

# FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO DECISION SCHEDULE



**Tuesday 2<sup>nd</sup> May 2006**

**at 4.30pm**

**in Committee Room "C"**

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

**1. KEY DECISIONS**

No items

**2. OTHER ITEMS REQUIRING DECISION**

- 2.1 Chief Executives Departmental Plan 2006/07 – *Assistant Chief Executive*
- 2.2 Burn Valley Centre, Elwick Road – *Head of Procurement and Property Services*
- 2.3 Land Exchange, Hartlepool Transport Interchange – *Head of Procurement and Property Services*

**3. ITEMS FOR INFORMATION**

- 3.1 Procurement Strategy Update – *Head of Procurement and Property Services*
- 3.2 Phoenix Centre, Hindpool Close – *Assistant Director (Community Services) and Head of Procurement and Property Services*
- 3.3 Custodian Properties – *Head of Procurement and Property Services*
- 3.4 View point – Citizen's Panel Results – *Assistant Chief Executive*
- 3.5 Counter Benefit Fraud Report 2005/6 – *Chief Financial Officer*

**4. ITEMS FOR DISCUSSION**

No items

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

No items

## **EXEMPT ITEMS**

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs

referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006

6. **KEY DECISION**

No items

7. **OTHER ITEMS REQUIRING DECISION**

No items

8. **ITEMS FOR INFORMATION**

- 8.1 Land at Lynn Street (Focus Superstore) – *Head of Procurement and Property Services* (para 3)

**FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO  
HOLDER**

2 May 2006



**Report of:** Assistant Chief Executive

**Subject:** CHIEF EXECUTIVES DEPARTMENTAL PLAN  
2006/07

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## **SUMMARY**

**1. PURPOSE OF REPORT**

To report to Portfolio Holder the Chief Executives Departmental Plan containing the key objectives and actions for 2006/07.

**2. SUMMARY OF CONTENTS**

The Chief Executives Departmental Plan 2006/07 is attached as Appendix A, and sets out the key objectives and actions within an Action Plan that shows what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development objectives as identified in the 2006/07 Corporate Plan which will be published in June 2006. It should be noted that the Departmental Plan is subject to minor alteration should the contents of the Corporate Plan be amended prior to approval by Cabinet.

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

**3. RELEVANCE TO PORTFOLIO HOLDER**

The Portfolio Member has responsibility for performance management issues.

**4. TYPE OF DECISION**

Non-key

**5. DECISION MAKING ROUTE**

Portfolio meeting 2 May 2006.

**6. DECISION(S) REQUIRED**

Portfolio Holder to consider the draft Chief Executives Departmental Plan 2006/07 and: -

- Comment or amend as appropriate; and
- Approve the plan for distribution.



**HARTLEPOOL**  
BOROUGH COUNCIL

# **Chief Executives Department**

## **Departmental Plan 2006/07 – 2008/09**

## **Contents**

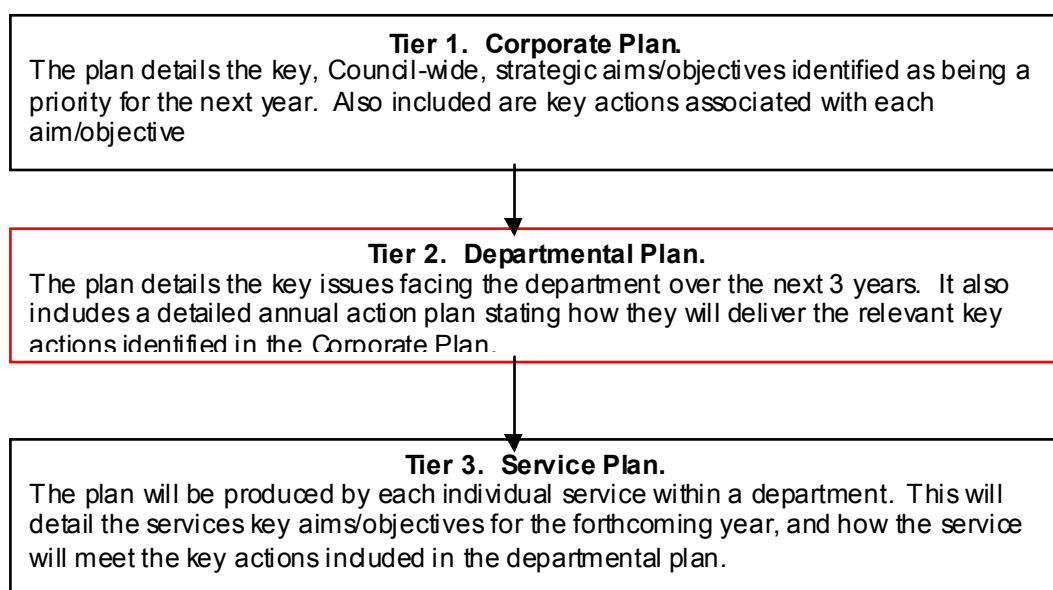
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## Introduction

This document is the Chief Executives Departmental Plan for 2006/07-2008/09 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

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

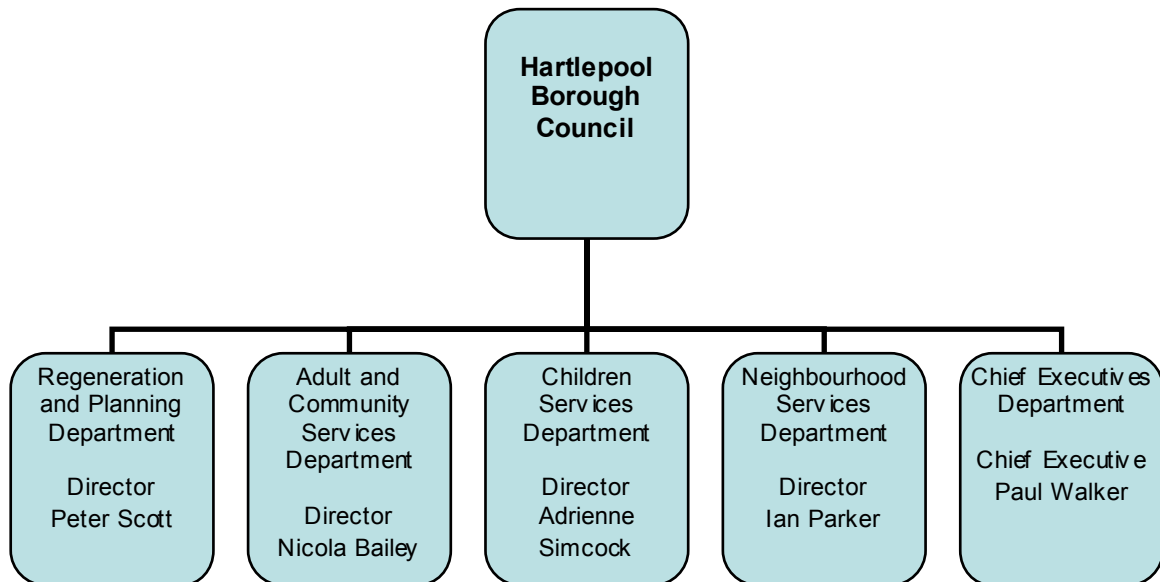
This plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual divisional plans, that together form part of the Council's overall Service Planning Arrangements. Figure 1, below, demonstrates how the plans are linked: -



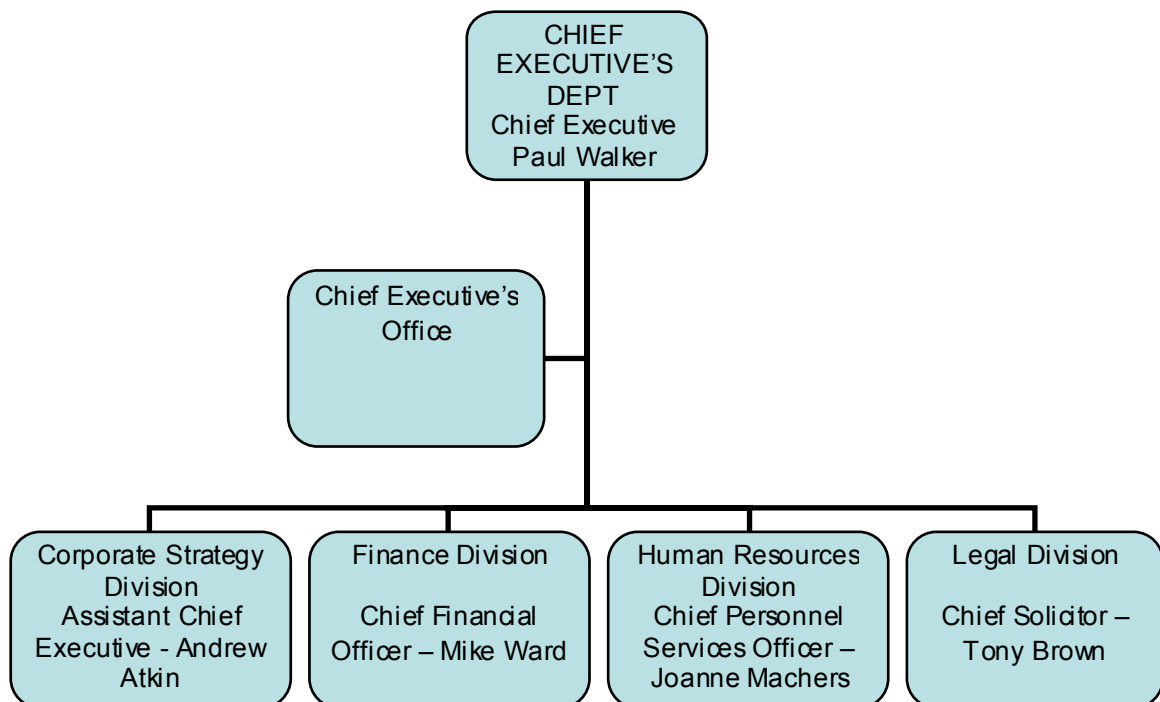
This approach ensures that any aim/objective that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall aims and objectives.

