumstances relating to their housing and support needs to be returned to Centrepoint on a monthly basis. From their analysis of this information Centrepoint will provide a suite of monitoring information relating to homeless and emerging trends.

Reducing Overcrowding

In December 2007 the Government confirmed significant progress has been made to prevent homelessness and reduce temporary accommodation use and that local authorities should also focus on addressing overcrowding issues alongside homelessness to help improve homes for all.

We will work in partnership with Housing Associations operating in Hartlepool to develop initiatives to encourage and assist tenants under occupying accommodation to move into smaller units of accommodation. This could free up the larger units of social housing stock for families in overcrowded accommodation.

Reducing Re-Offending

Home Office figures suggest that having stable accommodation can reduce reconviction rates by over 20%. Short-sentenced offenders are not subject to statutory support and supervision from the National Probation Service on release, and often experience barriers to accessing suitable accommodation and support upon release. We will continue to work with partner agencies to develop initiatives to assist this client group into stable accommodation.

Tackling Homelessness and health

Poor housing and homelessness commonly affects physical and mental health. Conversely poor health can affect an individual's ability to access and maintain accommodation. Some of the risks to health related to poor housing and homelessness include:

- An increased risk of mental illness including drug/alcohol problems
- Respiratory disease including tuberculosis
- Poor health in pregnancy and birth e.g. low birth rate
- Increased infant mortality
- Restricted child development
- Reduced likelihood of accessing health promotion/primary care.

We will work in partnership with local agencies to develop initiatives to improve the health and well being of all those who are homeless or at risk of homelessness. We will also develop a Hospital Discharge Policy to ensure that any potential homelessness issues for patients are identified and a prompt assessment of their housing requirements is made.

Tackling Substance misuse

People with substance misuse problems often have housing problems and can find it difficult to access and maintain suitable accommodation, additionally poor housing and homelessness can have a major impact on a person's ability to address their substance misuse problems.
We will work in partnership with local agencies and housing providers to ensure advice and support is available for people with substance misuse problems to enable them to access and sustain suitable accommodation.

Tackling Economic and social inclusion

Recent publications from central Government acknowledge that housing and economic and social inclusion are intrinsically linked, meaning that future policies should look at developing targeted interventions for both. The COMMUNITIES AND LOCAL GOVERNMENT has issued guidance "Expanding Choice, Addressing Need" that encourages local authorities to consider an enhanced housing options approach, which is aimed at tackling the underlying causes of homelessness and housing need. It is considered that Housing Options Services should not only assist households in finding the housing of their choice, but should also be able to help them improve their chances of being able to retain that home.

Lack of employment, low educational attainment and lack of a stake in the community are only some of the complex causes behind housing need. As no one challenge can be addressed in isolation, it is important that the implications of remaining workless are discussed with clients and they are actively encouraged into education, employment and training. It is a challenging time to consider such an initiative. For many more vulnerable customers securing a job is likely to be increasingly difficult as they compete in the job market with those who have recently lost their jobs. However, to make sure that our customers can take advantage of employment and training opportunities, the possibility of providing employment and training advice, or linking to other training and employment advice services, will be explored as part of our enhanced housing options approach.

Responding to the needs of older persons

The housing, care and support needs of older people are high on the Government's agenda in response to the challenge of a growing older population. There has been a shift in focus away from targeting services and resources primarily on the most vulnerable older people in acute and residential settings, to an enabling approach to a wider range of older people to live independently in the community. Housing and support services have a key role to play in achieving this.

The Government strategy 'Lifetime Homes, Lifetime Neighbourhoods: Housing in an Ageing Society' published in February 2008 projects that ageing is the major driver in new household growth, accounting for 48% of new households by 2026, and that current housing and neighbourhoods are not designed with ageing in mind.

Hartlepool has an aging population and we need to ensure appropriate services are available and accessible to the elderly to prevent any increase in future levels of homelessness amongst this priority group.
The Older Persons Housing Strategy will assist in addressing the housing and support needs of an ageing population.

Improving Partnership working with Housing Associations

The Housing Corporation launched "Tackling Homelessness", its strategy on homelessness, in November 2006. This strategy is based on six themes:

- developing better partnership working with local Government;
- working towards sustainable, cohesive and balanced communities where people want to live;
- preventing homelessness by promoting coherent and seamless housing allocation and management and support for tenants;

- encouraging housing associations to make better use of existing stock;
- working with Regional Housing Boards to direct investment towards improving access to housing where there is housing need;
- promoting good practice to support associations and other landlords in raising performance standards.

The Housing Corporation's strategy identified that housing associations should develop and adopt a homelessness action plan to progress their approach to preventing and tackling homelessness. The strategy also identified that a Homelessness Champion should be identified at a senior level in the Housing Association to promote delivery of the action plan.

We will work with all social housing providers in Hartlepool to develop these themes locally.

Preventing Rough Sleeping

The Department of Communities and Local Government has issued a policy document "No One Left Out – Communities Ending Rough Sleeping" in 2008 aimed at ending rough sleeping in all areas. Official counts of rough sleeping in Hartlepool have continued to provide nil returns however, it is important that we make sure that our services support the objective of preventing rough sleeping through effective housing options.

Homeless Strategy Action Plan

Strategic Aim: Prevent homelessness in Hartlepool				
Strategic Objectives • Reduce youth homelessness in Hartlepool • To improve access to advice and information • Encourage housing providers and other stakeholders to prioritise homelessness prevention • Continued development of initiatives to prevent repossessions				
Action	**Outcome**	**Responsibility**	**Resources**	**Timescale**
Expand monitoring of tenancy failure to all social housing providers	Reduction in tenancy failure across all social housing providers		Existing	March 2011
Expand eviction protocol to include all social housing providers	Reduction in repossession actions taken		Existing	March 2011
Review and develop software needs for the Housing Options Service	Improved monitoring and reporting facilities to identify trends and outcomes for homeless people and to increase capacity for casework		To be identified	September 2011
Develop the range of service leaflets available from the Housing Options Centre				

Strategic Aim: Improve access into appropriate accommodation				
Strategic Objectives • To improve access and sustainment of suitable accommodation • Encourage provision of direct access supported accommodation for young people • Increase the supply of affordable housing and maximise the use of existing resources				
Action	**Outcome**	**Responsibility**	**Resources**	**Timescale**
Review operation of Supported Housing Panel to evaluate and improve appropriate and timely move on into settled accommodation			Existing	March 2011
Work with private landlords and agencies to improve quality and availability of accommodation for substance misusers				March 2011
Implement changes to Common Allocations Policy approved from review			Existing	September 2011
Develop a protocol with all housing and support providers to improve access into suitable accommodation for vulnerable people				
Work with providers to develop incentives to				

encourage people under occupying social housing to transfer into smaller accommodation				
Continue to encourage accredited private landlords to advertise their vacancies through the Compass CBL scheme				

Strategic Aim Maximise appropriate support				
Strategic Objectives • To improve access and availability of appropriate support • Maximise the use of floating support provision				
Action	**Outcome**	**Responsibility**	**Resources**	**Timescale**
Review operation of Supported Housing Panel to maximize appropriate referrals for floating support provision				
Extend the handy person service				October 2011
Develop and implement a Hospital Discharge Policy				

Strategic Aim Promote social and financial inclusion				
Strategic Objectives • Develop the Enhanced Housing Options service • Assist homeless people find employment, education and training				
Action	**Outcome**	**Responsibility**	**Resources**	**Timescale**
Develop a protocol with Housing Benefits to assist in the identification of vulnerable applicants and ensure they are offered any necessary debt advice and supported in applying for direct payments and discretionary housing payments.	Reduction in rent arrears and possession actions taken.			
Continue to develop links with employment and training agencies and provide access to their services from the Housing Options Centre	Increased numbers accessing training and employment opportunities			

CABINET REPORT

28 June 2010

HARTLEPOOL BOROUGH COUNCIL

Report of: Chief Executive

Subject: SHAPE OF THE COUNCIL - NEXT STEPS

SUMMARY

1. PURPOSE OF REPORT

To provide Cabinet with an update in respect of the potential impact of likely changes in the grant settlement post election which are currently being unveiled and to give initial considerations to the strategy for addressing the likely consequences.

2. SUMMARY OF CONTENTS

The likely impact of reductions in the grant settlement makes it necessary to consider the nature and role of the authority in conjunction with considerations around the possible operating model and scale and scope of activity. Our assessment of the financial outlook anticipates the authority having to deliver additional savings of £4m per year for the next three years the question must be posed about how to do this and the form and feel of the authority. These reductions are additional to the planned Business Transformation efficiencies of £6m, potential Council Tax increases and other measures proposed to manage the budget deficit.

Whilst it is anticipated that the BT Programme will deliver its expected savings, the financial and political environment has changed and this is likely to continue

The Policy and Financial considerations

Local Authorities do not operate in a vacuum and change is part of the process of local government but the pace and scale of this change is likely to need significant consideration to reflect the upcoming challenges.

There are a range of factors which affect the operation of a local public sector body, some of these are identified below;

- The current economic position of the country form a depressing backdrop to any future potential courses of action.

- The demographic base of the country is changing, with an increase in the older population, this trend set to continue and with it an increase on the associated services

- The drive for increased partnership working, joint commissioning of services by agencies and the joint delivery of services has been part of the agenda from central government at a locality level for a number of years now.

- There is an expectation, through issues and policy drives such as Total Place, that there are significant efficiencies to be derived from taking a more holistic approach in an area.

- The authority since 2004/05 has been required to deliver efficiency savings and since 2007/08 these have been set at 3% per annum (rising to 4% per annum from 2010/11).

The Budget has been balanced and agreed for 2010/11 at Council on 11th February 2011 with significant contributions to this from the Business Transformation programme and in total efficiencies of £4m have been made.

At this stage if all savings planned from BT are agreed and implemented, indicative council tax rises implemented, other planned efficiencies realised, pressures restrained to within the headroom incorporated in the 2011/12 budget and temporary funding utilised in the manner identified in the MTFS the authority is left with a budget gap of £4m per annum, cumulative over the period from 2011/12 to 2013/14. A £12m gap equivalent to a reduction of 12% of expenditure over the 8% that is already planned and still to achieve (a 20% reduction in the budget over 3 years).

In previous years the Council has benefitted from one-off factors and this has enabled us to spend more than our ongoing resources allow. These factors won't be repeated and existing commitments will see the Councils reserves fall to the minimum level by 31st March 2013.

Current Shape of the Authority

The authority is going through a major programme of change as a result of the Business Transformation programme although in reality this is another change rather than being something completely new.

A completely traditional view of a local authority will see the authority commissioning and delivering all services itself in isolation from other providers, with a traditional base of large scale in-house provision. Such a model is not applicable to Hartlepool as the authority has evolved and made decisions over the last 10 – 15 years to ensure that it can deliver the changing base of responsibilities.

i) We have in place a broad range of measures which have developed to meet service requirements and balance these with the harsh realities of the MTFS Examples of these are provided in section 3 of the main report.

The pattern of planning and delivery of services is a necessary balance of pragmatism, effective arrangements to deliver outcomes and fiscal considerations. It is not traditional but by the same token it is not a radical approach to the provision of services.

What are the suggested "Opportunities"?

Whilst the need to change is clear, the mechanism for achieving this is much less well defined with some of the suggested mechanisms and current ideas included below (and in section 4 of the main report):

- Shared back office
- Joint Commissioning
- Partnering
- Redefine the nature of the relationship between the public sector and the individual

Within these questions are a number of options which include the services which are provided free at the point of entry, a "core and options" approach to provision (with options likely to be chargeable) with not all public services necessarily forming part of a core option.

- Delayering of the public sector – reducing the number national agencies which currently have a role in oversight, guidance, inspection and performance reporting and transferring responsibilities to a local level (LA, PCT, Police).

- Maximising economies by more effective collaboration – this has many similarities to the options outlined above but is predicated on the potential which may be offered through the "Total Place" initiative.

At a very practical level and taking one of the examples from above, the total cost of the back office services for this council equates to approximately £10m per year (before BT savings are factored in which in some areas equate to 15% from management structure and SDO savings) which also includes ICT provision. Even by stopping all of this activity (which would probably be both illegal and ill advised) the Council would not be able to make the savings required. Deloittes predict that savings of 10% can be made on back office but do not include the client function in this. Savings targeted through the current BT programme (which could be classed as back office) total somewhere in the region of £1.5m.

Operational Efficiency Programme

A report from HM Treasury – "Operational Efficiency Programme: Back Office Operations and IT" has identified the potential for significant savings from public sector expenditure on back office operations and IT.

Measurement

The Operational Efficiency programme included all organisations within the public sector, including central government and its agencies, non-departmental public bodies (NDPBs), local government, the NHS, police and education sector.

The programme has analysed the UK public sector spend on back office operations but many of them are based on assumptions on expenditure and with limited information to provide reassurance that the conclusions are robust and applicable on the scale suggested.

From their analysis, the methodologies used indicate that the public sector should be able to achieve a reduction in annual back office costs of around 20 to 25 per cent by the end of the next three years.

The three-year timescale for achieving this reduction is at the upper end of private sector experience for the delivery of cost saving programmes of this kind.

The approach suggested has three main suggested drivers which cover management information, benchmarking and that the government should take the estimated savings into account in determining departmental settlements (taking note of savings already made where appropriate). The programme estimated that across the public sector (both central and local government) annual savings of £4 billion in the cost of back office operations are achievable after three years (from an estimated expenditure on back office operations of £18 billion per year, excluding IT).

The five audit agencies' have developed value for money indicators in HR, finance, procurement and estates management (attached as **Appendix A**) and the suggestion is that these should be used by all public sector organisations employing more than 250 people.

Review and Shared Services

The report also recommends that all public sector organisations with more than 1000 employees conduct a systematic review of their functions, systems and processes to reduce complexity and cost through simplification and standardisation by the end of 2010-11. The Authority has put in place programmes to deliver this through the Business Transformation Programme, including the centralisation of some key services (with associated efficiency targets).

Other parts of the public sector, including local government, the health sector and the police, should accelerate the use of shared services both between similar bodies and across services in a geographical area. Greater use should be made of the NHS shared business service, using financial incentives as necessary. The target is to deliver upper quartile performance for all those using shared service and drive out cost savings of at least 25 per cent within three years.

Practical Considerations

Underpinning all of the areas outlined above are a range of fundamental (and as yet unresolved) considerations which will affect the scale, nature and ability to implement such solutions.