## Departmental Structure

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



Within the Chief Executives Department there are four divisions, Corporate Strategy, Legal, Human Resources and Finance. The Chief Executive's Management Team comprises the head of each division meets every 4 weeks. Every six weeks they meet with the Corporate Management Team.



Each division is primarily organised into a number of sections. These are detailed in the table below: -

<b>Corporate Strategy</b>	<b>Finance</b>	<b>Human Resources</b>	<b>Legal</b>
Administration	Audit and Governance	Organisational Development	Personal Services
Consultation	Financial Services	Central Services	Litigation
Democratic Services	Corporate Finance	HR Operations	Environment and Development
E Government	Procurement Strategy		
Policy	Central Purchasing		
Public Relations	Business Improvement		
Registration Services			
Scrutiny			

It should be noted areas of work undertaken by the Procurement and Property Services section, primarily within the Neighbourhood Services Department, falls within the remit of the Chief Executives Department. Three important aspects of this service, namely the procurement strategy, central purchasing and business improvement sections are reflected within this plan. These sections can be seen in the above table, under the Finance Division, as it was considered that the actions included in the Action Plan, most closely sit within the objectives identified by the Finance Division. The objectives and actions can be seen in more detail in the Action Plan.



## **Performance Management**

- **Monitoring and Reporting**

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

- Team supervision and annual appraisal and six monthly review arrangements
- Management Team (CEMT) meetings on a quarterly basis to consider report of progress.
- Performance Management Portfolio Holder and Cabinet meetings every quarter to consider reports of progress on the Departmental Plan and Corporate Plan.

- **Reviewing the Plan**

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an objective or specific action from the action plan. This could be for a number of reasons, such as changing priorities or a delay in implementing a particular scheme through unforeseen circumstances. Any amendments to the plan will only be made with full agreement of CEMT and Portfolio Holder and Cabinet where appropriate.

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

- **Communication**

- A copy of the service plan is provided to each member of staff electronically using the council's intranet .
- The Corporate Plan is made available via the corporate intranet and council website
- The CMT, Cabinet and Council approve the Corporate Plan.
- CEMT and Performance Management Portfolio Holder approve the Departmental Plan

## **Medium Term Priorities**

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

- Develop performance management and risk management across the Council
- Implement the ICT Strategy and the information security implications this entails
- Consultation and communication
- Develop the scrutiny process to ensure the work programme is completed and the process operates effectively
- Achieve level 3 of the Equality Standard by 2007/08
- To further improve the management of the Council's asset base by developing the asset management plan linked to the Capital Strategy
- To deliver sustained efficiencies through improved procurement
- To develop a sustainable continuous improvement ethos via BPR throughout the Council
- To fully develop electronic procurement via the new FMS, e-auctions, e tenders, e-ordering / invoicing, e-market place, and e-billing
- Identify and implement change initiatives that support organisational development and improvements.
- To develop and implement a revised pay and grading structure for all NJC employees by 1 April 2006.
- To develop the resources and services of the corporate contact centre in the context of efficiencies, improved service delivery and wider applications of technology.
- Deliver sustained efficiencies through improved policies, procedures and management arrangements within the Division, with other Teams and external partners.
- Review the Workforce Development Plan and integrate into future service planning arrangements
- Ethical standards
- Freedom of Information
- Civil Liberties compliance
- Divisional practice and standards
- New legislation
- Conveyancing
- Compulsory Professional Development
- Legal/Propriety advice
- Review the Council's Constitution in 2007/08
- Review the Whistle blowing Policy in 2007/08
- Finance information to follow



## Departmental Action Plan 2006/07

The action plan is split into two main parts. The first part includes those objectives that have been identified in the Council's Corporate Plan. This action plan expands on the Corporate Plan and gives more detail as to how this will be achieved.

Section 2 contains those objectives that have been identified as being a priority for the Department, but have not specifically been included in the Council's Corporate Plan.

### Section 1 – Objectives that are linked directly to the Corporate Plan

CORPORATE STRATEGY DIVISION				
POLICY				
<b>Corporate Plan objective:</b> Development of Service Planning and Performance Management Arrangements (Ref: CO90 )				
<b>Departmental Plan objective:</b> Complete updated 2007/08 Corporate Plan/Local Area Agreement				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED1	Proposals for 2007/08 Corporate Plan/Local Area Agreement considered by Cabinet	Feb 07	Peter Turner	
CED2	Proposals for 2007/08 Corporate Plan/Local Area Agreement considered by Scrutiny Coordinating Committee	Feb 07	Peter Turner	
<b>Departmental Plan objective:</b> Quarterly reporting to Cabinet on Corporate Plan/LAA and budget position				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED3	Delivery of v2 of electronic performance management database to departments	Jun 06	Kerry Trenchard	
CED4	Corporate Plan/LAA Monitoring report agreed by Cabinet	Quarterly from Aug 06	Kerry Trenchard	

<b>Departmental Plan objective:</b> <b>Propose improvements to service planning process for 2007/8</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED5	Proposed improvements to Service Planning process agreed by CMT and Portfolio Holder	Oct 06	David Hunt	
<b>Departmental Plan objective:</b> <b>Manage achievement of continuous improvement 2006/07</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED6	Report progress of improvement reviews	Six monthly from May 06	Peter Turner	
CED7	Develop existing arrangements for ensuring data quality of performance information	Jan 07	David Hunt	
CED8	Report 2005/06 year end Performance Indicator outturns	Sep 06	David Hunt	
CED9	Report 2005/06 Performance Indicator National Comparison information	Mar 07	Kerry Trenchard	
<b>Corporate Plan objective:</b> <b>Prepare for Comprehensive Performance Assessment (Ref: CO91 )</b>				
<b>Departmental Plan objective:</b> <b>Co-ordinate completion of self assessments</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED10	Submit Use of Resources Self Assessment to Audit Commission	Jul 06	Andrew Atkin	CPA 1 & 2
CED11	Submit Value for Money assessment to Audit Commission	Jul 06	Andrew Atkin	
CED12	Complete service performance assessments	Oct 06	Andrew Atkin	
CED13	Submit Corporate Assessment self assessment to Audit Commission	Oct 06	Andrew Atkin	CPA 3 & 4
<b>Departmental Plan objective:</b> <b>Management of on-site element and reporting</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED14	Prepare for on site assessment	Nov 06	Peter Turner	
CED15	Report/Publicise results of CPA	Feb 07	Peter Turner	

<b>Corporate Plan objective:</b> Ensure robust risk management arrangements are in place (Ref: CO92 )				
<b>Departmental Plan objective:</b> <b>Maintain register of strategic risks</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED16	Report to Cabinet on annual review of SRR	Apr 06	Kerry Trenchard	
CED17	Review SRR quarterly at CRMG and report to PfH	Quarterly from Apr 06	Kerry Trenchard	
<b>Departmental Plan objective:</b> <b>Embed awareness and use of risk management across Council</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED18	Review reporting of risk implications of decisions to Members	Nov 06	Kerry Trenchard	
CED19	Quarterly review by CRMG of dept operational risk registers	Quarterly from Jul 06	Kerry Trenchard	
<b>E-GOVERNMENT</b>				
<b>Corporate Plan objective:</b> Delivery of the ICT Strategy to support corporate objectives (Ref: CO114 )				
<b>Departmental Plan objective:</b> <b>Review ICT Strategy</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED30	Review ICT Strategy and priority projects	Nov 06	Joan Chapman	
<b>Departmental Plan objective:</b> <b>Implement phased programme to modernise infrastructure</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED31	Review current infrastructure and produce report with costings to modernise to completely switched infrastructure	Mar 07	Joan Chapman	

<b>Departmental Plan objective: Implement phased desktop standardisation programme</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED32	Agree base specification for desktop standardisation programme	Apr 06	Joan Chapman	
CED33	Identify tools to audit existing environment and maintain new one.	Apr 06	Joan Chapman	
CED34	Report produced highlighting costs and roll out plan	Mar 07	Joan Chapman	
<b>Departmental Plan objective: Implement portfolio of key projects</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED35	Implement Home and Remote working solution	Mar 07	Joan Chapman	
CED36	Implement agreed technical architecture model	Jul 06 and ongoing	Joan Chapman	
<b>Corporate Plan objective: Develop and implement information security plans (Ref: CO93 )</b>				
<b>Departmental Plan objective: Complete development and roll-out of information security plans</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED37	Implement phase 2 of information security plans	Sep 06	Joan Chapman	
CED38	Implement phase 3 of information security plan	Dec 06	Joan Chapman	
<b>Departmental Plan objective: Achieve ISO 17799 compliance</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED39	Implementation of ISO 17799 including compliance checking	Apr 06 and ongoing	Joan Chapman	

CONSULTATION				
<b>Corporate Plan objective:</b> Co-ordinate, provide and promote high quality consultation activity within the Council (Ref: CO104 )				
<b>Departmental Plan objective:</b> <b>Manage the Citizens Panel - Viewpoint</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED50	Conduct 3 phases within 12 month period	Feb 07	Lisa Anderson	
CED51	Report findings to Portfolio Holder	Nov 06	Lisa Anderson	
CED52	Monitor use of Viewpoint results	Nov 06	Lisa Anderson	
CED53	Improve access options for Viewpoint members	Mar 07	Lisa Anderson	
<b>Departmental Plan objective:</b> <b>Plan programme of BVPI Surveys</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED54	Co-ordinate all BVPI Surveys	May 06	Liz Crookston	
CED55	Commission General Survey	Mar 07	Liz Crookston	
CED56	Ensure all BVPI Survey results are reported to Members	From Apr 07	Liz Crookston	
<b>Corporate Plan objective:</b> Implement, co-ordinate and monitor the Council's Complaints Strategy (Ref: CO105 )				
<b>Departmental Plan objective:</b> <b>Implement Complaints Strategy</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED57	Implement Complaints strategy action plan	Apr 06 and ongoing	Liz Crookston	



SCRUTINY SUPPORT				
<b>Corporate Plan objective:</b> Scrutiny Work Programme (Ref: CO94)				
<b>Departmental Plan objective:</b> <b>Compilation of Scrutiny Work Programme</b>				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED70	Strengthen current process of determining the Scrutiny Work Programme	Jun 06	Charlotte Burnham	
CED71	Agree all Overview and Scrutiny Committee Work Programmes 2006/07	Jul 06	Charlotte Burnham	
<b>Departmental Plan objective:</b> <b>Accommodate referrals, policy framework documents and emerging issues throughout the municipal year</b>				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED72	Referrals to the Overview and Scrutiny Work Programme to be managed via a referral criteria	May 06 and ongoing	Charlotte Burnham	
<b>Departmental Plan objective:</b> <b>To deliver the content of the Scrutiny Work Programme 06/07 to prescribed timescales</b>				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED73	Produce project plan for each Scrutiny Review and report progress to Scrutiny Co-ordinating Committee bi-monthly	May 06 and ongoing	Charlotte Burnham	
<b>Corporate Plan objective:</b> Development of the Overview and Scrutiny function (Ref: CO95)				
<b>Departmental Plan objective:</b> <b>Raising the profile of scrutiny</b>				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED74	Produce Annual Report, detailing the work of the O & S Function during the previous municipal year	May 06	Charlotte Burnham	
CED75	Ensure all final reports produced throughout the 2006/07 Municipal Year by the O & S Function are accessible via The Centre for Public Scrutiny's website	Jul 06 and ongoing	Charlotte Burnham	

<b>Departmental Plan objective: Develop community engagement</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED76	Create a process that enables the public to suggest areas worthy of scrutiny review	Dec 06	Charlotte Burnham	
<b>Corporate Plan objective: Improve effectiveness of scrutiny (Ref: CO96)</b>				
<b>Departmental Plan objective: Review operational arrangements around scrutiny</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED77	Further enhance the knowledge and skills of Non-Executive Members serving on Scrutiny	Jul 06 and ongoing	Charlotte Burnham	
CED78	Develop the existing monitoring arrangements of agreed scrutiny recommendations	May 06 and ongoing	Charlotte Burnham	
<b>Departmental Plan objective: Further develop links between Executive and Scrutiny</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED79	Produce Action Plan addressing the outcomes of the first Joint Cabinet/Scrutiny Event	Jul 06 and ongoing	Charlotte Burnham	
CED80	Establish system to ensure responses from the Cabinet to Final Reports are formally reported back to the relevant Scrutiny Forum	May 06 and ongoing	Charlotte Burnham	
<b>Departmental Plan objective: Evaluate the work / add value to the O&amp;S arrangements in Hartlepool</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED81	Evaluate current O&S arrangements	Feb 07	Charlotte Burnham	
CED82	Identify areas to improve O&S arrangements	Apr 07	Charlotte Burnham	

PUBLIC RELATIONS				
<b>Corporate Plan objective:</b> Implement the Communications Strategy (Ref: CO102)				
<b>Departmental Plan objective:</b> <b>Review communication with Councillors</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED90	Consult with Councillors on existing communication channels	Sep 06	Alastair Rae	
CED91	Produce report on how communications can be improved	Nov 06	Alastair Rae	
<b>Departmental Plan objective:</b> <b>Raise the profile of Hartlepool regionally, nationally and internationally</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED92	Target certain sectors of the media to ensure that Hartlepool stories get maximum coverage	Mar 07	Alastair Rae	
CED93	Target specialist publications to raise awareness of Hartlepool Council and the town as a whole.	Mar 07	Alastair Rae	
<b>Departmental Plan objective:</b> <b>Review and report on the impact of the Communications Strategy</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED94	Report quarterly on the impact of the Communications Strategy to Portfolio Holder	Quarterly from Jun 06	Alastair Rae	
<b>Departmental Plan objective:</b> <b>Review Council's current advertising procedures</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED95	Produce report to CMT recommending improvements to Council's advertising procedures	Oct 06 and ongoing	Alastair Rae	

FINANCE DIVISION				
AUDIT AND GOVERNANCE				
<b>Corporate Plan objective:</b> Development of Statement on Internal Control (SIC) and Governance Arrangements(Ref: CO97 )				
<b>Departmental Plan objective:</b> <b>Coordinate SIC Work Programme</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED200	Completed SIC Pro-forma's approved by DMT's	April 06	Noel Adamson	
CED201	Corporate evaluation of draft SIC by CMT	May 06	Noel Adamson	
CED202	SIC document to Audit Committee	May 06	Noel Adamson	
CED203	SIC document to General Purposes Committee	Jun 06	Noel Adamson	
<b>Departmental Plan objective:</b> <b>Complete Governance Framework Plan</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED204	Audit Committee adoption of revised Internal Audit Statement of Purpose, Responsibility and Access Authority	May 06	Noel Adamson	
CED205	Consolidate CIPFA Audit Code of Practice into Internal Audit Manual and Management Arrangements	Jun 06	Noel Adamson	
<b>Corporate Plan objective:</b> Ensure robust risk management arrangements are in place (Ref: CO92 )				
<b>Departmental Plan objective:</b> <b>Maintenance of Risk Management Principles</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED206	Undertake quarterly SRR review for departmental risks for reporting to Finance and Performance PfH	Quarterly from Jul 06	Paul Hamilton	
CED207	Undertake as part of CRMG quarterly review of dept operational risk registers	Quarterly from Jul 06	Paul Hamilton	

FINANCIALSERVICES				
<b>Corporate Plan objective:</b> Develop the Contact Centre to increase the range of services provided (Ref: CO101 )				
<b>Departmental Plan objective:</b> <b>Co-ordinate Financial Management and Financial Efficiencies for the Contact Centre</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED210	Utilise toolkit to determine level of service integration for priority services	Sep 06	John Morton	
CED211	Determine Contact Centre base budget profile.	May 06	John Morton	
CED212	Co-ordinate budget amendments for transferring priority services	Oct 06	John Morton	
CED213	Control and Monitor efficiency savings	Mar 07	John Morton	
<b>Departmental Plan objective:</b> Determine Customer standards framework				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED214	Determine activity performance standards/ charging arrangements with stakeholders / partners	Nov 06	John Morton	
<b>Corporate Plan objective:</b> Delivery of the ICT Strategy to support corporate objectives (Ref: CO114 )				
<b>Departmental Plan objective:</b> <b>Implement portfolio of key projects</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED215	Implement EDRMS Project Phase 1	July 06	John Morton	
CED216	Implement EDRMS / FMS Integration	Jun 06	Kevin Shears	
CED217	Implement Phases 2 and 3 of Mobile Benefits	July 06	John Morton	
CED218	Implement FMS Phase 1	April 06	Kevin Shears	
CED219	Implement FMS Phase 2.	Jan 07	Kevin Shears.	