These considerations (covered in more detail in section 8 of the main report) include Choice Governance and Accountability and Drive and support

Strategic Decisions on Delivery

An issue which is being increasingly important to be clear upon in respect of the future delivery of services, relates to the delivery model for those services which it may not be either economical or justifiable in terms of operational considerations to deliver with an internal only model.

This is not an issue that relates to a particular area of service, it is a generic consideration but one which is informed, and potentially to expand on current arrangements but offers a more radical solution.

It is important to consider the potential models under which services may operate, these are not necessarily new but are areas which require clear direction from Cabinet to pursue as large scale unproductive / abandoned work in this area will be counterproductive in trying to address the significant issues faced.

In simplistic terms the models are:

- Share - the collaboration between bodies for the better delivery of services eg the collaboration between authorities on strategic approaches, local authorities providing direct support to one another
- Sell - providing service or aspects of a service to another body such as Cleveland Fire & Rescue
- Buy – getting services or aspects of services from another body such as another local authority

A further consideration, and one which is being increasingly “offered” as a solution which will deliver significant efficiencies is that of strategic partnering. There are a broad range and type of services which could be incorporated and the various types of partnerships which exist currently within the region and nationally and some examples of these are included in section 9 of the main report.

What Questions does this pose?

The key question to pose, is can the authority continue to operate in its current manner. Underpinning this fundamental question are a range of others, including;

- Can services be maintained at their current level?
- Can we continue to deliver services ourselves or should we investigate other models of delivery?
- Can we identify plans that will deliver the degree of savings needed?
- Can we balance a desire to deliver high quality services with the savings needed?
- Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?
- Can we charge for some services which are currently provided free, or increases existing charges?

Conclusions

The pressures and expectations which will be placed on the council are significant and increasing. Economic and demographic pressures, allied with the drive for increased partnership working and the financial expectations which are placed upon such arrangements and the ongoing need to deliver efficiency savings combine to provide for an austere financial outlook. Through the measures which have been put in place over the last two years and the Business Transformation programme, the authority has aimed to address the known issues in respect of the likely financial outlook. This, combined with other policy drives in relation to joint commissioning and partnership arrangements has ensured that the arrangements in the authority have evolved to meet need.

There is a significant and growing drive for local authorities to engage in shared back office services, a greater impetus for joint commissioning and partnering.

The national Operational Efficiency Programme will, it is thought, mandate common and comparable measures for back office services to drive out efficiencies and provide the basis for the increased savings and sharing of back office services. The framework gives limited scope for flexibility and does not address issues in respect of savings delivered to date.

The authority will need to make a number of strategic decisions in respect of the services which are delivered to the area, or those central services which support this. In simplistic terms these encompass the questions of share?, sell? or buy? but inherent in this are models of partnering or contracting with others parts of the public sector or the private sector.

Early consideration to the development of a strategy and action plan to address the issues outlined in the report will be beneficial to enable the potential solutions to be developed and implemented. Cabinet will need to provide a clear steer to officers on the considerations in the report and the areas that they wish officers to pursue.

3. RELEVANCE TO CABINET

The report details matters of strategic importance to the Council making them within the remit of Cabinet.

4. TYPE OF DECISION

Non Key.

5. DECISION MAKING ROUTE

Cabinet 28 June 2010.

6. DECISION(S) REQUIRED

Cabinet are recommended to;

i) consider the information in the report
ii) provide guidance on the next steps and development of plans to address the issues identified
iii) identify a specific course of action they wish officers to pursue in respect of the challenges faced including
   a. provision and prioritisation of services
   b. commissioning of services (including from others in the public and private sectors, social enterprises), shared services, partnering and alternative methods of delivering services
   c. other considerations Cabinet wish officers to pursue in dealing with the budgetary challenges faced by the authority
   d. a timescale for the development of these plans and intended outcomes

iv) agree that officers give consideration, and report back to Cabinet on the potential for contributing to the budget deficit of the agreed options along with any resource implications and timescales

v) Identify how they wish to communicate and drive the agreed course of action

Report of: Chief Executive

Subject: SHAPE OF THE AUTHORITY – NEXT STEPS

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1. PURPOSE OF REPORT

1.1 To provide Cabinet with an update in respect of the potential impact of likely changes in the grant settlement post election which are currently being unveiled with an announcement on 24th May and an emergency budget planned for 22nd June and to give initial considerations to the strategy for addressing the likely consequences.

2. BACKGROUND

2.1 The environment in which Councils operate has changed significantly over the last 5 – 10 years. The question which needs to be posed, in the light of this significant and sustained challenge is what the very nature of local Councils, and Hartlepool, will be over the next few years. It is highly unlikely that the scale and nature of changes which are required can be delivered without a fundamental reconsideration of the very core of the concept of local government and the services and working arrangements which flow from this.

2.1.1 Through the Business Transformation (BT) programme we identified, at the point at which it was agreed, that the policy and financial environment in which we operated was changing and required a fundamental review of our operations and service base. The Programme was designed to provide, allied with other smaller efficiency programmes, savings which would provide for a more stable Medium Term Financial Strategy (MTFS). Whilst it is anticipated that the BT Programme will deliver its expected savings, the financial and political environment has changed and this is likely to continue to be the case if the anticipated cuts in local government expenditure following the general election materialise in the manner in which they are expected. These are being identified and a verbal update may be needed at Cabinet following the emergency budget in 22nd June.

2.1.2 It is likely that the level of reduction in the budget for the Council will impact in a manner where change can not be achieved without reconsideration of the role of the authority, how it operates and the services which are provided

2.2 The Policy and Financial considerations

2.2.1 The range of factors which affect the operation and development of a Local Authority are many and varied and need to be put in context if the issues facing local government are to be adequately considered.

2.2.2 Local Authorities do not operate in a vacuum and a greater proportion of the expectations placed upon them, in terms of service provision, the manner of service provision and in terms of performance, monitoring and requirements are directly determined by Central Government than at any other time. Policy directives, expected good practice "guidance", efficiency targets, models of partnership working, white papers and new requirements on local government are an almost daily occurrence.

2.2.3 It is important that Local Government and the public sector more broadly, in terms of what they do and how they do it, reflect changes in the society and communities they provide services to. A model of local government from the middle of the last century would not be in a position to provide services and support that are required today. Change is part of the process of local government but the pace and scale of this change is likely to need significant consideration to reflect the upcoming challenges. At a national level this needs a debate between the Government and public about the overall shape, size and functions of the public sector. The extent to which this will happen is currently unclear although the recent Coalition agreement heavily features the themes of localism engagement and empowerment.

2.2.4 There are a range of factors which affect the operation of a local public sector body, and in many ways they are similar across local government, health, fire, police and others. Whilst those issues covered below are not designed to be exhaustive they do identify the scale and scope of factors.

- The current economic position of the country, recession followed by marginal levels of growth, significant and increasing national debt form a depressing backdrop to any future potential courses of action. Whilst there are currently no firm proposals that are clear and in the public domain for managing out these circumstances, there are a number of consistent themes including a significant and sustained reduction in expenditure through the public sector and the potential for increases in the tax base (though the nature of these is unclear).

- It is a well known fact that the demographic base of the country is changing. There is an increase in the older population and this is projected to continue. With these demographic changes come additional pressures on services. The Government has recently, after significant delay, begun to consult on the possible models of providing and funding such services in the future. However there are no proposals currently in place to do this and the conclusion to the consultation, and the enactment of any firm proposals, are likely to be delayed due to the general election.

- The drive for increased partnership working, joint commissioning of services by agencies and the joint delivery of services has been part of the agenda from central government at a locality level for a number of years now. This does provide for the positive alignment and provision of similar service groupings across agencies and does also bring the potential both for a better (more joined up) service for the end user but also some limited efficiencies in terms of provision and commissioning.

- In some ways building upon this there is an expectation, through issues and policy drives such as Total Place (though the status of this under the new government is unclear), that there are significant efficiencies to be derived (primarily across the public sector) from taking a more holistic approach in an area, to requirements and expenditure, providing for more targeted use of resources by bringing together elements of central and local government within a place. Whilst there are studies ongoing in respect of this it is not clear that the savings have or will materialise. Equally it is not clear which organisations will give up control under Total Place, however it does appear that there is limited if any support for Total Place as it is existed to date from the new Government.

- In addition to any changes required as part of budget settlements, the authority since 2004/05 has been required to deliver efficiency savings and since 2007/08 these have been set at 3% per annum (rising to 4% per annum from 2010/11).

2.2.5 In the development of the budget for 2010/11 a number of assumptions have been made about the short and medium term impacts of the recession on local government finances. Members will be well aware, through the range of presentations and briefings that have been undertaken, that it is expected that there will be a cut in grants to local government and potentially the broader public sector, at the point of writing this report this has not been clarified although if further information is know it will be presented to Cabinet especially given that the emergency budget is planned for 22nd June. The scale of these cuts varies according to a number of factors from 10% to 30% over a three year period. As mentioned previously the Council has been planning on the basis of 5% per annum cut over a three year period which aligns with most forecasts and assessments from the Chartered Institute of Public Finance & Accountancy (CIPFA)/Society of Local Authority Chief Executives (SOLACE).

2.2.6 The Budget has been balanced and agreed for 2010/11 at Council on 11th February 2010 with significant contributions to this from the Business Transformation programme and in total efficiencies of £4m have been made, which slightly exceeds the 4% Government target. Whilst, these measures have not required Members to implement service specific efficiencies as was the case in previous years, they nevertheless resulted in reductions in budgets and management capacity. In conjunction with most other authorities, we are planning for a cut in grant settlements which are likely to affect the authority for the 2011/12 budget.

2.2.7 At this stage if all savings planned from BT are agreed and implemented, indicative council tax rises implemented, other planned efficiencies realised, pressures restrained to within the headroom incorporated in the 2011/12 budget and temporary funding utilised in the manner identified in the MTFS the authority is left with a budget gap of £4m per annum, cumulative over the period from 2011/12 to 2013/14. This is based on a reduction of core grant funding of 5% per annum over three years, if this level of reduction is increased it will have an increased impact on the overall gap the Council faces. A £12m gap equivalent to a reduction of 12% of expenditure over the 8% that is already planned and still to achieve (a 20% reduction in the budget over 3 years).

NB- It should be noted that the new Coalition Government has announced that Council Tax will be frozen for 2011/12 through the mechanism for implementing this is currently unclear.

2.2.8 In previous years the Council has benefitted from one-off factors and this has enabled us to spend more than our ongoing resources allow. These factors won't be repeated and existing commitments will see the Councils reserves fall to the minimum level by 31st March 2013. It also worth remembering that the Council faces a range of one off budget risks and whilst a risk reserve has been agreed as part of the 2010/11 budget, this will need toping up in future years, if resources are available, or underwritten from General Fund Balances.

3.0 Current Shape of the Authority

3.1 The authority is going through a major programme of change as a result of the Business Transformation programme although in reality this is another change rather than being something completely new. Over the last 10 - 15 years, and alluded to earlier in this report, local government has been in a constant process of change. This change is driven by a range of influences. Most notable in terms of the operation of the authority are those driven by changes in government policy including issues such as Compulsory Competitive Tendering (CCT), joint commissioning and procurement of services, joint service delivery arrangements, Best Value, Power of Wellbeing, Duty to Cooperate, Community Asset Transfer amongst a wide range of others.

3.2 A completely traditional view of a local authority will see the authority commissioning and delivering all services itself in isolation from other providers, with a traditional base of large scale in-house provision. Such a model is not applicable to Hartlepool (or probably the vast majority of local authorities) as the authority has evolved and made decisions over the last 10 – 15 years to continue to evolve and ensure that it can deliver the changing base of responsibilities.

3.3 We have in place a broad range of measures which have developed to meet service requirements and balance these with the harsh realities of the MTFS. To give a flavour of the current nature and operations of the authority some examples are included below

ii) We have taken the opportunity to restructure and centralise a range of activity through the BT Programme

iii) The authority no longer plans or delivers service alone to deliver outcomes for the local community

iv) The authority has moved from being a sole deliverer of services to making commissioning decisions with others providing these commissioned services.

v) The commissioning of services is undertaken jointly with other agencies operating in the town

vi) Services are commissioned jointly across the Tees Valley and wider to deliver an identified and cost effective service

3.4 The pattern of planning and delivery of services to meet both agreed outcomes and external policy drivers is complex and has evolved significantly over the last 10 – 15 years. It is a necessary balance of pragmatism, effective arrangements to deliver outcomes and fiscal considerations. It is not traditional but by the same token it is not a radical approach to the provision of services.

4.0 What are the suggested “Opportunities”?

4.1 The economic climate and the likely reductions in grants have resulted in a broad range of suggestions and positioning documents in the lead up to the general election. A number of the suggested “opportunities” are shown below, they have been taken from a range of different sources

4.2 Whilst the need to change is clear, the mechanism for achieving this is much less well defined. The extent to which they are individually, or collectively, capable of delivering the change and financial savings needed is questionable at this stage but some of the suggested mechanisms and current ideas are included below :

- Shared back office services – the idea of local authorities (and potentially the public sector) sharing what are often called back office services (finance, human resources, ICT and legal are the ones most often cited) is a concept which has been floated in the past. There are a range of models which have been developed for this but there are few, if any, examples of these being developed to deliver significant efficiency savings. They rely on groups of authorities having the necessary skills and understanding with similar political and financial priorities to determine and agree a standardised approach and provision with there being no statutory / legal base from which to ensure that such a change will occur. The Council already has some small scale sharing of back office functions (finance and legal) with the Fire Authority, which have existed since 1996. More recently the new HR/payroll system is an example of Hartlepool working with another authority.

- Joint Commissioning – joint commissioning of services is an area which a number of organisations have progressed (including this authority). The scale has been determined by need and an ability to agree a joint need which would be better served by a joint rather than a single organisation approach. On this basis whilst the "take up" of this has been quite significant it has tended to be in a number of commonly identified areas – social care, waste etc. To be successful it needs support and drive from both administrative and political spheres.

- Partnering – beyond the traditional (contractual) base to partnering arrangements the development of trading organisations based on a joint partnership between either public / public, public / voluntary sector or public / private sector organisations.

  The areas identified above are not exhaustive and there are a number of other potential, though not well developed, "solutions" which are being offered which are shown below

- Redefine the nature of the relationship between the public sector and the individual – essentially this involves the review and reconsideration of three key factors.

  - The services provided by the State (LA)
  - The people to whom they are provided
  - The way in which they are funded

4.3 Within these questions are a number of options which include the services which are provided free at the point of entry.