<b>Corporate Plan objective:</b> Ensure robust risk management arrangements are in place (Ref: CO92 )				
<b>Departmental Plan objective:</b> <b>Embed awareness and use of risk management across Council</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED220	Provide training for members and senior officers	Jul 06	Paul Hamilton	
<b>Departmental Plan objective:</b> BC plans in place and exercised for all departments and corporate issues such as flu pandemic				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED221	Review Community Risk Register at CRMG	Sept 06 and ongoing	Paul Hamilton	
<b>CORPORATE FINANCE</b>				
<b>Corporate Plan objective</b> <b>Develop Strategic Financial Plans (Ref: CO115 )</b>				
<b>Departmental Plan objective:</b> Development of robust Strategic Planning Framework				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED230	Realign Council Medium Term Financial Plans with central government multi year grant settlement data	Jun 06	Chris Little	
CED231	Consider identified future financial risks / pressures and impacts	Sept 06	Mike Ward	
<b>Departmental Plan objective:</b> Determine Strategy for bridging 2007/08 forecast budget gap				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED232	Complete draft 2007/8 budget updated with latest information on service pressures and priorities, and forecast resources at assumed levels of Council Tax increase.	Sept 06	Mike Ward	
CED233	Quantify potential budget gap and broad analysis of levels of savings / other options to balance budget and report to Cabinet	Sept 06	Mike Ward	

<b>Corporate Plan objective:</b> Develop and Implement Efficiency Strategy (Ref: CO111)				
<b>Departmental Plan objective:</b> Ensure development of integrated Efficiency Strategy linked to BPR programme, Gershon accountabilities, CPA UoR and other strategies				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED234	Determine Corporate Efficiency Strategy and ensure its adoption by Cabinet	April 06	Mike Ward	
CED235	Complete Forward looking Efficiency Statement 2006/7	June 06	Chris Little	
CED236	Complete Backward looking Efficiency Statement 2005/6	June 06	Chris Little	
CED237	Determine 5 Year Efficiency Delivery Plan with effective linkages to BPR work programme	June 06	Mike Ward	
<b>Departmental Objective:</b> Manager the Council's Asset base via an integrated Capital and Asset Strategy (OD81)				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED238	Produce Asset Management Programme 2006/7 report for Finance and Performance Management Portfolio approval	Apr 06	Graham Frankland	
CED239	Review option appraisal process for capital programme / acquisitions / disposals approvals	May 06	Graham Frankland	
CED240	Produce an integrated asset management plan / capital strategy for Cabinet approval	Jun 06	Graham Frankland	
CED241	Complete Maintenance Strategy for Council property for cabinet consideration	Oct 06	Graham Frankland	
CED242	Review asset management plan / capital strategy document	Mar 07	Graham Frankland	
<b>Corporate Plan objective:</b> Implement the Business Process Re-engineering Programme (Ref: CO112)				
<b>Departmental Plan objective:</b> Determine prioritised BPR work programme				
Ref:	Action	Milestone	Responsible Officer	Associated Pls
CED243	Identify prioritise and programme key workstreams	April 2006	Suzy Higgins	

<b>Departmental Plan objective:</b> Ensure effective development and management of BPR Work Programme				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED244	Determine prioritised BPR work programme ensuring integration with corporate IT developments and the Efficiency Strategy	Jul 06	Mike Ward	
CED245	Monitor delivery of work programme to prescribed timescales	Sept 06 and ongoing	Mike Ward	
<b>Departmental Plan objective:</b> Develop awareness of BPR across the Council				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED246	Produce a "How to" guide	April 2006	Suzy Higgins	
CED247	Develop a BPR toolkit	October 2006	Suzy Higgins	
CED248	Roll out induction courses on a bi-monthly basis for BPR "Champions"	Through to March 2007	Suzy Higgins	
CED249	Deliver BPR module within the Leadership and Development programme	March 2007	Suzy Higgins	
<b>Departmental Plan objective:</b> Monitor the implementation of changes to operational / administrative arrangements and delivery of efficiency improvements				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED250	Establish efficiency improvements reporting ,recording and monitoring framework	Jul 06 and ongoing	Mike Ward	
<b>Corporate Plan objective:</b> Implement 5 year Procurement Plan (Ref: CO113)				
<b>Departmental Plan objective:</b> Complete spend analysis in key areas				
Ref:	Action	Milestone	Responsible Officer	Associated PIs



CED251	Examine centrally:- <ul style="list-style-type: none"> <li>• Over £50k expenditure</li> <li>• Advertising</li> <li>• Stationery and printing</li> <li>• Furniture / office equipment</li> <li>• Agency staff</li> <li>• Telephones</li> <li>• Food</li> <li>• Photocopying</li> </ul>	Apr 06	Graham Frankland	
CED252	Examine relevant areas in CED and within departments	May 06	Graham Frankland	
CED253	Achieve 2006/7 efficiency savings	Mar 07	Graham Frankland	
<b>Departmental Plan objective:</b> Review on/off contract spend				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated Pls</b>
CED254	Review Contract Procedure Rules	Apr 06	Graham Frankland	
CED255	Complete interim stationery / furniture procurement exercise	Apr 06	Karen Burke	
CED256	Review "contracts", aggregate expenditure, introduce control measures, commence procurement exercises	Jun 06	Graham Frankland	
CED257	Complete food procurement exercise via purchase cards	Sep 06	Kevin Shears	
CED258	Complete e auction on stationery via NEPO consultation	Dec 06	Karen Burke	
<b>Departmental Plan objective:</b> E-Procurement implementation (via FMS)				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated Pls</b>
CED259	Produce e business case via NECE project	Apr 06	Graham Frankland	
CED260	IDeA e procurement review	May 06	Graham Frankland	

CED261	E procurement implementation via FMS	Oct 06	Graham Frankland	
<b>Departmental Plan objective:</b> Review Procurement Strategy				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED262	Review procurement strategy and 5 year procurement plan via Finance and Performance Management Portfolio Holder	Mar 07	Graham Frankland	
<b>Corporate Plan objective:</b> Improve quality of life for most disadvantaged neighbourhoods and ensure service providers are more responsive (Ref: CO71)				
<b>Departmental Plan objective:</b> Increase financial resources within family environments to provide improved lifestyle opportunities				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED263	Develop Community work programme to raise awareness and accessibility to financial support as part of LPSA 2	Jul 06 and ongoing	Paula Bass	

<b>HUMAN RESOURCES DIVISION</b>				
<b>ADVISORS</b>				
<b>Corporate Plan objective:</b> Ensure arrangements in place to deal with new and existing legislation (CO99)				
<b>Departmental Plan objective:</b> Implement new legislation				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED400	Implement provisions of Work and Families Bill	Mar 07	Alison Swann	
CED401	Implement provisions of Equalities Bill	Mar 07	Alison Swann	
CED402	Implement provisions of Age Discrimination Bill	Oct 06	Alison Swann	
<b>Corporate Plan objective:</b> Develop and Implement Efficiency Strategy (CO111)				

<b>Departmental Plan objective:</b> Ensure development of integrated Efficiency Strategy linked to BPR programme, Gershon accountabilities, CPA Use of Resources and other strategies				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED403	Implement Monthly Pay for all employees	Mar 07	Alison Swann	
<b>CENTRAL SERVICES</b>				
<b>Corporate Plan objective:</b> Implement the Customer Services Strategy (CO106)				
<b>Departmental Plan objective:</b> Implement Customer Services Strategy				
CED404	Implement Customer Service Action Plan	Apr 06 and ongoing	Christine Armstrong	
<b>CONTACT CENTRE</b>				
<b>Corporate Plan objective:</b> Develop the contact centre to increase the range of services provided (CO101)				
<b>Departmental Plan objective:</b> Accommodation changes completed				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED410	Implement Accommodation Action Plan	Mar 07 and ongoing	Christine Armstrong	
<b>Departmental Plan objective:</b> Programme of service integration on-going				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED411	Implement Service integration Action Plan	From Apr 06	Dale Owens	
<b>Departmental Plan objective:</b> Communication Strategy implemented				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED412	Implement Project Leaders Action Plan	From Jun 06	Christine Armstrong	