- a "core and options" approach to provision (with options likely to be chargeable) with not all public services necessarily forming part of a core option. NB Barnet Council have recently attempted to embark on a model of this nature, dubbed "EasyCouncil" but this has recently been reported to be experiencing problems over the legality of the arrangement.

- Delayering of the public sector – reducing the number national agencies which currently have a role in oversight, guidance, inspection and performance reporting and transferring responsibilities to a local level (LA, PCT, Police).

- Maximising economies by more effective collaboration – this has many similarities to the options outlined above but is predicated on the potential which may be offered through the "Total Place" initiative.

4.4 In considering these potential avenues it is helpful to reinforce the scale of the potential issue in financial terms (£12m to be saved over 3 years , based on annual grant cuts of 5% and control of costs, this increases to approximately £5m per year if council tax is frozen for any significant period of time without any balancing increase in funding to compensate) and the impact that this will have on service provision over and above the savings being made through BT.

4.5 At a very practical level and taking one of the examples from above, the total cost of the back office services for this council equates to approximately £10m per year (before BT savings are factored which in some areas equate to 15% from management structure and SDO savings) which also includes ICT provision. If ICT were excluded (as this is covered through an SDO review (the value of this contract is around £2.5m) this leaves £7.5m. Even by stopping all of this activity (which would probably be both illegal and ill advised) the Council would not be able to make the savings required. Deloittes predict that savings of 10% can be made on back office but do not include the client function in this. Savings targeted through the current BT programme (which could be classed as back office) total somewhere in the region of £1.5M.

5.0 Operational Efficiency Programme

5.1 A report from HM Treasury – "Operational Efficiency Programme: Back Office Operations and IT" has identified, from their perspective the potential for significant savings from public sector expenditure on back office operations and IT. A significant part of the premise for the report and conclusions are based on the experience of the private sector and in particular in relation to high volume processing businesses. Whilst there may be elements of this, in the standardisation of processes which are applicable in the public sector there is a danger that this will compromise service provision in key areas if care is not taken to manage this.

5.2 Measurement

5.2.1. The scope of the Operational Efficiency programme included all organisations within the public sector, including central government and its agencies, non-departmental public bodies (NDPBs), local government, the NHS, police and education sector. The term "back office" comprises the full range of operations that provide support to the frontline delivery of services, including finance, HR, estates management, procurement, legal services, travel services and marketing and communications.

5.2.2 The programme has analysed the UK public sector spend on back office operations and IT using a range of mechanisms although it should be noted that many of them are based on assumptions on expenditure and with limited information to provide reassurance that the conclusions are robust and applicable on the scale suggested. The report does however provide an insight into the thinking and rationale behind many of the areas for savings which are being suggested.

5.2.3 From their analysis, the methodologies used indicate that the public sector should be able to achieve a reduction in annual back office costs of around 20 to 25 per cent by the end of the next three years. There is no account taken in this assessment of the scale and nature of savings that may have already been delivered to date. The working assumption therefore must be that these are over and above any savings made to date although the principles outlined below do make reference to taking into account savings delivered (where appropriate).

5.2.4 The three-year timescale for achieving this reduction is at the upper end of private sector experience for the delivery of cost saving programmes of this kind.

The approach suggested has three main suggested drivers;

- Management information on back office operations should be fully integrated into departmental processes and should be collected and reported on a regular, consistent, auditable and transparent basis to allow for robust comparisons;

- That the government should introduce benchmarking and operational performance reviews across the public sector; and

- That the government should take the estimated savings into account in determining departmental settlements (taking note of savings already made where appropriate).

5.2.5 The programme estimated that across the public sector (both central and local government) annual savings of £4 billion in the cost of back office operations are achievable after three years (from an estimated expenditure on back office operations of £18 billion per year, excluding IT) and that these should be taken into account when departmental spending settlements are made.

5.2.6 The five audit agencies' have developed value for money indicators in HR, finance, procurement and estates management (attached as Appendix A) and the suggestion is that these should be used by all public sector organisations employing more than 250 people. The authority is working with the Regional Improvement & Efficiency Partnership (RIEP) and other local authorities in the north east to try to ensure that the RIEP supports this process (and broader) to ensure that there is value and consistency in the information rather than it being merely a data collection exercise.

5.2.7 In addition to the local authority, the report recommends that schools, benchmarking data should be collected at an aggregate level through local authorities, which should work with the Department for Children, Schools and Families (now renamed as the Department for Education) and RIEPs to benchmark and reduce back office costs across schools in their area

5.3 Review and Shared Services

5.3.1 The report also recommends that all public sector organisations with more than 1000 employees conduct a systematic review of their functions, systems and processes to reduce complexity and cost through simplification and standardisation by the end of 2010-11. It is suggested that this process should not only reduce costs but also improve the effectiveness of service provision. The Authority has put in place programmes to deliver this through the Business Transformation Programme, including the centralisation of some key services (with associated efficiency targets).

5.3.2 Other parts of the public sector, including local government, the health sector and the police, should accelerate the use of shared services both between similar bodies and across services in a geographical area. Greater use should be made of the NHS shared business service, using financial incentives as necessary.

5.3.3 The target is to deliver upper quartile performance for all those using shared service and drive out cost savings of at least 25 per cent within three years.

5.3.7 As part of the report there are a range of cited good practice examples of programmes or projects which have driven out efficiencies in a number of organisations, a number of examples from these have been included at **Appendix B**. It should be noted that the examples provided deliver a mix of tangible and less tangible savings and efficiencies and whilst a number may demonstrate best practice, there are tenuous links to actual savings. From this authority's perspective a range of these examples have also already been delivered on.

6.0 Practical Considerations

6.1 Underpinning all of the areas outlined above are a range of fundamental (and as yet unresolved) considerations which will affect the scale, nature and ability to implement such solutions.

These considerations include

- Choice – whilst the Government have the option to legislate to require the local authorities to undertake the changes identified, this has yet to be taken up, however it is being offered as a potential solution. Whilst there is a degree of choice in this, as has been shown to date, decisions will be taken which are not likely to be of the scale or scope necessary to effect the change required.

- Governance and accountability – the accountability for local services at a political level has traditionally been seen as being executed through the ballot box. There is a question about accountability at a political level that has not yet been sufficiently addressed in the options which are being proposed and the complexity of operating arrangements across joint commissioning and joint ventures can be difficult to both establish and control. Traditional models for managing and delivering such arrangements are likely to erode potential savings.

- Drive and support – A generally accepted barrier to potential change of the scale and nature which is being outlined is not having in place the drive, support and agreement to the course of action planned. This is a consideration at both a political and officer level and requires a clear and unambiguous agreement.

7.0 Strategic Decisions on Delivery

7.1 An issue which is being increasingly important to be clear upon in respect of the future delivery of services, (and which is covered in varying degrees throughout this report) relates to the delivery model for those services which it may not be either economical or justifiable in terms of operational considerations to deliver with an internal only model.

7.2 This is not an issue that relates to a particular area of service, it is a generic consideration but one which is informed, and potentially to expand on current arrangements but offers a more radical solution.

There are potential risks in any model such as this and these include, though not exclusively:

- Specifications are not clear enough to ensure adequate performance monitoring.
- Quality standards will need to be sufficiently high in high risk areas
- Unit costs are not known under new arrangements.
- Loss of a potentially increasing income stream

7.3 Allied to this it is important to consider the potential models under which services may operate, these are not necessarily new but are areas which require clear direction from Cabinet to pursue as large scale unproductive / abandoned work in this area will be counterproductive in trying to address the significant issues faced.

7.4 In simplistic terms the models are:

- Share - the collaboration between bodies for the better delivery of services eg the collaboration between authorities on strategic approaches, local authorities providing direct support to one another
- Sell - providing service or aspects of a service to another body such as Cleveland Fire & Rescue
- Buy – getting services or aspects of services from another body such as another local authority

7.5 A further consideration, and one which is being increasingly “offered” as a solution which will deliver significant efficiencies is that of strategic partnering. There are a broad range and type of services which could be incorporated and the various types of partnerships which exist currently within the region and nationally, examples of which follow.

- HR shared service function with one or more local authority partners e.g. London Boroughs of Sutton and Merton.

- General shared service centre with one or more local authority partners e.g. Darlington & Stockton with Xentrall.

- Public-private partnership e.g. Middlesbrough and Mouchel.

- Public-private strategic partnership e.g. South Tyneside Council and BT. Also now providing a number of back office services including IT, Finance and HR to Northumberland County Council.

7.6 These are obviously just examples, and primarily cover what would be deemed to be central services although the exact nature and scope of each of them is different. They are important to take into account in the context of the information included in section 5 of the report which deals with the report from HM Treasury “Operational Efficiency Programme: Back Office Operations and IT”

7.7 Any decisions on partnering, consideration around the questions of “share”, “sell” or “buy” will need to be assessed in terms of potential benefit, resource and cost implications and likely timescales for implementation as measured against the need to manage the overall financial situation. Whilst not being a reason not to pursue these options it will need careful, but speedy consideration.

8.0 What Questions does this pose?

8.1 The key question to pose, based on our current understanding of the challenges faced, is can the authority continue to operate in its current manner. Underpinning this fundamental question are a range of others. Including;

- Can services be maintained at their current level?

- Can we continue to deliver services ourselves or should we investigate other models of delivery?

- Can we identify plans that will deliver the degree of savings needed?

- Can we balance a desire to deliver high quality services with the savings needed?

- Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?

- Can we charge for some services which are currently provided free, or increases existing charges?

8.2 As indicated earlier in the report the financial challenges facing the country and the Council are the most difficult since we became a unitary authority in 1996/97.

9.0 The Evolving Financial Situation

9.1 Cabinet has received a report on 7th June 2010, providing an update on the budget cuts announced on 24th May 2010 and the nature and scale of these cuts. The report to Cabinet on the 7th June 2010 identified the potential for budget cuts in the region of £2m. Detail subsequently announced on 10th June identified that for Hartlepool these cuts equated to £1.7m with these cuts to be realised in the 2010/11 budget year. This brings with it, as Cabinet were informed, significant challenges, and are savings which are required over and above any previous projections.

9.2 The emergency budget will have been delivered on the 22nd June 2010 and therefore at the time of writing this report the content of this is not known. It is however clear that it is highly likely that the scale of these cuts will be, as a minimum, at the 5% per annum reduction forecast in the Medium Term Financial Strategy (MTFS).

9.3 As noted earlier in this report the Council's MTFS also has an assumed council tax rise of 2.5% for 2011/12 and the recently announced Coalition agreement has a commitment to freeze council tax for at least a year. The impact of this is to increase the deficit by almost £1m per annum.

9.4 It is important to reemphasise that the original assessment of the likely budget deficit facing the authority was based on

- Increases in council tax of 2.5 % in 2011/12 and 2112/13 and 3.9% in 2013/14
- Business Transformation savings being available to support the budget of £1.3m in 2011/12 and £2.1m in 2012/13
- Core grant reductions of 5% per annum for three years from 2011

Any changes in these assumptions increase the deficit year on year.

The freezing of council tax for 2011/12 has an immediate impact of increasing the deficit by approximately £1m for 2011/12 to £5m. Should the reduction grant for 2011/12 be, for example 10% rather than the planned 5%, this, in conjunction with the freezing of council tax, increases the deficit to £6.9m AFTER the achievement of Business Transformation and other savings.

10.0 Conclusions

10.1 The pressures and expectations which will be placed on the council are significant and increasing. Economic and demographic pressures, allied with the drive for increased partnership working and the financial expectations which are placed upon such arrangements (through drives such as Total Place) and the ongoing need to deliver efficiency savings combine to provide for an austere financial outlook

10.2 Through the measures which have been put in place over the last two years, the most significant of which has been the Business Transformation programme the authority has aimed to address the known issues in respect of the likely financial outlook. This, combined with other policy drives in relation to joint commissioning and partnership arrangements has ensured that the arrangements in the authority have evolved to meet need.

10.3 There is a significant and growing drive for local authorities to engage in shared back office services, a greater impetus for joint commissioning and partnering.

10.4 The national Operational Efficiency Programme will, it is thought, mandate common and comparable measures for back office services to drive out efficiencies and provide the basis for the increased savings and sharing of back office services. The framework gives limited scope for flexibility and does not address issues in respect of savings delivered to date with the likelihood that a uniform model of savings will be applied with authorities being required to deliver these, potentially through the reduction of grant to “force” the issue.

10.5 The authority will need to make a number of strategic decisions in respect of the services which are delivered to the area, or those central services which support this. In simplistic terms these encompass the questions of share?, Sell? or buy? but inherent in this are models of partnering or contracting with others parts of the public sector or the private sector.

10.6 A series or key questions have been posed in the report which are repeated here for clarity

- Can services be maintained at their current level?
- Can we continue to deliver services ourselves or should we investigate other models of delivery?
- Can we identify plans that will deliver the degree of savings needed?
- Can we balance a desire to deliver high quality services with the savings needed?
- Can/should we continue to deliver all the services we currently deliver or do we need to prioritise services?
- Can we charge for some services which are currently provided free, or increases existing charges?

10.7 It will be necessary, as outlined earlier in the report to give early and speedy consideration to the likely implications of any potential models in terms of a business case to pursue them and the potential resource implications.

10.8 Early consideration to the development of a strategy and action plan to address the issues outlined in the report will be beneficial to enable the potential solutions to be developed and implemented. Cabinet will need to provide a clear steer to officers on the considerations in the report and the areas that they wish officers to pursue

11.0 Recommendations

11.1 Cabinet are recommended to;

i) consider the information in the report

ii) provide guidance on the next steps and development of plans to address the issues identified

iii) identify a specific course of action they wish officers to pursue in respect of the challenges faced including

a. provision and prioritisation of services

b. commissioning of services (including from others in the public and private sectors, social enterprises), shared services, partnering and alternative methods of delivering services

c. other considerations Cabinet wish officers to pursue in dealing with the budgetary challenges faced by the authority

d. a timescale for the development of these plans and intended outcomes

iv) agree that officers give consideration, and report back to Cabinet on the potential for contributing to the budget deficit of the agreed options along with any resource implications and timescales

v) Identify how they wish to communicate and drive the agreed course of action

Appendix A

HR Primary indicators

1. Cost of HR function:
    i. Cost of the HR function as a percentage of organisational running costs (expenditure)
    ii. Cost of the HR function per employee.
2. Ratio of employees (full-time equivalents) to HR staff.
3. Average days per full-time employee per year invested in learning and development.
4. Leavers in the last year as a percentage of the average total staff.
5. Average working days per employee (full time equivalents) per year lost through sickness absence.
6. Commissioner and user satisfaction index.
7. Management practice indicator.