<b>Departmental Plan objective:</b> Partner organisation engaged				
CED413	Implement Partnership Working Action Plan	From Aug 06	Christine Armstrong	
<b>REGISTRATION AND LAND CHARGES</b>				
<b>Corporate Plan objective:</b> Ensure arrangements in place to deal with new and existing legislation (CO99)				
<b>Departmental Plan objective:</b> Implement new legislation				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED420	Implement provisions of Electoral Admin Bill	Mar 07	Christine Armstrong	
CED421	Implement provisions relating to Land Charges/HIPs	Mar 07	Christine Armstrong	
<b>Corporate Plan objective:</b> Delivery of the ICT Strategy to support corporate objectives (CO114)				
<b>Departmental Plan objective:</b> Implement portfolio of key projects				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED422	Implement LLPG	From Apr 06	Christine Armstrong	
<b>ORGANISATIONAL DEVELOPMENT</b>				
<b>Corporate Plan objective:</b> Co-ordinate, provide and promote high quality consultation activity within the Council (CO104)				
<b>Departmental Plan objective:</b> Manage Employee Survey				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED430	Implement Employee Survey Action Plan	Apr 06 and ongoing	Wally Stagg	

CED431	Undertake Employee Survey	Mar 07	Wally Stagg	
<b>Corporate Plan objective:</b> <b>Develop and Implement Efficiency Strategy (CO111)</b>				
<b>Departmental Plan objective:</b> Ensure development of integrated Efficiency Strategy linked to BPR programme, Gershon accountabilities, CPA Use of Resources and other Strategies				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED432	Implement HR Analyser	Jun 06	Wally Stagg	BVPI 12
CED433	Improve Productive Time	Mar 07	Wally Stagg	BVPI 12
<b>WORKFORCE DEVELOPMENT</b>				
<b>Corporate Plan Objective: -</b> <b>Restructuring the Authority (CO98)</b>				
<b>Departmental Plan objective:</b> Implement the Way Forward Programme and associated milestones				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED440	Evaluate year 1 of the Leadership and Management Development Programme and report to Guardian's Group	Sep 06	Rachel Wood	
CED441	Devise and implement sustainable programme incorporating the eight themes of the way forward	Dec 06	Rachel Wood	
<b>Corporate Plan Objective: -</b> <b>Implement Elected Member Development Strategy (CO107)</b>				
<b>Departmental Plan objective:</b> Implement Member Development Strategy and Programme				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED442	Complete Personal Development Plans for each Elected Member including new members	Jun 06	Julie Wilson	
CED443	Design and implement annual development programme	Jun 06	Julie Wilson	

CED444	Promote ICT with Members	Jun 06	Christine Armstrong	
<b>Departmental Plan Objective:</b> Secure external accreditation for the Member Development Strategy and programme				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED445	Member Development Steering Group sign up to Member development Charter	Dec 06	Julie Wilson	
CED446	Devise an action plan to work towards obtaining accreditation for IIP status	Sep 06	Julie Wilson	
<b>Departmental Plan objective:</b> Evaluate Member Development Strategy				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED447	Submit annual evaluation report for Portfolio Holder	May 06	Julie Wilson	
<b>Corporate Plan objective:</b> Enhance workforce development arrangements (CO108)				
<b>Departmental Plan objective:</b> Review workforce development plan				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED448	Review and revise workforce development and associated action plans	Sep 06	Wally Stagg	
CED449	Implement revised workforce development and associated action plans	Oct 06 and ongoing	Rachel Wood	
CED450	Agree revised apprenticeship scheme	Dec 06	Rachel Wood	
<b>Departmental Plan objective:</b> Develop knowledge and skills of officers in workforce planning				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED451	Provide initial training to develop knowledge and skills of officers in workforce planning	May 06	Rachel Wood	
CED452	Develop guidance on developing departmental workforce plans	Dec 06	Rachel Wood	

<b>Departmental Plan objective:</b> Integrate workforce plans into 2007/08 service plans				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED453	Agree process for workforce planning to be integrated into service plans	Dec 06	Rachel Wood	
<b>DIVERSITY</b>				
<b>Corporate Plan objective:</b> Enhance Equality and Diversity arrangements and mainstream into all council activities (CO109)				
<b>Departmental Plan objective:</b> Publish Annual Race and Diversity Report				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED460	Submit Annual Race and Diversity report to Portfolio Holder	Jun 06	Julie Wilson	
CED461	Publish and publicise Annual Race and Diversity report to stakeholders and members of the public	Jun 06	Julie Wilson	
<b>Departmental Plan objective:</b> Implement Diversity Steering Group action plan				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED462	Develop and implement Diversity Steering Group action plan	May 06 and ongoing	Julie Wilson	BVPI 2a+b, 11a,b + c, 16a & 17a
<b>Corporate Plan objective:</b> To empower local people to have a greater voice and influence over local decision making and the delivery of services. Increase opportunities for everyone to participate in consultation, especially hard to reach groups and young people and enable people and communities to make a positive contribution. Enhance partnership and consultative structures and community involvement (CO70)				
<b>Departmental Plan objective:</b> Develop the "Talking with Communities" consultation initiative.				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED463	Implement structured programme of events	Apr 06	Julie Wilson	
CED464	Evaluate consultation process and report to Diversity Steering Group	Sep 06	Julie Wilson	

<b>Corporate Plan objective:</b> Improve accessibility of services and information (CO74)				
<b>Departmental Plan objective:</b> Develop and agree Corporate Access Strategy and access to buildings, services and information policies/statements				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED465	Develop and implement Corporate Access Strategy	From May 06	Julie Wilson	
CED466	Develop and implement Corporate Access to buildings policy/statement	From Sep 06	Julie Wilson	
CED467	Develop and implement Corporate Access to services policy/statement	From Sep 06	Julie Wilson	
CED468	Develop and implement Corporate Access to information policy/statement	From Sep 06	Julie Wilson	
<b>POLICY AND INFORMATION</b>				
<b>Corporate Plan objective:</b> Implement Single Status arrangements (CO110)				
<b>Departmental Plan objective:</b> Address equal pay claim risks				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED480	Reduce equal pay risks of High Risk groups of employees	Jun 06	Martyn Ingram	
CED481	Defend Equal Pay claims, in conjunction with Legal Services	From Jun 06	Martyn Ingram	
CED482	Implement Equal Pay Strategy	Oct 06	Martyn Ingram	
<b>Departmental Plan objective:</b> Complete job evaluation				
CED483	All jobs evaluated	Dec 06	Martyn Ingram	
<b>Departmental Plan objective:</b> Undertake an Equal Pay Audit				
CED484	Conduct an Equal Pay Audit in respect of Pay and non Pay Allowances, Disharmony between conditions of services and Bonus and other productivity payments	Aug 06	Martyn Ingram	
<b>Departmental Plan objective:</b> Implement revised pay and grading structure				
Ref:	Action	Milestone	Responsible Officer	Associated PIs



CED485	Implement 'Bridging the Gap' workplan	Apr 06 and ongoing	Martyn Ingram	
CED486	Develop and gain an initial agreement on the preferred Pay and Grading option with Trade Unions	Oct 06	Martyn Ingram	
CED487	Undertake Equality Impact Assessment on preferred Pay and Grading option	Oct 06	Martyn Ingram	
CED488	Obtain Member approval to the preferred pay and grading structure	Nov 06	Martyn Ingram	
CED489	Employees informed of allocation to new grades	Feb 07	Martyn Ingram	
<b>Departmental Plan objective:</b> Harmonise term and conditions				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated Pls</b>
CED490	Agreement reached with Trade Unions on harmonised terms and conditions	Oct 06	Martyn Ingram	BVPI 12

<b>LEGAL SERVICES DIVISION</b>				
<b>Corporate Plan objective:</b> Ensure robust risk management arrangements are in place (CO92)				
<b>Departmental Plan objective:</b> Implementation of anti money laundering arrangements				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated Pls</b>
CED600	In conjunction with the MLRO develop a robust system to ensure financial propriety with the authority	Dec 06	Tony Brown	
<b>Corporate Plan objective:</b> Ensure arrangements in place to deal with new and existing legislation (CO99)				
<b>Departmental Plan objective:</b> Implement new legislation				

Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED601	Assessing the impact and advising on the implications of new legislation e.g. Licensing Act 2003, Planning and CPO Act 2004	Mar 07	Tony Brown	
<b>Corporate Plan objective:</b> Develop ethical arrangements (CO100)				
<b>Departmental Plan objective:</b> Development, agreement and implementation of the ethical framework				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED602	Develop the ethical framework provisions within the authority	Dec 06	Tony Brown	
<b>Departmental Plan objective:</b> Revision of the Members Code of Conduct				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED603	Revise and embed the Members Code of Conduct within the authority	Mar 07	Tony Brown	
<b>Departmental Plan objective:</b> Introduction of the Officer' Code of Conduct				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED604	Provide advice and facilitation of the Officers Code of Conduct, as introduced through applicable legislation and guidance through the SBE	Mar 07	Tony Brown	

## Section 2 –Objectives that are specific to the Chief Executives department

CORPORATE STRATEGY DIVISION				
E-GOVERNMENT				
Departmental Plan objective: Northgate ICT Contract – performance management				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED100	Agree with Northgate standard processes for problem and change management	Apr 06	Joan Chapman	
CED101	Ensure Northgate produce monthly performance reports	Apr 06 and ongoing	Joan Chapman	
CED102	Conduct annual contract review	Nov 06	Joan Chapman	
Departmental Plan objective: Management/Development of Community Portal and Council Website				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED103	Review and develop new CMS / Website	Jun 06 and ongoing	Joan Chapman	
Departmental Plan objective: Development of new Corporate Intranet				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED104	New Intranet operational	Oct 06	Joan Chapman	
Departmental Plan objective: Encouraging take up of e-enabled services				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED105	Develop more on-line capabilities	Jun 06	Joan Chapman	
CED106	Advertise on-line capabilities	Jun 06	Joan Chapman	
CED107	Monitor effect on take up	Sep 06	Joan Chapman	
Departmental Plan objective: IEG				

Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED108	Submit IEG 6 return to ODPM	Apr 06	Joan Chapman	BVPI 157
<b>DEMOCRATIC SERVICES</b>				
<b>Departmental Plan objective: Supporting the Councils Democratic Processes</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED110	Service all appropriate committee meetings	May 06 and ongoing	Amanda Whitaker	1. Draft minutes within 10 day (non exec) 2. Draft minutes within 4 days (exec) 3. Final minutes within 4 days (exec)
<b>CONSULTATION</b>				
<b>Departmental Plan objective: Implement and promote e-consultation system</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED120	Promote public use of e-consultation / Your Town, Your Say	Jul 06 and ongoing	Liz Crookston	
<b>Departmental Plan objective: Implement Consultation Strategy</b>				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED121	Implement Consultation Strategy	Implement Consultation Strategy action plan	Apr 06 and ongoing	Liz Crookston

PUBLIC RELATIONS				
<b>Departmental Plan objective:</b> Engage effectively with the media				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED130	Review Council's Media Protocol	Mar 07	Alastair Rae	
CED131	Review PRs relationship with the Media	Feb 07 and ongoing	Alastair Rae	
<b>Departmental Plan objective:</b> Communicate with residents and employees				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED132	Produce 4 editions of Hartbeat	Mar 07	Alastair Rae	
CED133	Produce 10 editions of Newsline	Mar 07	Alastair Rae	
<b>Departmental Plan objective:</b> Ensure effective plans are in place for the promotion of / communications relating to: -				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED134	Employee issues	Apr 06	Alastair Rae	
CED135	Customer Services	Apr 06	Alastair Rae	
CED136	Land Issues	Apr 06	Alastair Rae	
CED137	CPA Outcome	Mar 07	Alastair Rae	
CED138	Regeneration/Tourism	Jul 06	Alastair Rae	

FINANCE DIVISION				
FINANCIAL SERVICES				
<b>Departmental Plan objective:</b> Determine in partnership with Housing Hartlepool an integrated future cash collection strategy				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED300	Evaluate alternative arrangements, risk analysis and cost considerations of integrated future cash collection strategy	Jun 06	John Morton	

CED301	Determine partnership 'best fit' arrangements	Nov 06	John Morton	
CED302	Implement integrated Cash Collection Strategy	Jun 07	Paula Bass	
<b>Departmental Plan objective:</b> Implement Single Persons Discount Review Ph 1 and 2				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED303	Implement adjustments to Council Tax Accounts and Benefit entitlements for Phase 1 review	May 06	Paula Bass	
CED304	Undertake Phase 2 data matching with Experian database	Nov 06	Paula Bass	
CED305	Implement adjustments to Council Tax Accounts and Benefit entitlements for Phase 2 review	May 07	Paula Bass	
<b>Departmental Plan objective:</b> Implement Mobile Interventions Work Programme				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED306	Ensure Interventions Visiting Staff have Benefit Assessor Level expertise	Aug 06	John Morton	
CED307	Complete Scripting testing/familiarisation programme	Sep 06	John Morton	
CED308	Go live on mobile interventions	Sep 06	John Morton	
<b>Departmental Plan objective:</b> Maintain Benefits Service CPA score 2006				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED309	Benchmark Benefits Service against 2006 Performance Standards	Apr 06	Christopher Akers	
CED310	Complete first cut self evaluation using DWP modelling tool	Apr 06	Christopher Akers	
CED311	Finalise 2006 CPA Benefits Service submission	May 06	Christopher Akers	
CED312	Develop action plans on issues arising	Jun 06	Christopher Akers	
<b>Departmental Plan objective:</b> Implement Homeworking Pilot				
<b>Ref:</b>	<b>Action</b>	<b>Milestone</b>	<b>Responsible Officer</b>	<b>Associated PIs</b>
CED313	Agree Homeworking pilot policy framework with Trade Unions	Apr 06	John Morton	
CED314	Applied protocol for inviting/evaluating/approving staff expressions of interest	May 06	John Morton	
CED315	Home environment review for staff approvals in principle	Jun 06 and ongoing	John Morton	

<b>Departmental Plan objective:</b> Development of medium term Insurance strategy				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED316	Consideration of strategic options re term/levels of excess etc.	Jun 06	Kevin Shears	
CED317	Evaluate Local Authority Alternative Insurance Risk Financing Option	Sep 06	Kevin Shears	
CED318	Medium Term Insurance Strategy agreed by Members	Oct 06	Kevin Shears	
<b>Departmental Plan objective:</b> Develop accountability framework for Contact Centre services				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED319	Determine activity performance standards/charging arrangements	Sep 06	John Morton	
CED320	Review service levels/funding profile	Mar 07	John Morton	
<b>Departmental Plan objective:</b> Implement Internal Bailiff Pilot				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED321	Evaluate implications of introducing Internal Bailiff Function	Jun 06	Paula Bass	
CED322	Implement Internal Bailiff Function, if applicable, and monitor impacts	Oct 06 and ongoing	Paula Bass	
<b>CORPORATE FINANCE</b>				
<b>Departmental Plan objective:</b> Review of Reserves and Balances				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED330	Re-assessment of level and intended use of departmental balances/reserves	Oct 06	Chris Little	
ED331	Review of Corporate Balances/Reserves	Dec 06	Chris Little	

HUMAN RESOURCES DIVISION				
ADVISORS				
<b>Departmental Plan objective:</b> Implement HR Strategy, supported by relevant policies and procedures				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED500	Scrutiny completed	Aug 06	Joanne Machers	
CED501	Formal consultation with Trade Union completed	Jun 06	Joanne Machers	
CED502	Implement 2006/07 Plan for developing and reviewing policies and procedures	May 06 and ongoing	Joanne Machers	
RECRUITMENT AND RETENTION				
<b>Departmental Plan objective:</b> Implementation of 5 year efficiency strategy				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED503	Undertake recruitment review	Jun 06 and ongoing	Alison Oxley	
REPROGRAPHICS				
<b>Departmental Plan objective:</b> Implementation of 5 year efficiency strategy				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED504	Review Printing Services	Mar 07	Christine Armstrong	
ORGANISATIONAL DEVELOPMENT				
<b>Departmental Plan objective:</b> Implement Communication Strategy				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED505	Implement HR Communication Strategy Action Plan	From April 07	Wally Stagg	



LEGAL SERVICES DIVISION				
<b>Departmental Plan objective:</b> Advise on new and existing legislation and on the implementation thereof				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED700	Develop robust systems for Records Management compliant with Data Protection Act and Freedom of Information requirements	Mar 07 and ongoing	Tony Brown	
CED701	Embed human rights culture within organisation consistent with the ECHR and HRA 1998	Mar 07 and ongoing	Tony Brown	
<b>Departmental Plan objective:</b> Support key objectives, provide a cost effective, pro-active and high quality legal service				
Ref:	Action	Milestone	Responsible Officer	Associated PIs
CED702	Maintenance of Lexcel accreditation	Dec 06 and ongoing	Tony Brown	
CED703	Enhance IIP status through personal development programmes	Apr 07 and ongoing	Tony Brown	

## Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below.