Finance Primary Indicators

1. Total cost of the finance function as a percentage of organisational running costs (expenditure) and within this the proportionate cost of a) transaction processing, b) business decision support and c) reporting and control.
2. Cycle time in working days from period-end closure to the distribution of routine financial reports to all budget managers and overseeing boards and committees.
3. The percentage of variation between the forecast outturn at month 6 and the actual outturn at month 12.
4. Percentage of public sector organisation spend for which there are fully costed outputs which are measured by key performance metrics and for which a named individual is accountable.
5. Commissioner and user satisfaction index.
6. Management practice indicator – CIPFA Financial Management Model.
7. Management practice indicator – the number of practices that have been adopted by the organisation out of a possible total of 10.

Estates Management Primary Indicators

1. Total property costs (management, occupancy and operational) per square metre.
2. Total office accommodation (square metre) per staff full time equivalents (FTE).
3. Total property required maintenance as a percentage of average annual maintenance spend for the last three years.
4. Commissioner and user satisfaction index.
5. Management practice indicator.
6. Secondary Indicator
    6.1: Cost of the organisation's estates management function:
        i. per square metre
        ii. as a percentage of organisational running costs.

Procurement Primary Indicators

1. Total cost of the procurement function:
   Cost of the procurement function as a percentage of organisational running costs (expenditure); and
   Cost of procurement function as a percentage of non-pay expenditure.
2. Actual spend committed against pre-established contract arrangements as a percentage of non-pay spend.
3. Percentage of non-pay spend which is actively managed by procurement professionals.
4. Average (weighted) savings achieved through procurement for the 5 largest procurement projects delivered in the previous financial year.
5. Commissioner and user satisfaction index.
6. Management practice indicator.

IT Primary Indicators

1. Cost of the IT function (i.e. spend on the IT department or equivalent including employee costs and associated overheads) as a percentage of organisational running costs (expenditure).
2. IT competence of user.
3. Percentage of incidents resolved within agreed service levels.
4. Project governance and delivery index.
5. Percentage of the top five transactional based activities which are made via e-enabled channels.
6. Commissioner and user satisfaction index.
7. Management practice indicator the number of practices that have been adopted by the organisation out of a possible total of 10

Appendix B

Examples from HM Treasury – Organisational Efficiency Programme

Business Transformation in Lancashire County Council

Lancashire County Council, through its Business Improvement Programme, is delivering significant efficiency savings across its IT portfolio while at the same time using its investment in IT to support and enable further savings across the wider business. These changes have contributed to value for money savings of over £10 million in corporate services over the SR04 period and a low IT cost base when benchmarked against local and central government.

The Council has reduced its IT costs through:

- standardising desktops and use of e-auction, saving £0.75 million per year;
- replacing its existing network of printers with multi-functional devices, providing a cost saving of 36 per cent; and
- renegotiation of external contracts for data centre and network support to a shared services partnership, saving just under £1 million per year.

IT investment has also enabled cost savings in other areas of the business through:

- re-engineering and restructuring the HR function, saving £1.5 million per year with a reduction of 66 posts; and
- providing the technical infrastructure for a more flexible working environment, allowing the building portfolio to be consolidated with expected savings of £1.6 million per year.

Service Birmingham IT and Business Transformation Project

Service Birmingham is a ten-year joint venture between Birmingham City Council, Capita and HCL, which formed in 2006. Its goals are to deliver, for Europe's largest Council, a world class IT service, enable transformation, and realise savings in excess of £1.5 billion. Service Birmingham supports 20,000 users based in over 650 locations.

Key objectives:

- up front investment in IT infrastructure and servers to deliver the Council's "business as usual" service and to provide a platform to support transformation;
- to provide transformation skills, capacity and capability to the Council to support the nine business transformation programmes; and
- the development of IT staff skills and the opportunity to work with world-class tools and systems.

Key results to date:

- invested £2 million to replace multiple servers to a single state of the art IBM enterprise class technology, rationalising 550 applications down to 150;
- consolidated three different networks to a single world class MPLS network providing a faster, more efficient network and easy expansion;

- Lotus Notes email speed increased to being ten times faster;
- CHAMPS2 (change management methodology for public sector) developed, successfully implemented and shared across local authorities;
- as a result of the Corporate Services Transformation (CST) programme, the Council currently pays 93 per cent of invoices on time or earlier (an improvement of at least 13 percentage points);
- CST also enabled £22 million in procurement savings, which supported the Council in keeping the 2007-08 council tax rise to 1.9 per cent;
- 500 Council staff seconded to the joint venture, retaining their terms and conditions; and
- one of only two local authorities to have a fully certified SAP Customer Competency Centre and one of only three local authorities to achieve the ISO 20000 IT Service Management standard.

Northumberland County Council

Cost savings and improved management information through the consolidation of financial systems

Northumberland County Council had 26 separate financial and purchasing systems. There were duplicated work processes. Multiple HR and payroll systems and structures created unnecessary work for staff. The council reviewed its financial, HR and procurement systems and considered a number of options to replace the existing systems, including those for financial management. Senior management and officers visited other local authorities that had purchased financial management systems to understand how they reduced work inefficiencies and increased staff productivity.

Following consultation with councillors and heads of service, the council chose a large private company to provide internal management and finance systems to the authority. The implementation of the new system created £4 million of efficiencies, or savings equivalent to 20 per cent, for the authority during SR04 and a reduction of 50 full time posts in the finance department, with staff being redeployed into positions in front-line services.

Southwest One joint venture

A Police Authority and Local Councils are set to achieve savings equivalent to 30 per cent of the cost of back office functions and transactional services

Southwest One is a joint venture between Somerset County Council, Taunton Deane Borough Council, Avon and Somerset Constabulary and IBM that aims to bring about a step change in the delivery of public services across the region. The joint venture provides a shared services infrastructure that covers the range of back office functions and IT and also includes transactional services such as Police Station enquiries, administration, and revenues and benefits.

The aim of the joint venture is not only to drive out efficiencies in the delivery of support services for re-investment in front line customer facing activities, but to also improve the way that both the police and councils serve the citizens of the South

West. The new company aims to improve operational effectiveness and productivity through:

- redesigning business processes and the use of technology to enable more flexible ways of working;
- improving customer access to services by enabling customer facing staff to spend more time in the communities they serve;
- improving service delivery to the public through more effective integration of customer information and delivery; and
- creating a single strategic procurement function that combines the spend of the three authorities with the buying power of IBM.

Greater collaboration also allows better use of all parties' resources within particular areas, which through Locally Based Service Delivery, currently piloted in Somerset and Bristol, identifies the local area's specific needs in terms of services and how they are delivered. The joint venture is 75 per cent owned by IBM and involved the transfer to 600 staff from the Police Authority and 800 staff from the two councils. Southwest One is expected to produce savings of up to £200 million over the next ten years, through procurement and back office savings, equivalent to 30 per cent of the cost of back office and transactional services. Potential savings could be even higher, as the framework agreement in place means any public authorities in the South West of England can join or purchase services from Southwest One without the need for further competition.

CABINET REPORT

28th June 2010

HARTLEPOOL BOROUGH COUNCIL

Report of: Assistant Chief Executive

Subject: THE WAY FORWARD – BUSINESS TRANSFORMATION PROGRAMME

SUMMARY

1. PURPOSE OF REPORT

To revisit the report on the Governance arrangements for The Way Forward – Business Transformation Programme submitted to Cabinet on 7th June 2010

2. SUMMARY OF CONTENTS

The report summarises the discussions of Cabinet in respect of the make up of the programme Board.

Attached at **Appendix 1** is the report which went to Cabinet on 7th June 2010

3. RELEVANCE TO CABINET

The Business Transformation Programme is a corporate programme of strategic significance to the Council and falls within the remit of Cabinet.

4. TYPE OF DECISION

Non Key Decision

5. DECISION MAKING ROUTE

Cabinet meeting on 28th June 2010.

6. DECISION(S) REQUIRED

Cabinet are recommended to consider and agree the proposals in sections 3.1, 3.2 and 3.3 of the main body of this report

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Report of: Assistant Chief Executive

Subject: THE WAY FORWARD – BUSINESS TRANSFORMATION PROGRAMME

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1. PURPOSE OF REPORT

1.1 To revisit the report on Governance arrangements for The Way Forward – Business Transfomation Programme submitted to Cabinet on 7th June 2010.

2. BACKGROUND

2.1 Cabinet have received a number of reports as part of the development of the Business Transfomation Programme and the governance arrangements for the Programme have been in place since its inception.

3 GOVERNANCE ARRANGEMENTS

3.1 It is proposed that the Programme Board comprises

- Portfolio Holder for Performance (Chair)
- Portfolio Holder for Finance and Procurement
- AN other Portfolio Holder (Adults and Public Health)
- Leaders of the Political Groups (or a substitute where the leader of the group is also a Cabinet Member or already on the Board) (x4)
- Chair of Scrutiny Co-ordinating Committee
- Trade Union Representatives (x2)

- Chief Executive
- Assistant Chief Executive
- Director (this varies according to the agenda items)
- Programme Manager

3.2 It is also proposed that when the Programme Board is considering an SDO report that the relevant Portfolio Holder and the Chair of the relevant Scrutiny Forum be invited to the Board.

3.3 In addition to the potential changes to the Programme Board there are a number of other factors, as the Programme has evolved that it would be worth Cabinet noting and these are included below;

- It is important that as SDO Options reports are considered by Programme Board the observations and views of Programme Board are made clear to Cabinet when it is considering options available. To this end there will be a section included in Options reports to Cabinet that will encompass these points. It is envisaged that the Chair of Programme Board will ensure Cabinet are made aware of these matters

4 **RECOMMENDATIONS**

4.1 Cabinet are recommended to consider and agree the proposals in sections 3.1, 3.2 and 3.3 of this report

CABINET REPORT

7th June 2010

HARTLEPOOL BOROUGH COUNCIL

Report of: Assistant Chief Executive

Subject: THE WAY FORWARD – BUSINESS TRANSFORMATION PROGRAMME

SUMMARY

1. PURPOSE OF REPORT

To review the Governance arrangements for The Way Forward – Business Transformation Programme

2. SUMMARY OF CONTENTS

Cabinet have received a number of reports as part of the development of the Business Transformation Programme and the Membership of the Programme Board and other related issues are due for review

A Programme Board was established for the programme, based on the decisions of Cabinet with decision making on the programme retained by Cabinet.

Attached at Appendix A is the current Membership and Terms of Reference for the Programme Board which have been put in place to ensure the Governance arrangements for the programme are clear

3. RELEVANCE TO CABINET

The Business Transformation Programme is a corporate programme of strategic significance to the Council and falls within the remit of Cabinet.

4. TYPE OF DECISION

Non Key Decision

5. DECISION MAKING ROUTE

Cabinet meeting on 7th June 2010.

6. DECISION(S) REQUIRED

Cabinet are recommended to reconsider the Membership and Terms of Reference for the Programme Board, taking into account the points raised in 3.5 in the main body of the report and subject to any comments or recommendations they wish to make.

To note the other inclusions in this report.

Report of: Assistant Chief Executive

Subject: THE WAY FORWARD –
BUSINESS TRANSFORMATION PROGRAMME

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1. PURPOSE OF REPORT

1.1 To review the Governance arrangements for The Way Forward – Business Transformation Programme.

2. BACKGROUND

4.2 Cabinet have received a number of reports as part of the development of the Business Transformation Programme and the governance arrangements for the Programme have been in place since its inception.

5 GOVERNANCE ARRANGEMENTS

5.1 A Programme Board was established for the programme, based on the decisions of Cabinet with decision making on the programme retained by Cabinet.

5.2 Attached at **Appendix A** is the current Membership and Terms of Reference for the Programme Board which have been prepared to ensure the Governance arrangements for the programme are clear.

5.3 The current Programme Board comprises

- The Mayor
- Portfolio Holder for Finance and Efficiency
- AN other Portfolio Holder (currently Adults and Public Health)
- Leaders of the Political Groups (x4)
- Chair of Scrutiny Co-ordinating Committee
- Trade Union Representatives (x2)

- Chief Executive
- Assistant Chief Executive
- Director (this varies according to the agenda items)
- Programme Manager

5.4 The Portfolio Responsibilities have, following the recent election, changed. Cabinet are requested, based on these changes and any other factors they may wish to take into account to review the membership of the Programme Board.

5.5 In reconsidering the membership of the Board, Cabinet may wish to consider the following ;

- o The Programme Board currently has three Cabinet members on it and Cabinet may wish to review this.
- o The Performance Portfolio now includes responsibility for Business Transformation and would be best placed to chair the Board
- o The leaders of two of the groups are now portfolio holders and Cabinet may wish to consider the option where Cabinet members are group leaders and or are on the Board to allowing groups to nominate alternative members.

5.6 The Terms of Reference for the Programme Board are believed to be appropriate at this stage and it is not envisaged that any changes to decision making responsibilities being held by Cabinet are required, however given the workload of the Board and the Programme, the meetings should be held monthly.

5.7 In addition to the potential changes to the Programme Board there are a number of other factors, as the Programme has evolved that it would be worth Cabinet noting and these are included below;

- It is important that as SDO Options reports are considered by Programme Board the observations and views of Programme Board are made clear to Cabinet when it is considering options available. To this end there will be a section included in Options reports to Cabinet that will encompass these points. It is envisaged that the Chair of Programme Board will ensure Cabinet are made aware of these matters
- The basis and scope of the Programme, as discussed at Cabinet on 24th May 2010 will need to be revisited in the light of experiences to date and any likely implications in financial and service terms which emanate from the announcements on 24th May of initial budget cuts and the emergency budget which is due on 22nd June 2010.

6 RECOMMENDATIONS

6.1 Cabinet are recommended to review the Membership and Terms of Reference for the Programme Board, taking into account the points raised in 3.5 above and subject to any comments or recommendations they wish to make.

6.2 To note the other inclusions in this report.

APPENDIX A

The Way Forward – Business Transformation Programme
Programme Board

Terms of Reference

Terms of Reference

Membership
Membership of the Programme Board will be determined by Cabinet. Membership of the Board will be reviewed at least annually.

Alternates
Any member of the Programme Board who is unable to attend a particular meeting may nominate an alternate for that meeting. An alternative must be nominated on the basis that he/she fully represents the substantive member and can fully participate in the work of the Board.

Chair
The Chair of the Project Board shall be the Mayor

Frequency and conduct of meetings
It is envisaged that the Programme Board will meet on a bi monthly basis. There shall be an agenda for each meeting and this will be circulated to members in advance of the meeting. The Chief Executive's Management Team (CEMT) Support Officer will attend each meeting to produce draft Minutes. The Programme Manager will attend each meeting in an advisory capacity.

Role of the Board
The Programme Board has been created to maintain an overview of the programme. The management of the programme and its implementation is to be undertaken by the programme team. The Board will consider and provide input to the strategic direction of the programme and overarching priorities to inform and provide guidance on the programme, the realisation of benefits and the communications to stakeholders underpinning this.

Decision Making Processes
Programme matters requiring decisions by elected members will be taken by Cabinet (or the appropriate Portfolio holder if this is more suitable)

CABINET REPORT

28th June 2010

HARTLEPOOL BOROUGH COUNCIL

Report of: Director of Regeneration and Neighbourhoods

Subject: BUSINESS TRANSFORMATION - REPROGRAPHICS SERVICE DELIVERY OPTIONS REVIEW ANALYSIS REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform of the findings of the Reprographics Service Delivery Options Review and the Options Appraisal aspect of the review.

2. SUMMARY OF CONTENTS

The report summarises the deliberations of the review team, outlines options that have been considered and identifies preferred options for decision. Areas focused upon to drive out efficiencies include print management, print design and print production. The identified savings for this Service Delivery Option (SDO) is £30,400.

Print Management: consists of the provision of advice and guidance to customers and managing the production of print through either internal resources or external providers.

By managing this aspect of the service the Print Unit ensures that the in-house delivery is controlled and the process of procuring printed materials and services related to print from external sources is carried out in accordance with the Council's Contract Procedure Rules. The criteria for deciding to outsource printing work is based upon internal capacity to meet demand and/or on the complexity of work which maybe such that it cannot be provided by the in-house team.

It was concluded that print management was a key service to be retained to co-ordinate the Council's requirements. It is essential that requests for printing are centralised to ensure best use of resources and value for money.

Print Design: consists of the provision of desk top publishing and graphic design services. Many of these services can now be produced using the skills and tools within departments' Support Services teams in line with corporate branding. In some areas there is a definite customer preference to utilise third party providers for specialist work (which may also be a design and print combination), to secure value for money, quality and responsiveness. The in-house services are under utilised and do not cover their costs. The report considered the potential to generate in-house graphic design income, the risks involved and the required guarantee to deliver savings for the SDO. (Options 6.2.3a and 6.2.3b in the report).

The preferred option (6.2.3a in the report) to achieve the savings required by this SDO is to cease to provide the specialist design function in-house and utilise in-house support services teams with third party providers. This would guarantee delivery of savings required by the SDO.

Print Production: consists of high volume offset litho printing (traditional "wet" printing press work), high volume colour and black and white photocopying, production of variable data documents and document finishing. This includes all Committee papers.

Core copy print production by the in-house services was valued by customers, in consultation, as a responsive and quality service. Confidentiality issues were also highlighted as a risk if this service was externalised. The cost of this element of the service was competitive when benchmarked against external providers. Offset litho printing was found to be more expensive than external providers, and it is proposed that this element of service provision is sourced through a printing framework which includes local companies. The core production work with improved machinery (to be provided under replacement strategy at no additional costs) could develop and become more efficient and has potential to undertake work for other organisations and generate income.

Options for Savings:
The overriding requirements of this review are to align the service to future needs and ensure that the requisite level of savings are identified and most critically, removed from the Council's cost base. On this basis it is important to recognise that whilst the option detailed in 6.2.3b (which considers doing more work in-house but is dependent on client preference and type of service) provides the possibility of a contribution towards the required savings target it does not offer the certainty of savings available through actual reductions in the Council's cost base by the reduction of workforce numbers. Option 6.2.3a outlined above does guarantee the savings. On that basis option 6.2.3a is the preferred option.

Whilst it is proposed that print management and production will still be provided by in-house services, supplemented by third party provision, where applicable, to achieve the savings required, certain elements of the design service are under-utilised. This situation creates an opportunity to cease parts of the in-house design service and as a result to realise savings which will achieve the Business Transformation target.

Ceasing to provide currently under-utilised in-house design services would provide a saving in the region of £31000 in support of the SDO target.

Part of the in-house design service resources have been re-directed to the Admin section of the Chief Executives Department on a long-term secondment and it is envisaged that this will continue until that service is reviewed later in 2010/11. At which time there may be potential for a redeployment opportunity.

In terms of the continued provision of the reduced requirement for design services to in-house customers, a framework agreement could be set up working in a similar way to the printing framework agreement where a number of design firms are included or a combined framework could be procured.

In summary, ceasing to provide in-house complex design and publishing services and transferring any basic design work to support service teams would leave 2 employees at risk of redundancy, although the opportunity for redeployment will be pursued wherever possible.

Future Review: in the medium to longer term this service could be the subject of a public/public partnership, possibly via a sub regional/regional collaboration as a combination of "back office" services.

3. RELEVANCE TO CABINET

The report forms part of the Service Delivery Options Programme, is part of the Business Transformation Programme, and is therefore relevant for Cabinet decision.

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 28th June 2010.

6. DECISION(S) REQUIRED

In line with the summary in Section 14 Cabinet is recommended to approve the following preferred options: -.

a) Retain an in-house centralised print management function to manage all Council requirements. All Council requirements to be directed to the function.
b) Retain the in-house copy-shop print production function and market these services to generate additional income wherever possible.
c) Deliver complex design and publishing services, off-set litho printing and other print related elements of production work via the procurement of a framework of printing and design companies.

d) Retain basic design provision through in-house administrative support services.
e) That a further review be undertaken as the potential for collaboration and shared service provision develops.

Report of: Director of Regeneration and Neighbourhoods

Subject: BUSINESS TRANSFORMATION - REPROGRAPHICS SERVICE DELIVERY OPTIONS REVIEW ANALYSIS REPORT

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1. PURPOSE OF REPORT

1.1 To inform Cabinet of the findings of the Reprographics Service Delivery Option (SDO) review which aims to achieve the savings target set for the Council's Reprographics service.

1.2 The report summarises the findings of the review team, outlines the options that have been considered and identifies the preferred option for consideration by Cabinet.

2. BACKGROUND – AIMS, TARGETS AND SCOPE

2.1 This service delivery review has a minimum efficiency savings target of £30,400 as part of the Business Transformation SDO efficiency programme.

2.2 The aim of Reprographics SDO Review is to:

Provide a value for money Reprographics service that continues to meet the needs of service users, is forward looking and provides the efficiencies required as part of the Council's Business Transformation Programme.

2.3 The scope of this review has been set as wide as possible to yield maximum benefits and efficiencies. The main aspects of the service include labour, reprographics machinery and provision of printed material through external contractors.

2.4 The scope of services covered in the review is made up of 3 areas:

a) Print Management - which consists of:
- Provision of advice and guidance to customers of the service
- Managing the production of print through either internal resources or external contractors

b) Print Design – which consists of:
- Desk Top Publishing services
- Graphic Design services, including photography and illustrations

c) Print Production – which consists of:
- High volume offset litho printing (i.e. traditional 'wet' printing press work)
- High volume colour and black on white photocopying
- Production of high volume variable data documents
- Document finishing
- Management of the supply of photocopying paper across the Council

2.5 The staffing profile of the current service provision is: -

- Senior Printing Officer 1 FTE
- Printing Assistants 2.5 FTE
- Desk Top Publisher 1 FTE
- Graphic Designer 1 FTE

2.6 A breakdown of the costs of the service is included in **Appendix 1**.

2.7 The Council's courier service is excluded from this review as the service is currently being transferred to the Integrated Transport Unit (ITU) and will be reviewed by the ITU team under a separate SDO process.

3. INTERFACES WITH OTHER PROJECTS

3.1 This section identifies other Business Transformation workstreams which have been taken into account when carrying out this review to ensure that we avoid double counting efficiencies and fully understand any possible conflicts with similar activities occurring across the Council.

3.2 Management Structures:
Responsibility for the Reprographics Unit has transferred from the HR Division of the Chief Executive's Department to the Resources Division of the Regeneration and Neighbourhood Services Department. Management for the Unit now lies with the Strategic Procurement Manager.

3.3 Asset Management:
The service has been identified for relocation from the Municipal Buildings (to be vacated by January 2012) as part of the Accommodation Strategy. The rooms occupied by the Print Unit would be better used as office accommodation and is required by the Adult Education team. Any move for the Print Unit would need to be part of a Business Case and fit with the Accommodation Strategy.

3.4 Managed Print Service:
Phase 2 of the Managed Print Service project concentrates on the Print Unit operations and the areas identified for review have been incorporated into this SDO review to avoid duplication and conflict.

The review of Phase 1 of the Managed Print Service project has identified that staff are using local machines to produce high volumes of copies meaning that the anticipated reduction in the volume of local prints has not been achieved. This has also resulted in a higher than expected use of copier consumables. This is being addressed as part of a review of the Managed Print service.

3.5 Postal Services:
The authority's postal services were subject to a scrutiny review in 2007/08. One of the longer term actions was to investigate consolidation of mail to gain efficiencies by automating the service and obtaining discounts on bulk mailings. Use of high-speed high-volume copiers such as those installed in the Print Unit would aid implementation of this action.

3.6 Procurement:
By making co-ordinated use of an extended printing framework, value for money can be improved.

4 REVIEW PROCESS

4.1 The review team has met on a number of occasions to plan the review programme, consider information and discuss delivery options. A series of consultation papers have been distributed and meetings held with departmental managers, elected members and trade union representatives to assess the current and future requirements for print and print related services across the Council. Comments have influenced the recommendations within this SDO review.

The team looked at the existing service areas to establish baseline information regarding costs and service performance and to compare ourselves against external reprographic firms.
The review concentrated on:

i) the Team's core services
ii) the shape and design of the Team's structure
iii) efficiencies

4.2 The Team's Core Services

The Team's core services have been identified as:

i) Print Management:

This function provides a range of services to the Council:

Advice and guidance to all officers/users
As a source of expertise in print production, the Print Unit provides advice and guidance to all officers/users, enabling the Council to specify its printing requirements in the most cost effective, efficient way.

Quality Control
This function within the service is also responsible for ensuring that print production deadlines are met and that quality assurance checks are carried out on completed work.

External provision of print related goods and services
Responsibility for managing and utilising the recently agreed printing framework for outsourcing work to external printers also lies with the Print Unit.

By managing this aspect of the service the Print Unit ensures that the process of procuring printed materials and services related to print from external sources is carried out in accordance with the Council's Contract Procedure Rules.
The criteria for deciding to outsource printing work is based upon internal capacity to meet demand and/or on the complexity of work which maybe such that it cannot be provided by the in-house team.

ii) Print Production:

The unit produces a wide variety of documents using both copiers and traditional printing machinery.

iii) Print Design:

This service is provided in the Print Unit by a desktop publisher. A graphic design service is also available to all departments from the Regeneration and Neighbourhood Services department.

4.3 The Shape and Design of the Team's Structure

The study into the shape and re-design of the Team's structure has considered:

i) client departments' preferences
ii) clarity of responsibility
iii) effective and efficient processes

4.4 Efficiencies

Efficiencies have focussed on:

i) Assessing the most cost effective sources of printed materials
ii) Current utilisation levels of services
iv) Maximising use of internal and external services to avoid duplication of expense
v) Printing equipment
vi) Accommodation

5 BACKGROUND INFORMATION ON CURRENT SERVICES

5.1 Print Management

5.1.1 The majority of print jobs produced by the Unit are high volume copying. In 2008/9 around 2200 print jobs were produced, 1800 via the copiers and 400 on the offset litho machines. For 2009/10 the number of jobs were 2367, with 2009 via the copiers and 358 via the offset litho machines.

5.1.2 The recent tender exercise to appoint printing firms to meet peaks in demand or to produce complex documents has provided an opportunity to benchmark recharges against the private sector. For jobs produced using the in-house high volume black/white and colour copiers, costs compare favourably with external suppliers. However, for jobs produced via offset litho machines, the in-house costs are more expensive. See confidential **Appendix 2** containing cost benchmarking information which includes commercially sensitive pricing information. **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information).**

5.1.3 The outcome of the tendering exercise also resulted in the inclusion of three local companies on the framework, which brings benefits to the local economy.

5.1.4 A recent consultation exercise has identified that officers value the advice and guidance provided by the Print Unit. A number of responders mentioned the extensive knowledge and expertise in providing assistance and advice on print production. This provides an opportunity to further market the services and increase business. Similar consultation on design was not so positive.

5.1.5 The cost of print management is included in the current recharges for each individual job that is produced.

5.1.6 The Finance Division of the Chief Executive's Department has been reviewing the number of invoices received from individual firms in order to reduce the number of transactions/invoices processed. Paper supplies is one area where invoices can be reduced as the Print Unit is able to order bulk supplies of paper that can then be delivered to service units via the Courier Service. This has reduced both the number of orders raised and invoices received.

5.1.7 The following table details the expenditure on external printing services across the Council during 09/10. The wide range of suppliers and value of spend highlights the need for co-ordinated control to ensure value for money.

Department	No. of third party suppliers used	Value	Narrative
Child and Adult Services	16	£56,000	
Regeneration and Neighbourhoods	14	£58,000	
Chief Executives	6	£256,000	• £72,000 of this figure is related to work issued to third party providers by the Council's print unit. • £96,000 of this figure is attributable to Revenues and Benefits central costs

5.2 Print Production

5.2.1 The direct costs, including salaries, of providing the service in 2009/10 was £337K and recharges equated to £347K. In 2008/9 direct costs were £290k and recharges equated to £288K, indicating a history of financial viability.

5.2.2 As detailed at 5.1.1, the number of offset litho jobs has fallen slightly in 2009/10. The 2 offset litho machines are not currently used to their full capacity. The changes to the corporate letterhead means that a single job can be processed to produce a stock of letterheads that individual service areas then use to produce their own letters. The tender exercise for the printing framework agreement shows that the internal recharges for offset work are not as favourable as those that can be achieved by external suppliers.

5.2.3 The number of jobs produced via the black/white and colour copiers has increased this year. This is mainly in relation to the colour copiers. The Unit is also undertaking more copying to produce documents that contain variable data e.g. election poll cards, postal voting identifiers and individual letters.

5.2.4 The copiers in use currently are coming to the end of their lease period and are due for renewal. Recent quotations from suppliers have identified that improved copiers with additional functions could replace the existing machines from within the current budget provision. Additional functionality, particularly in relation to producing documents with edge to edge printing, would enable more jobs to be produced in-house.