Ref	Definition	Outturn 2005/06	Target 2006/07
CPA 1	CPA Use of Resources – Internal Control	2 out of 4	3 out of 4
CPA 2	CPA Use of Resources – Overall Score	3 out of 4	3 out of 4
CPA 3	CPA Overall Category	4 stars	4 stars
CPA 4	CPA Direction of Travel judgement	Improving Well	Improving Well
tbc	Pls amended as a result of external audit	N/A	0
tbc	Pls qualified as a result of external audit	0	0
tbc	Chief Executive's Dept – Equality Standard for Local Government - % of criteria for level 3 assessed in es@t as established and effective	0%	50% (2007/08 – 100%)
BVPI 12	Number of working days lost due to sickness absence		
BVPI 2a	The equality standard for local government in England		
BVPI 2b	Duty to promote race equality		
BVPI 11a	Percentage of top 5% earners that are women		
BVPI 11b	Percentage of top 5% earners from black and minority ethnic communities		
BVPI 11c	Percentage of top 5% earners who has a disability		
BVPI 157	E-government: Percentage of e-enabled interactions		
BVPI 16a	Percentage of disabled employees		
BVPI 17a	Percentage of black and ethnic minority employees		
tbc	Draft minutes within 10 day (non exec)		

<b>Ref</b>	<b>Definition</b>	<b>Outturn 2005/06</b>	<b>Target 2006/07</b>
tbc	Draft minutes w ithin 4 days (exec)		
tbc	Final minutes w ithin 4 days (exec)		

# **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder  
2<sup>nd</sup> May 2006



**Report of:** Head of Procurement and Property Services

**Subject:** BURN VALLEY CENTRE, ELWICK ROAD

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## **SUMMARY**

### **1.0 PURPOSE OF REPORT**

To obtain authority to dispose of the property.

### **2.0 SUMMARY OF CONTENTS**

Brief background and details of how the property became surplus to requirements are given.

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

Disposal of a property asset is the Portfolio Holders responsibility.

### **4.0 TYPE OF DECISION**

Non - Key

### **5.0 DECISION MAKING ROUTE**

Portfolio Holder only.

### **6.0 DECISION(S) REQUIRED**

Authority to market the property and dispose of the freehold interest.

**Report of:** Head of Procurement and Property Services

**Subject:** BURN VALLEY CENTRE, ELWICK ROAD

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**1. PURPOSE OF REPORT**

- 1.1 To obtain authority to place the former Bum Valley Centre on the open market and dispose of the freehold interest.

**2. BACKGROUND**

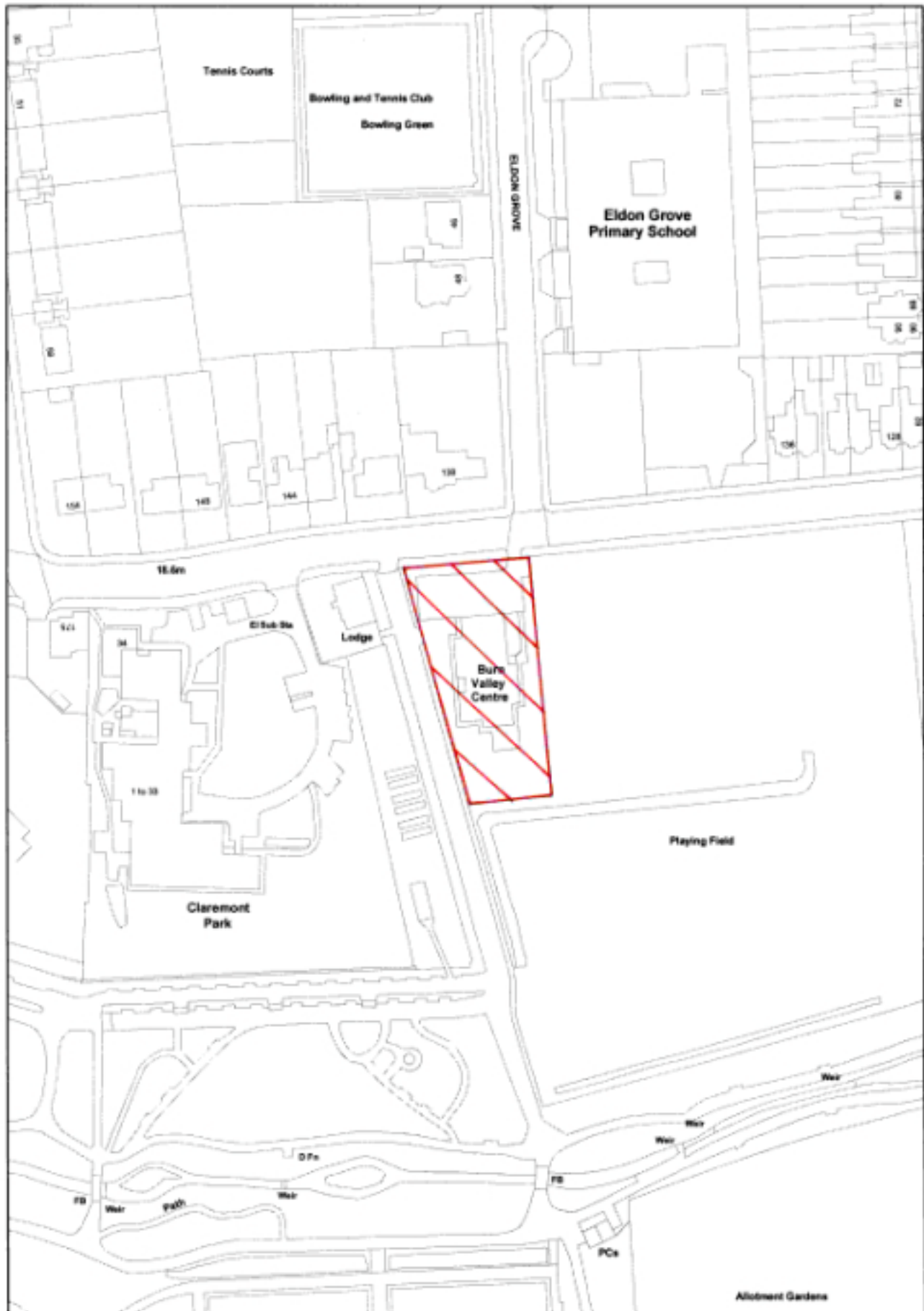
- 2.1 The Council own the property shown hatched black on the attached plan at **Appendix 1**. It has previously been used as the Pupil Referral Unit.
- 2.2 The property was declared surplus in October 2005 by Children's Services who relocated the service to the Brierton site. The building is empty and has been secured.
- 2.3 Details of the availability of the property have been circulated internally to other departments.
- 2.4 No uses have been identified by other service users.

**3. FINANCIAL IMPLICATIONS**

- 3.1 The disposal of the freehold interest in the property has the potential to generate a significant capital receipt subject to a detailed planning consent.

**4. RECOMMENDATIONS**

- 4.1 You are recommended to authorise officers to place the property on the market and dispose of the freehold interest by way of informal sealed tender



# **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder  
2<sup>nd</sup> May 2006



**Report of:** Head of Procurement and Property Services

**Subject:** LAND EXCHANGE, HARTLEPOOL  
TRANSPORT INTERCHANGE

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## **SUMMARY**

### **1.0 PURPOSE OF REPORT**

To obtain Portfolio Holder approval to a proposed land exchange which will facilitate the Transport Interchange Scheme.

### **2.0 SUMMARY OF CONTENTS**

The report contains background to the proposed land exchange and a summary of the proposed terms subject to which the exchange will take place.

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

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

### **4.0 TYPE OF DECISION**

Non key

### **5.0 DECISION MAKING ROUTE**

Portfolio Holder only

### **6.0 DECISION(S) REQUIRED**

Authority to exchange land subject to the terms proposed.

**Report of:** Head of Procurement and Property Services

**Subject:** LAND EXCHANGE, HARTLEPOOL  
TRANSPORT INTERCHANGE

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**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to a proposed land exchange which will facilitate the Transport Interchange Scheme.

**2. BACKGROUND**

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



- improvements to Hartlepool Rail Station including internal changes to waiting room and ticket office facilities
- 2.5 As part of the scheme, it is necessary for the Council to purchase an area of land which is currently in the ownership of Network Rail. This is to facilitate the interchange building and ancillary space. This land is shown on the plan attached to this report at **Appendix 1** and extends to 1357 sq m. The land currently in the ownership of Network Rail consists of a tarmac surfaced car parking area. Adjacent to this site is the 'Furniture Fair' building (area 280 sq m), which Portfolio Holder will recall the Council has agreed to purchase from Network Rail to progress the scheme.
- 2.6 In exchange, Network Rail require an area of Council owned land which is currently used as car parking. It is proposed that this land will be included within the Lease which Network Rail will grant to the station operator, Northern Rail. This land is shown on the plan attached to this report at **Appendix 1**. The land extends to approximately 1317 sq m and is currently used as a tarmac surfaced car park that is owned and managed by the Council.