5.2.5 Research has shown that most local authorities continue to provide high-volume copying facilities within their organisations although some councils have now out-sourced their offset litho and more complex jobs.

5.2.6 Consultation with officers who procure printing jobs has identified that, of those that use the Print Unit, the majority are satisfied with the quality and service standard but would like more information on what the Print Unit can produce. Of those who don't use the Unit, the main reason quoted was that they were not aware of the service or did not think that their specific jobs could be produced by the Unit. It is clear that more marketing of the service would increase the volume of work produced. Some concerns were raised around confidentiality issues should all printing work be outsourced.

5.2.7 The printing framework arrangement that has recently been set up allows the Print Unit manager to obtain quotations from the firms on the framework agreement. Each job is assessed and only those that cannot be produced in-house are outsourced. Departments have been advised that all printing jobs must be sent to the Print Unit in the first instance.

5.3 Print Design

5.3.1 A desk top publishing (DTP) function has been undertaken since the early 1990s when it was located within the pool of word processing operators in the former Admin Division of the Chief Executive's department.

5.3.2 The DTP function was created when it was anticipated that the Print Unit would be relocated to an industrial unit where reception/telephone services would be required and could be provided by the DTP post holder. They would also undertake other admin tasks eg recording jobs, compiling lists of recharges, order stock, etc. As the unit has not relocated, the DTP post holder has continued to provide other admin support roles across the department as well as the DTP role. The post holder is currently seconded to the Admin section of the Chief Executive's Department

5.3.3 The amount of desktop publishing work has decreased in recent years as departments have produced their own documents using Microsoft Publisher that is part of the Microsoft Office suite.

5.3.4 Over the last 12 months approximately 127 jobs have been produced with the time spent equating to a staffing position of around 0.15 fte. The remaining hours have been utilised by the Hartlepool Connect team covering part of a vacant post.

5.3.5 Currently the Council has a graphic design function in the Regeneration and Planning division. The current function produces jobs for that Division, but also undertakes work for other departments that is recharged on an hourly rate. There is an income target of £13k set against this service area though the income for 2009/10 was £2422.50, falling short of the income budget. In 2007/8 and 2008/9, income received was £5889 and £1815 respectively, which again fell short of the income budget. Were this function to cease, there would be a direct saving of the budgeted salary, less the £13k income target, less any income received. Details of the overall savings achievable are provided in Section 6. The function also undertook non-graphic design tasks, however this function is not included in the revised Regeneration and Planning Management Structure.

5.3.6 Within the 3 departments, normally as part of the Support Services function, some design work is undertaken. This work is usually straightforward, basic design tasks to produce leaflets, posters, small booklets etc that are then sent for printing either internally or to external providers. This process is assisted by corporate branding.

5.3.7 Some detailed graphic design requirements are, or can be, incorporated with publishing/printing requirements as part of a composite job. These are mostly outsourced to a specialist who can undertake the whole job.

6. OPTIONS FOR SAVINGS

6.1 There are a number of different permutations possible in relation to the structure of the corporate print and print related services section. Some of these structures will deliver the required savings levels for this review, i.e. £30,400 and others will not.

6.2 The various options (described overleaf in the following tables) progress from a total retention of services in-house through to the outsourcing of all services, with a variety of incremental options in between:

Table 1 - Assessment of service delivery options / Council's requirement

HBC provision option	What this would look like?	Implications
6.2.1 Undertake all services in-house	Print design and production carried out by in-house service. All customers using the in-house Print Management service to procure their print and print related services.	No concerns about confidentiality and lead times for documentation (e.g. cabinet papers) Opportunity to generate additional income through high volume copier capacity

	In-house high volume copying and lithographic printing capability	Were the Council not to have its own in-house high volume copying facility it is quite likely that there would be an increase in inappropriate usage of office based reprographics equipment i.e. staff using small machines for high-volume reprographic work. This option would avoid this scenario. Over Resourcing - This option would not generate cost savings in terms of resources required, but would address any concerns around the service's confidentiality and ability to react to demands. Value for money not achieved for all services (elements can be sourced cheaper in the private sector) Capital investment required to update and enhance current in-house print-production capacity if all services were to be provided.

Assessment

This option would essentially require an increase in print production capacity, in order to provide the range of services necessary to keep all print production in-house. Value for money not fully achieved as some services can be sourced at less cost.

This option would not generate cost savings required, but would remove any concerns around the service's confidentiality and ability to react to demands.

HBC provision option	What this would look like?	Implications
6.2.2 Part outsourcing of Design and Print Production – retain Print Management in-house	Print design and production carried out by either in-house service or third parties, depending upon the nature of the work and/or, the in-house service's capacity to produce the work. Several print production and design framework agreements in place to ensure suppliers are all of an appropriate standard All customers using the in-house Print Management	Any concerns about confidentiality and lead times for documentation (e.g. cabinet papers) can be addressed through using the in-house high volume copying service. Opportunity to generate additional income through high volume copier capacity Reduced inappropriate usage of office based reprographics equipment due to availability of in-house high volume copier facility

	service to procure their print and print related services. In-house high volume copying capability available but no lithographic printing capability	In-house design services would be retained. This option would not generate cost savings in terms of resources required, but would address any concerns around the service's confidentiality and ability to react to demands.

Assessment

A corporate decision would be needed to put in place a process and contract(s) to enable all Council staff to have access to the required services through the in-house print management function.

Due to the presence of a high volume in-house reprographic capability there would be sufficient ability to respond to requirements demanding an 'instant' response by using an in-house service. This would also remove any issues there could be relating to the confidentiality of paperwork if it had to be issued to third party providers for processing.

In-house print management would ensure that all customers received sound advice and guidance which will enable the Council to specify its printing requirements in the most cost effective, efficient way.

The in-house print management service will decide upon whether an in-house or external provider is the optimum solution for customers. This will ensure that maximum value is achieved from the in-house service.

In-house print management will also manage the performance of third party service providers, ensuring that print production deadlines are met and that quality assurance checks are carried out on completed work.

Responsibility for managing and utilising the printing services framework(s) for outsourcing work to external printers also lies with the Printing Manager. By managing this aspect of the service the Print Unit ensures that the process of procuring printed materials and services related to print from external sources is carried out in accordance with the Council's Contract Procedure Rules.

Print design work would be carried out either by the retained in-house design service, or by third party designers, depending upon the nature of the work and/or, the in-house service's capacity to produce the work.

Because all services would be available in-house, this option would not generate cost savings required, but would address any concerns around the service's confidentiality and ability to react to demands.

HBC provision option	What this would look like?	Implications
6.2.3a Outsourcing of Design, Part outsourcing of Print Production and retain Print Management and some print production in-house	Print production carried out by either in-house service or third parties, depending upon the nature of the work and/or, the in-house service's capacity to produce the work. Print design would be handled either by the customer producing their own designs in accordance with the corporate guidelines, alternatively design work could be provided by third parties, depending on the complexity of the requirement.	Any concerns about confidentiality and lead times for documentation (e.g. cabinet papers) can be addressed through using the in-house high volume copying service. Opportunity to generate additional income through high volume copier capacity Reduced inappropriate usage of office based reprographics equipment due to availability of in-house high volume copier

	Several print production and design framework agreements in place to ensure suppliers are all of an appropriate standard All customers using the in-house Print Management service to procure their print and print related services. In-house high volume copying capability available but no lithographic printing capability	facility Print design would be provided through 3rd party providers as and when required. This option would generate cost savings in terms of resources required, and would address any concerns around the service's confidentiality and ability to react to demands. Potential redundancies.

Assessment

In-house Print Management and Core Print production would be retained for confidentiality, responsiveness and flexibility. A corporate decision would be needed to consider alternatives for external provision of design and some print production such as: -

- Packaging services (design and production) and seeking a strategic partnership with a private or public sector partnership, although the level of work may not be attractive for this option.
- Enter into specific contracts for work undertaken externally. This would require significant resources to identify business cases, draft specific actions and go to the market on each occasion.
- Continue/expand design and print external frameworks in a similar but more extensive manner than that currently in place. Savings could be achieved and there would be potential redundancies.

This option provides a mixed service approach that retain the key in-house services that provide value for money and make use of the market (including local companies) in areas of higher cost and specialism. This could form the basis of the preferred option.

This option would generate cost savings required, without compromising on issues deemed important by service users i.e. flexibility, confidentiality of printed documents and a third party' provider's ability to react to demands.

It is important to note that this option provides certainty in terms of securing the targeted savings through actual reductions in the Council's cost base by the reduction of workforce numbers. Some other options offer no such certainty.

HBC provision option	**What this would look like?**	**Implications**
6.2.3b Part outsourcing of Design, Part outsourcing of Print Production and retain Print Management and some print production in-house	Print production carried out by either in-house service or third parties, depending upon the nature of the work and/or, the in-house service's capacity to produce the work. Print design would be handled either by the customer producing their own designs in accordance with the corporate	Any concerns about confidentiality and lead times for documentation (e.g. cabinet papers) can be addressed through using the in-house high volume copying service. Opportunity to generate additional income through high volume copier capacity

	guidelines, the in-house graphic design service, alternatively, where directed by the in-house design service design work could be provided by third parties, depending on the complexity of the requirement. Several print production and design framework agreements in place to ensure suppliers are all of an appropriate standard All customers using the in-house Print Management service to procure their print and print related services. In-house high volume copying capability available but no lithographic printing capability	Reduced inappropriate usage of office based reprographics equipment due to availability of in-house high volume copier facility Print design would be provided through the in-house service, or where deemed appropriate, by 3rd party providers as and when required. This option would generate some cost savings in terms of staff numbers, i.e. through the moving of the Desk Top Publishing function into the Council's administration function and would address any concerns around the service's confidentiality and ability to react to demands. Other cost savings could be achieved through the increased use of the existing in-house graphic design service, as opposed to using external design service providers. Potential of redundancy.

In-house Print Management and Core Print production would be retained for confidentiality, responsiveness and flexibility. Graphic design services would also remain in-house and the Desk Top Publishing function would be performed by the administration function. A corporate decision would be needed to consider alternatives for external provision of some graphic design and some print production such as: -

- Packaging Services (design and production) and seek a strategic partnership with a private or public sector partnership, although the level of work may not be attractive for this option.
- Enter into specific contracts for work undertaken externally. This would require significant resources to identify business cases, draft specific actions and go to the market on each occasion.
- Continue/expand design and print external frameworks in a similar but more extensive manner than that currently in place.

Savings could be achieved through one potential redundancy in the area of Desk Top Publishing as well as by increasing usage of the Council's existing in-house design service.

An analysis of the work issued to third party design providers has indicated that there is annual expenditure in the region of £49,000 (see Confidential **Appendix 3**) **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information)..** Discussions have taken place with the current in-house design service and it was suggested that this design work could be carried out in-house and at a reduced cost *NB:- It should be noted that this assessment was carried out on limited information and as such can only be considered as indicative and does not take into account client preference,* *quality, capacity and responsiveness..*

These indicative quotations from the in-house design service suggest that the various jobs currently handled by external designers could be carried out in-house with reductions in job costs of between 20 to 50% on the higher priced work. The total indicative savings from a sample of the outsourced work came to £23,000.

This option or variations on it provides a mixed service approach that retain the key in-house services that provide value for money and make use of the market (including local companies) in areas of higher cost and specialism.

This option would contribute to, but not guarantee to meet, the SDO cost savings target, without compromising on issues deemed as important i.e. confidentiality of printed documents and a third party' provider's ability to react to demands.

It is important to note that whilst the option detailed in 6.2.3a provides certainty in terms of securing the targeted savings through actual reductions in the Council's cost base by the reduction of workforce numbers, this option offers no such certainty.

Whilst there may be savings through increased utilisation of the in-house service, these are dependent on the capacity of the in-house resource and the redirection of design work through the in-house graphic design service as opposed to third party providers.

If successful in achieving this change in practices, further thought will have to be given to how these reductions in costs can be realised as savings and removed from the Council's cost base.

HBC provision option	What this would look like?	Implications
6.2.4 Outsourcing of Design and Print Production – retain Print Management in-house	All print design and production carried out by third party organisations Several framework agreements in place to ensure suppliers are all of an appropriate standard All customers using the in-house Print Management service to procure their print and print related services. No in-house high volume copying or printing capability	Possible concerns about confidentiality and lead times for documentation (e.g. cabinet papers) Opportunity to generate additional income through print production no longer available Increased usage of office based reprographics equipment – but less likely to be a problem due to the presence of an in-house print management function which would take care of large scale work which isn't suitable for office based copiers. This option would generate cost savings in terms of resources required Multiple redundancies / TUPE

Assessment

A corporate decision would be needed to put in place a process and contract(s) to enable all Council staff to have access to the required services through the in-house print management function.

Due to the lack of a high volume in-house reprographic capability there could be issues where an 'instant' requirement could not be met via the third party providers. There also could be issues relating to the confidentiality of paperwork were it to be issued to third party providers.

In-house print management would ensure that all customers received sound advice and guidance which will enable the Council to specify its printing requirements in the most cost effective, efficient way, including design services.

In-house print management will also manage the performance of third party service providers, ensuring that print production deadlines are met and that quality assurance checks are carried out on completed work.

Responsibility for managing and utilising the printing services framework(s) for outsourcing work to external printers and designers also lies with the Printing Manager. By managing this aspect of the service the Print Unit ensures that the process of procuring printed materials and services related to print from external sources is carried out in accordance with the Council's Contract Procedure Rules.

This option would generate cost savings required, however there would be concerns from users around flexibility of service, the confidentiality of printed documents and third party's ability to react to demands.

HBC provision option	What this would look like?	Implications
6.2.5 Total outsourcing of services	All print design, production and management carried out by third party organisations Several framework agreements in place to ensure suppliers are all of an appropriate standard All customers carrying out their own specifying, ordering and quality assurance activities.	Increased usage of office based reprographics equipment – possibly inappropriate usage and increased unit costs to Council Possible concerns about confidentiality and lead times for documentation (e.g. cabinet papers) Opportunity to generate additional income through print production no longer available Potential for variable quality of work and uncoordinated procurement resulting in inconsistent pricing This option would generate cost savings in terms of staff numbers required Multiple redundancies/TUPE

Assessment

A corporate decision would be needed to put in place a process and contract(s) to enable all Council staff to have access to the required services through the in-house print management function.

Due to the lack of a high volume in-house reprographic capability there could be issues where an 'instant' requirement could not be met via the third party providers. There also could be issues relating to the confidentiality of paperwork were it to be issued to third party providers.

Print management would be carried out by customers rather than central expertise, and this will lead to varying standards of procurement, contract management and service provision.

As with print management, print design would also be procured by customers which again will lead to varying standards of procurement contract management and service provision.

This option would generate cost savings required, however there would be concerns from users around flexibility, the confidentiality of printed documents and third party's ability to react to demands.

6.3. Summary of Options

6.3.1 It should be noted that although the options discussed above are considered as discrete approaches, in reality they represent a sliding scale between full in-house delivery at one end and full outsourcing at the other. In between these extremes, the approaches differ mainly in the level of risk and ownership transferred by the Council, including issues on responsiveness, confidentiality and flexibility. Drawing upon the considerations above, the review team concluded that a mix of the in-house focused structure with external support arrangements appears to fit most closely with the requirement of the SDO. This is best reflected in Option 6.2.3 (and its sub-options) above, which form the basis of the suggested preferred option.

Options 6.2.3 a & b allow the Council to continue to deliver the services which are most valued by users and facilitate the use of local companies included in pre-determined framework agreements wherever possible. There may also be potential for income generation.

OPTION 6.2.3a *Outsourcing of Design, Part outsourcing of Print Production and retain Print Management and some print production in-House*

6.4 Certain elements of the printing and reprographics service are under-utilised, i.e. in-house design services. This situation creates an opportunity to reduce resources and, as a result, to realise savings which will support the Business Transformation process – a scenario which is described in option 6.2.3a.

6.4.1 The issue of under-utilisation is illustrated by the fact that only £2500 of chargeable work is carried out in-house in contrast with the £49,000 worth of work which goes to third party providers. The data in **Appendix 3** was secured from the Accounts Payable module of the Council's Integra finance system and was isolated by using specific search criteria **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to**

Information)(Variation) Order 2006) namely (para 3), information relating to the financial or business affairs of any particular person (including the authority holding that information).

6.4.2 This data includes some specialist services and some packaged work which includes both design and print. Examination of the data also highlights the need to co-ordinate procurement activities in this area through the central print management unit.

6.4.3 Investigations have been carried out as to the nature of this expenditure and a number of reasons for using third party as opposed to in-house services have been provided, these included capacity, value for money, quality and responsiveness.

6.4.4 Ceasing to provide the currently under-utilised in-house design services (option 6.2.3a) would provide a saving in the region of £31000 in support of the SDO target.

6.4.5 Salary-based savings would be around £46,500 however this has to be offset against a £13,000 income target. This adjustment results in a net salary-based saving of £33,500 however this also needs to be offset against the income derived from in-house design services this year (£2,422) so the final savings figure is around £31,000. i.e. the required savings target.

6.4.5 Part of the in-house design service resources relating to Desk Top Publishing have already been re-directed to the Admin section of the Chief Executives Department on a long-term secondment and it is envisaged that this will continue until service is reviewed later in 2010/11. At which time there is potential for a redeployment opportunity although there is a possibility of redundancy.

6.4.6 The remaining specialist skills within the in-house graphic design service will unfortunately make it more difficult in terms of redeployment, but this will be vigorously pursued.

6.4.7 In terms of the continued availability of design services to in-house customers, a framework agreement could be set up working in a similar way to the printing framework agreement where a number of design firms are included or a combined framework could be procured.

6.4.8 In summary, ceasing to provide in-house complex design and publishing services and transferring any basic design work to support service teams would leave 2 employees at risk of redundancy.

OPTION 6.2.3b *Part outsourcing of Design, Part outsourcing of Print Production and retain Print Management and some print production in-house*

6.5 An alternative to the reduction in Council resources has been explored during discussions with the review team and consultations with staff and is described in option 6.2.3b.

6.5.1 As detailed in paragraph 6.4, the Council's in-house design services are under-utilised whilst third-party design services are being engaged to carry out design work.

From indicative costings provided by the in-house design service it appears that the costs of providing design services in-house could be competitive with third-party service providers.

6.5.2 These indicative quotations from the in-house design service suggest that the various jobs currently handled by external designers could be carried out in-house with some reductions in job costs on the higher priced work. The total indicative savings from a sample of the outsourced work came to £23,000.

6.5.3 With regard to what this could mean in terms of savings, there would salary-based savings of c. £21,000 (based on desk top publishing now being carried out as part of administrative services) and expenditure savings could be in the region of £23,000 (as detailed above). However this has to take into account a £13,000 income target and generated income figure of £2500 based on 2009/2010 trading.

This adjustment results in a potential approximate net saving of £32,500.

6.5.4 Whilst there may be savings through increased utilisation of the in-house service, these are dependent on the capacity of the in-house resource to carry out sufficient work of a sufficiently high value and the redirection of design work through the in-house graphic design service as opposed to third party providers.

6.5.5 To make this work the in-house service needs to be the preferred choice of internal customers taking into account quality, responsiveness and price. Unfortunately this is not always the case at present.

6.5.6 There are therefore significant risks in guaranteeing the savings required. If a service redesign accompanied by changes in customer preference and policy were successful (i.e. channelling work through the in-house design service), further thought will have to be given to how these reductions in costs can be realised as savings and removed from the Council's cost base. The savings would need to be derived from individual departmental budgets relating to the jobs ordered. If these savings cannot be identified and removed from the Council's cost base then this option becomes high risk.

6.5.7 There will be acceptable cases for significant elements of design work to remain in the hands of third party providers (e.g. the Council's Hartbeat publication), either through there being a lack of capacity or specialist skills within the in-house service this would significantly compromise the potential level of savings, again undermining this option.

6.5.8 In addition, there are greater design skills within central administration. The range of work which could be classified as simple design work, as opposed to complex may increase, again reducing the amount of work which would be directed through the in-house design service and again negatively impacting on the potential savings achievable.

6.6 Potential for the future

6.6.1 There is currently a drive from the government to pool resources across Local Authorities and the potential for pubic/public partnership is in line with regional/sub-regional thinking for the future.

6.6.2 Each of the Tees Valley Local Authorities are at different stages of development, and there needs to be a co-ordinated and politically supported approach if we are to consider "shared services" (Darlington and Stockton currently have such a service for printing, as well as other "back office services", but this is still a "developing" arrangement). However, a future medium to long-term option could be to investigate this option as sub-regional/regional collaboration develops. If the future shape of the Authority takes more of a commissioning direction rather than as a provider, then this option will need to be reviewed.

6.6.3 Within these considerations there may be potential for a reprographics functions to be more wide-ranging across the sub region with income generating capabilities.

7. PREFERRED OPTION AND SAVINGS

Design Services

7.1 The overriding requirement of this review is to ensure that the requisite level of savings are identified and most critically, removed from the Council's cost base. On this basis it is important to recognise that whilst the option detailed in 6.2.3b provides the possibility of a contribution towards the required savings target it does not offer the certainty of savings available through actual reductions in the Council's cost base by the reduction of workforce numbers, i.e. Option 6.2.3b. does not guarantee the savings. On that basis option 6.2.3a is the preferred option.

Print Production

7.2 Print production using offset litho machines is reducing and the existing machines are not used to their full capacity. By removing the provision of offset litho production, costs of maintenance and consumables would be saved.

7.3 If new copiers are procured that have online finishing abilities, in future, the existing print production team of 2.5 ftes may be able to be reduced by 0.5 ftes. This further saving could, in the future, be used to provide print management software that automates print requests and recharges and provides for greater efficiencies.

7.4 A partnering arrangement with neighbouring boroughs has been considered. However, no northeast local authorities returned a tender for the printing framework agreement though they were made aware that it was available. The potential for the bringing together of print production services as part of a public/public shared service provision, possibly aligned with other "back office" services, is an option to be considered in the medium term as indicated in section 6.6 of the report.

8. ACCOMMODATION

8.1 The Print Unit is located in the Municipal Buildings utilising 3 separate office areas. Access to the building and the individual rooms is an issue particularly in relation to bulk deliveries of paper supplies where boxes have to be manually handled into the storage area. Also the Unit has no separate storage area for supplies. A number of other locations have been considered in the past, mainly industrial units, but costs of refurbishment have been prohibitive.

8.2 A move to alternative premises has been identified within the Asset Management workstream of the Business Transformation Programme. Depending upon what service is provided in future, accommodation needs will change. If the Unit no longer provides offset litho work, accommodation size requirements would reduce and no separate wet area for chemicals/inks etc would be needed. This would allow the Unit to move to office type accommodation as noise levels would be reduced and chemical smells eliminated.

8.3 An industrial unit at Newburn Bridge has been investigated and though the premises would be ideal they would provide too much space if the operation is reduced and would incur alteration costs in the region of £30k.

8.4 An area of the depot in Lynn Street has also been considered but the location would be adjacent to the traffic route into the depot and concerns have been raised about visitors and deliveries.

8.5 The lower floor of the Windsor Offices has been considered but it is not suitable as there is no direct access for deliveries and/or collection of completed work.

8.6 A further area that is being considered is Level 1 of the Civic Centre in the former Northgate area that was previously the Registrars Office. This accommodation has an external door that could be used for deliveries and a separate storage room that could be used for paper and other supplies. The area is a much better space to layout a printing unit with machinery and finishing areas adjacent to each other. The relocation of the print room is necessary to fulfil the requirements of the Council's business transformation accommodation strategy. This option would be at no additional cost to the current situation and physical moves would be funded through Business Transformation Asset Management implementation budget.

9. MANAGED PRINT SERVICE

9.1 The aim of the Managed Print Service is to reduce use of copiers, particularly colour ones that are more expensive, thereby achieving efficiencies. However, more copies than expected are being produced at local printers meaning there had been little or no reduction in consumables and their associated costs.

9.2 High volume copying needs to be consolidated and provided via the Print Unit where more suitable equipment is available.

9.3 Software is available that can allocate print jobs to specific printers based around business rules such as number of originals and copies required. A standard print request form that uses workflow to allocate print jobs would ensure that the correct machines are used for the type of job required.

10. POSTAL SERVICES

10.1 There is an opportunity to obtain discounts from postal providers by consolidating letters and this could be achieved by printing letters at a central location.

10.2 The benefits are that high volume, high speed copiers could be used to produce the letters that are automatically fed into a folder inserter making the outgoing postal service more efficient.

10.3 Locating the print room adjacent to the post room will provide greater synergy and effectiveness and will reduce transport requirements.

11. SUSTAINABILITY

11.1 The review has considered all aspects of the reprographics service and the options appraisal has been developed to ensure that, if the above proposals are accepted, the remaining service provision is sustainable with the Unit recovering all costs and continuing to operate as a trading account.

11.2 The printing framework contract in place includes three local firms which will provide benefits to the local economy.

12. IMPACT/RISKS

12.1 In outsourcing any printing, consideration must be given to confidentiality of documents. Members raised this as a concern at their meetings to endorse the printing framework agreement.

12.2 Clear timeframes and penalties will need to be established, particularly for outsourced work, to ensure that deadlines are met.

12.3 Wholesale outsourcing will mean TUPE requirements and potential loss of business to the local supply base if a larger and possibly regionalised provider was successful.

13. FINANCIAL IMPLICATIONS

13.1 The Service Delivery Options (SDO) programme has been designed to review all council activity over a three year programme and is planned to contribute over £3.5m in savings to the Business Transformation (BT) savings of £6m over this period. Each review has a target for savings set at the outset as part of this overall programme and these are assigned to specific financial years in the Medium Term Financial Strategy. For 2011/12 the MTFS forecasts are based on the achievement of £1.3m of Business Transformation SDO savings from 1st April 2011.

13.2 The Business Transformation programme was planned, as part of the MTFS, to support the budgetary position of the council through a managed programme of change. The economic climate of the country, and the likely impact of expected grant cuts post general election, mean that the anticipated budget deficits, after all BT and other savings are taken is still expected to be around £4m per annum for each of the next three years.

These additional cuts equate to 4% of the annual budget and a cumulative cut of over 12% over three years. In practise there will be some areas Members wish to protect and this will simply mean higher cuts in other area and/or the cessation of some services.

13.3 It has been identified in previous reports to Cabinet that a failure to take savings identified as part of the BT programme (and more specifically the SDO programme) will only mean the need to make unplanned cuts and redundancies elsewhere in the authority. This position has been exacerbated through the economic circumstances and likely grant settlements and failure to implement SDO savings will in all likelihood make the 2011/12 budget position unmanageable owing to anticipated grant cuts commencing this year. In addition, as reported in the MTFS the Council faces a range of budget risks which exceed the available strategic risk reserve and this funding shortfall will need to be addressed in 2010/11 and 2011/12, which further reduces financial flexibility.

13.4 The SDO reviews are attempting to ensure that a service base can be maintained, costs can be minimised and the payback on any investment is maximised. In simplistic terms each £25K of savings identified which are not implemented will require one unplanned redundancy with likely associated costs termination costs. No funding is available for these termination costs as existing balance sheet flexibility is committed to supporting the SDO programme in a loan basis, so higher saving will be needed to fund these termination costs outright.

13.5 The preferred option highlighted in paragraph 14 of this report delivers £31,000 of savings, the target for this review was £30,400. If Cabinet determines to not take the decisions required to deliver these savings, this amount will have to be found from other, unplanned cuts, in addition to those which will be required as a result of grant cuts after the election. Cabinet will need to identify where they are prepared to see these alternative cuts are made.

13.6 In order to implement the preferred option there will be a requirement to pay redundancy costs. These can be accommodated over the required period from existing budgets and future savings/income generation.

14. SUMMARY – PREFERRED OPTION

14.1 Other options highlighted in this report either fail to deliver the required savings with sufficient certainty, or, deliver the desired savings, but with significant compromises in relation to ;

i) control of the procurement of print and print related services;
ii) the confidentiality of the service
iii) the responsiveness of the service

As described in paragraph 13.5 (above), this preferred option will deliver c.£31k of savings without significantly compromising current print production and print related service levels across the Council.

14.2 The internal print management service is the key to ensuring quality print production within agreed performance standards and should remain in-house. Work would be produced from either the print production team or the external providers included in the printing framework agreement. This package of mixed service will ensure competitive and quality internal provision, linking with the private sector where there is strong local company presence.

14.3 Concentrating on copy-shop type print production will allow the service to develop without incurring additional accommodation costs required. Replacing the copiers that are at the end of their lease will enable additional functionality to be built into the service that will increase the amount of work that can be produced in-house.

14.4 Some design services are already delivered from departmental support service teams and this service can be extended to meet further demand. As the requirements for more detailed and complex work is limited, this could be provided via an external print design framework.

14.5 Once the unit is relocated and equipment replaced, work can commence on further marketing activities to increase income. Services could be provided to other local public sector organisations e.g. Fire, Police, colleges, PCT, health etc.

14.6 The relocation of the print room to level 1 of the Civic Centre will also provide for a more effective and efficient service at no extra cost for accommodation.

14.7 In the medium term, as mentioned in paragraph 6.6, there may be an option to consider a public/public shared service provision or some other similar collaboration in "back office" services that might include reprographics.

15. RECOMMENDATIONS

15.1 In line with the summary in Section 14 Cabinet is recommended to approve the following preferred options: -.

a) Retain an in-house centralised print management function to manage all Council requirements.
b) Retain the in-house copy-shop print production function and market these services to generate additional income wherever possible.
c) Deliver complex design and publishing services, off-set litho printing and other print related elements of production work via the procurement of a framework of printing and design companies.
d) Retain basic design provision through in-house administrative support services.
e) That a further review be undertaken as the potential for collaboration and shared service provision develops.

16. CONTACT OFFICER

Graham Frankland
Assistant Director (Resources)
Regeneration & Neighbourhood Services Dept
Level 3
Civic Centre
Hartlepool
TS24 8AY

Tel (01429) 523211
Email: graham.frankland@hartlepool.gov.uk

6.3 APPENDIX 1

Print Management/Print Production cost/expenditure budget details taken from Budget Book

		Trading Account		Non-Trading Account	
Budgeted Direct Costs - Employees					
Print Management		£31,000.00		£13,300.00	
Print Production		£52,500.00			
Print Design				£46,500.00	
Courier Service					
	Courier x 2			£43,500.00	*overhead moved to ITU
Overtime		£13,500.00		£2,250.00	
		£97,000.00		£105,550.00	
Budgeted Direct Costs - Other					
	Overheads / Materials etc.	£230,000.00			
	Courier Vans etc.			£15,000.00	*overhead moved to ITU
		£327,000.00		£120,550.00	
Budgeted Income		£330,000.00		£13,000.00	* from graphic design service
Gross Budget Requirement		-£3,000.00		£107,550.00	

CABINET

28th June 2010

Report of: Director of Regeneration and Neighbourhoods

Subject: RIFT HOUSE RECREATIONAL GROUND

SUMMARY

1. PURPOSE OF REPORT

To seek in principle Cabinet approval to the grant of a 25 year lease to Hartlepool College of Further Education of Rift House Recreation Ground (as edged black on the attached plan at **Appendix 1**) subject to the college improving the changing facilities and making the Recreation Ground available for public use primarily on weekends.

2. SUMMARY OF CONTENTS

Partnership proposal to maximise the use of Rift House Recreational Ground, enable the development of a football academy by Hartlepool College of Further Education and secure continued access by the general public.

The proposal will reduce the current running costs incurred by the Council, facilitate improved facilities & promote a strategic partnership with the College.

3. RELEVANCE TO CABINET – MAXIMISING ASSET USE AND PRACTICES

A strategic partnership agreement with Hartlepool College of Further Education offers an opportunity to enhance the Government objective of Total Place.

The Rift House Recreation Ground is currently under-utilised and in need of investment to improve the changing facilities.

A partnership arrangement with the College offers the potential to facilitate development of the site at nil cost to the Council whilst enabling more intensive use of the assets and a sharing of the operating costs.

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Cabinet 28th June 2010

6. DECISION(S) REQUIRED

Cabinet are requested to:-

i) Acknowledge the approach from Hartlepool College of Further Education

ii) Approve in principle to the granting of a 25 year lease ot the HCFE of the Rift House Recreation Ground.

iii) Agree to further negotiations and stakeholder consultation being undertaken to finalise lease terms in accordance with draft Heads of Terms.

Report of: Director of Regeneration and Neighbourhoods

Subject: RIFT HOUSE RECREATIONAL GROUND

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1. PURPOSE OF REPORT

1.1 To seek in principle Cabinet approval to the grant of a 25 year lease to Hartlepool College of Further Education of Rift House Recreation Ground (as edged black on the attached plan at **Appendix 1**) subject to the college improving the changing facilities and making the Recreation Ground available for public use primarily on weekends.

2. BACKGROUND

2.1 Hartlepool College of Further Education offer a number of Higher Education Courses in sports management and coaching. As the College does not own suitable facilities they currently hire pitches in a number of locations across the town. The College have aspirations to improve and extend the offer of courses and develop a sporting academy, this is dependant on the availability and development of a quality facility. (**Appendix 2** contains more details on the College's vision for the site.)

2.2 Rift House Recreation Ground is considered ideal. Currently it is used mostly only at weekends by football clubs but is popular with the local residents as a facility for dog walking and general recreation.

2.3 It is considered that there is significant benefit to both the Council and the College to enter into a partnership arrangement whereby the College make use of the facilities during the week. The College have agreed to undertake improvements to the changing facilities which are currently in a poor state of repair and take responsibility for caretaking which are both significant costs to the Council. These improved facilities will continue to be made available to local football teams on a weekend and evenings when required.

2.4 The Partnership will take place within the Council's playing pitch strategy and will ensure the provision of adequate access to football and other pitches for the local community.

2.5 The College have been successful in developing local sports club participation through the Hartlepool Sporting Association (HSA). The HSA has been extremely proactive and it is considered that the adoption of a Multi Sports approach through the partnership of the

Council, College and HSA will attract funding to further enhance and develop the Rift House site.

2.6 Discussions with the Football leagues are planned, the only difference they will see is improvements to the changing facilities and the College will provide attendants rather than the Local Authority.

2.7 College Representatives and Local Authority Officers will attend the Rift House Neighbourhood Action Plan Forum, Resident Associations, and a briefing session is to be arranged with Ward Councillors to inform them of this partnership. A newsletter / leaflet will be developed over the summer months and distributed to local residents.

3. PROPOSALS

3.1 It is proposed that the Council enter into a 25 year lease of the site subject to the following heads of terms contained within the Confidential **Appendix 3** of this report **This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information**

4. FINANCIAL CONSIDERATIONS

4.1 The Rift House Recreational Ground currently costs the Council approximately £97,500 per annum to operate. This includes Grounds Maintenance costs, utilities, attendant duties etc. A significant proportion of this is incurred employing staff on overtime to deliver attendant duties at the site. Under the proposed agreement the College have agreed to undertake these duties and the Council's Parks and Countryside Section will no longer have to incur these costs (although additional pitch grounds maintenance costs will be incurred).

a. The agreement will see the pitch grounds maintenance requirements of the site continue to be delivered by the Authorities experienced in-house team. The Parks and Countryside grounds maintenance team has a much wider remit for pitch and ground maintenance across the town. It has invested heavily in training and resourcing to undertake this work and as such the Rift House site forms a vital 'critical mass' of contract work which justifies this long term investment.

b. Based upon the existing community use pressure, and an additional usage of the pitches by the college to a maximum of 3 times a week, a revised pitch grounds maintenance programme has been designed to accommodate more intensive use of the site. With the removal of attendant duty costs this revised programme can be accommodated within current budgets and should result in an overall saving of approximately £25,500 against the current total cost for running the site.

4.2 A rent free period of 5 years has been agreed to reflect the cost of the improvement works to the changing facilities, a rent review clause after this period provides an opportunity for the Council to charge a market rental at this time.

4.3 The College propose to undertake improvements to the changing facilities at a cost of £52,000.

5. LEGAL CONSIDERATIONS

5.1 The partnership agreement will be the subject of a formal lease to be prepared by the Chief Solicitor.

6. EQUALITY AND DIVERSITY CONSIDERATIONS

6.1 Improvements to the facilities and proposals for future investment in the recreation ground though the development of the Academy will provide greater opportunity for access by local people to sport.

7. STAFF CONSIDERATIONS

7.1 The Parks and Countryside grounds maintenance team share attendant duties at Rift House Recreation Ground. This work is done as overtime payments where staff are requested to undertake other duties.

8. ASSET MANAGEMENT CONSIDERATIONS

8.1 It is considered that the proposed lease provides an opportunity to enter into a strategic partnership with the College of Further Education to increase the intensity of use of an underutilised asset, reduce running costs and outgoings and improve the standard of facilities and accessibility to quality facilities and coaching by Local residents.

8.2 The proposals provide an opportunity for the sharing of assets between public sector partners and enhancing educational and community provision.

9. BUSINESS TRANSFORMATION

9.1 The attention of Cabinet is drawn to the Asset Management and Service Delivery Options elements of the Business Transformation programme. The decision by Cabinet in January 2009 requires a commercial, proactive approach to be taken on Asset Management issues, the proceeds of this transaction being a contribution to the Business Transformation Programme.

9.2 The decision to adopt a commercial approach to asset management requires the Council to realise the full value of any properties or property rights that it disposes of.

9.3 The SDO Year 2 Review Programme includes within it Environmental Services which includes within its scope parks and recreational grounds. Service efficiencies identified as part of this partnership arrangement will be captured as part of the SDO review.

10. RECOMMENDATIONS

10.1 Cabinet are requested to :

iv) Acknowledge the approach from Hartlepool College of Further Education

v) Approve in principle to the granting of a 25 year lease to the HCFE of the Rift House Recreation Ground.

vi) Agree to further negotiations and stakeholder consultation being undertaken to finalise lease terms in accordance with draft Heads of Terms.

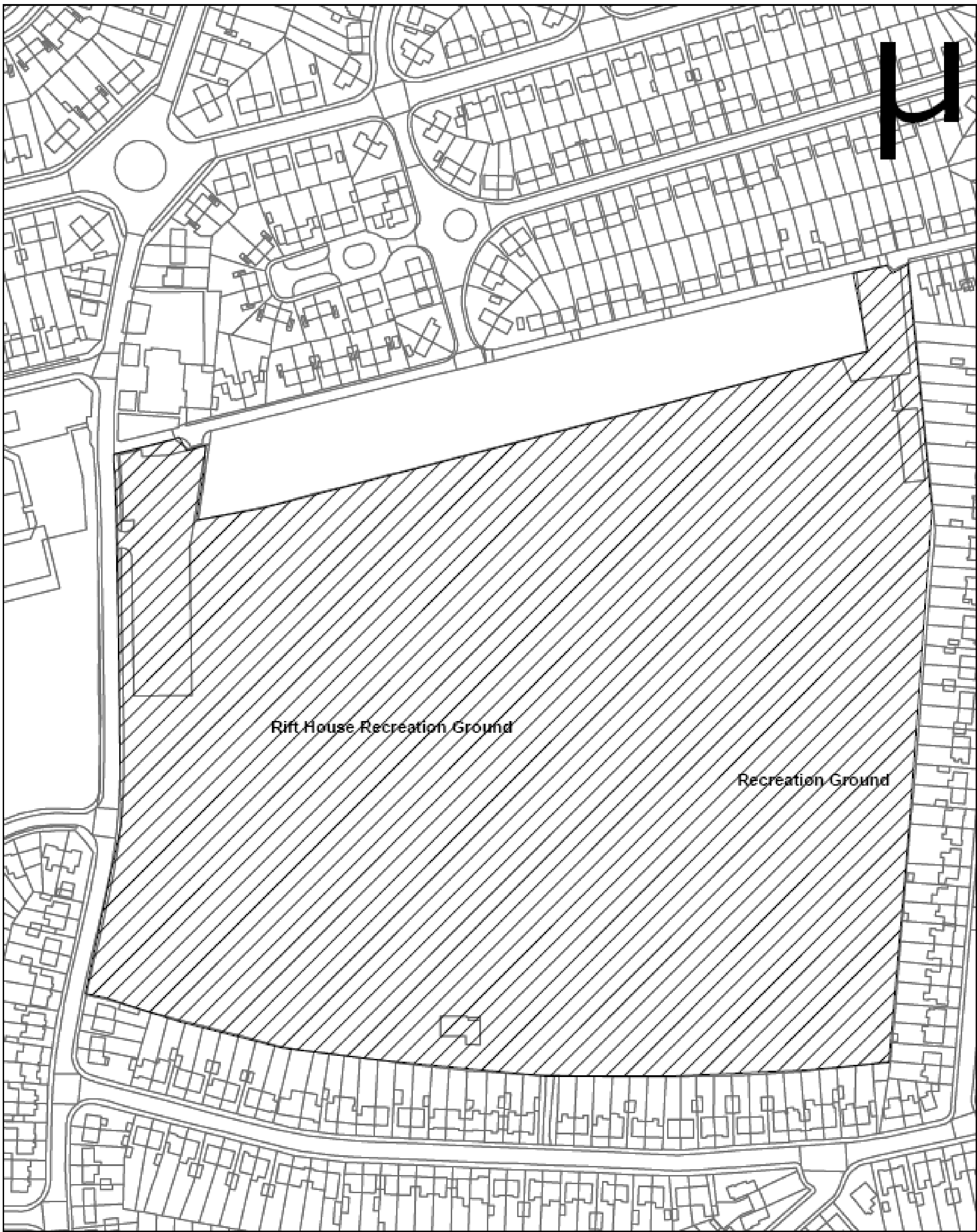
11. REASONS FOR RECOMMENDATIONS

11.1 The Partnership agreement provides an opportunity for the Council to both reduce its running costs, enable access to improved sporting facilities and coaching by local people and facilitate the development of partnership working and the promotion of the town.

12. CONTACT OFFICERS

Dale Clarke, Estates Manager
Regeneration and Neighbourhoods (Resources)
Estates Division
Telephone No 01429 523386
dale.clarke@hartlepool.gov.uk

Chris Wenlock, Parks & Countryside Manager
Regeneration and Neighbourhoods (Neighbourhood Services)
Parks and Countryside Division
Tel: 01429 523538
chris.wenlock@hartlepool.gov.uk



LOCATION	Rift House Recreation Ground (Approx 27.7 acres) Land to be leased to Hartlepool College of Further Education	DRAWN BY TL	DATE16/06/2010
		SCALE 1:2500	
DEED PACKET -	OS MAP NZ -	DRWG No E/G/397	

Hartlepool Borough Council
Regeneration & Neighbourhoods
Procurement, Property & Public Protection
Graham Frankland B.Eng(HONS) C.Eng M.I.C.E
Assistant Director (Procurement and Asset Management)
Leadbitter Buildings
Stockton Street
Hartlepool
TS24 7NU
TEL: 01429 266522
FAX: 01429 523899