### 3. FINANCIAL IMPLICATIONS

- 3.1 It is proposed that the Council will give Network Rail 1317 sq m of land in exchange for 1357 sq m of land. It is proposed that the land transaction is a straightforward swap, with no money changing hands.
- 3.2 The Council's Senior Estates Surveyor has stated that she considers that the land that the Council will benefit from is a better shaped and more easily developable site. It is within a more strategically important location to the Council. It is therefore considered that this transaction represents good value to the Council.
- 3.3 Under the terms of the development agreement that the Council entered into with Network Rail, the Council is to be responsible for Network Rail's fees payable in the scheme. The Council will also need to bear its own legal costs payable in the transaction.

### 4. RECOMMENDATIONS

- 4.1 That Portfolio Holder approves the exchange of land with Network Rail.



# **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder  
2<sup>nd</sup> May 2006



**Report of:** Head of Procurement and Property Services

**Subject:** PROCUREMENT STRATEGY UPDATE

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## **SUMMARY**

### **1.0 PURPOSE OF REPORT**

To provide an update on the development of the Council's Procurement Strategy.

### **2.0 SUMMARY OF CONTENTS**

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

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

Portfolio Holder is the procurement champion.

### **4.0 TYPE OF DECISION**

Non key decision

### **5.0 DECISION MAKING ROUTE**

Portfolio Holder only

### **6.0 DECISION(S) REQUIRED**

The Portfolio Holder notes the progress to date.

**Report of:** Head of Procurement and Property Services

**Subject:** PROCUREMENT STRATEGY UPDATE

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## **1. PURPOSE OF REPORT**

- 1.1 To provide an update on the development of the Council's Procurement Strategy.

## **2. BACKGROUND**

- 2.1 At its meeting on 24<sup>th</sup> January 2005 Cabinet approved the revised Procurement Strategy for the Council. A report endorsing the Procurement Strategy was approved by the Portfolio Holder on 8<sup>th</sup> August 2005.
- 2.2 The strategy is significant in bringing together several national agendas and setting them in a local context.
- 2.3 The main drivers are:
- The National Procurement Strategy (NPS) and NPS Milestones
  - The Gershon Efficiency Agenda
  - The Council's Way Forward
  - The Community Strategy

## **3. CONSIDERATIONS**

- 3.1 The Portfolio Holder is the Council's Procurement Champion and it is therefore important that updates and developments are considered at appropriate times.
- 3.2 A Corporate Procurement Group made up of Senior Officers from all departments is now well established.
- 3.3 The Group also integrates with work on the efficiency agenda.

## **4. NPS MILESTONES**

- 4.1 The Council is progressing well in achieving the targets (See **Appendix 1**) however, some key issues, particularly around e

procurement, are dependent on the implementation of the Council's financial management system which is currently under underway.

- 4.2 During 2006 we will be continuing to monitor progress against the milestones including a peer review / fitness check.

## **5. DOING BUSINESS ELECTRONICALLY**

- 5.1 An e procurement strategy is in place (Approved at the Performance Management Portfolio Meeting of 8<sup>th</sup> August 2005) and implemented. This is linked with the e procurement business case produced by Northgate (the Council's ICT Partner) and the Council's overall ICT Strategy now approved by Cabinet.
- 5.2 The Council's new Financial Management System (FMS) is now being implemented however this has caused some delays in e procurement development. The e procurement element of the FMS is currently scheduled for September 2006.
- 5.3 A draft business case for the use of an interoperable e market place has also been produced as part of a North East Centre of Excellence (NECE) project (with funding from the NECE). Once the e procurement series of the FMS is in place the market place addition will be examined.
- 5.4 E Enabling of food suppliers for the use of purchase cards has commenced also via an NECE project. This will increase efficiency in an area with a large quantity of invoices of small value.
- 5.5 Purchase cards are also being rolled out within the Council where they can bring efficiencies.
- 5.6 Our e procurement strategy will be reviewed in an exercise to be undertaken by the IDeA in May 2006.

## **6. SPEND ANALYSIS**

- 6.1 Work has been carried out on data by the Procurement Unit concentrating particularly on expenditure over £50k. The Unit will be highlighting issues to departments in order to improve procurement performance and leverage.
- 6.2 Contracts and Select Tender lists are currently being reviewed which will lead to a rationalisation of contracts and a greater control of expenditure. The new Financial Management System will assist in this control.

- 6.3 The Council will participate in an E Auction for stationery in conjunction with the NECE and other Local Authorities and is planned to be completed December 2006. This should achieve significant savings. In the interim a mini competition is being held to secure savings prior to the E auction taking place.
- 6.4 The savings from spend analysis will contribute a significant element of the Council's efficiency strategy.

## **7. PROCUREMENT GUIDANCE**

- 7.1 The officers procurement guide continues to be updated and is posted on the intranet and internet for easy access. The guide on procurement processes is to enable a consistent corporate approach to achieve efficiencies and best practice.

## **8. CONTRACT PROCEDURE RULES**

- 8.1 The Contract Procedure Rules have been updated to align with the Council's Procurement Strategy and other developments including e procurement. The rules have been approved by Constitution Committee and Council.

## **9. STIMULATING THE MARKET AND COMMUNITY BENEFITS**

- 9.1 A revised "Selling to the Council Guide" has been produced and is continually updated to help suppliers do business with the Council. It is available on the website and intranet for easy access.
- 9.2 A "Meeting the Supplier" event was held in conjunction with the Hartlepool Business Forum and Economic Development at Hartlepool's Historic Quay in September where over 100 suppliers attended. Similar regional events have also taken place where the Council has been represented. The Tees Valley Joint Procurement Group are working with the NECE and Regeneration / business support teams on the "step change" project which enables SME's in e procurement.
- 9.3 We have also been working with the Hartlepool Voluntary Development Agency and the Tees Valley Voluntary and Community Sector Forum (TVVCSF) to encourage involvement with the Voluntary and Community Sector. There is a joint event to be held with the Tees Valley Procurement Group and the TVVCSF to build knowledge and explore opportunities.
- 9.4 The Council with the Tees Valley Authorities have also been working with the NECE in producing a methodology, known as LM3 which looks at the Local Multiplier benefits of expenditure within the local economy.

- 9.5 The Council in liaison with the NECE will be seeking to address the Governments drive for Sustainable Procurement (a white paper is imminent). This will include further involvement with the voluntary and community sector and small and medium sized enterprises. The Procurement Strategy will be reviewed in the light of any future requirements in this field.
- 9.6 The Council is seeking to achieve Level 3 of the Equality Standard and part of this will be a policy for Equality in Procurement. A sub-group of the Corporate Procurement Group is working with the Councils Diversity Team to produce the policy.

## **10. SELLING TO THE COUNCIL GUIDE**

- 10.1 A revised guide has been produced and is continually updated to help suppliers do business with the Council which has been placed on the internet and intranet for easy access

## **11. 5 YEAR PROCUREMENT PLAN**

- 11.1 The Council has produced a 5 year Procurement Plan which is an evolving document containing actions and processes to deliver improved procurement in addition to details on major procurement projects. The plan is an important strand of the Council's Efficiency Strategy. The Plan was approved by the Finance and Performance Management Portfolio Holder at the meeting on 28<sup>th</sup> November 2005.

## **12. EFFICIENCY STRATEGY**

- 12.1. The Council's Efficiency Strategy was approved by Cabinet on 29<sup>th</sup> March 2006 with the Procurement Strategy a major contributor.

## **13. COLLABORATION**

### **13.1 North East Centre of Excellence (NECE)**

#### **13.1.1 The Council is working with the NECE to:-**

- Make best use of procurement intelligence and buying power
- Deliver efficiencies and savings
- Develop capacity and skills
- Enable cross public sector collaboration and shared services
- Optimize the "whole life" environmental social and economic impact of procurement decisions

- Encourage diversity and competition through a consistent approach to how to do business with local authorities
- Make best use of e procurement

13.1.2 The Council is involved with the NECE in the following projects:-

- Development of a business case for e procurement via an interoperable market place which can be used with our new financial management system
- Regional spend analysis tool “Powerplay” which maps supplier spend improving procurement performance and leverage
- LM3 – a methodology to assess the impact via a Local Multiplier (LM) of expenditure within the local economy.
- Building Links - an Adult Services collaboration within HVDA and Hartlepool PCT
- Food supplier engagement in the use of procurement cards
- Investigation into potential joint working in waste management across Tees Valley authorities
- Potential for joint Vehicle procurement and collaborative working across Tees Valley Authorities.

### 13.2 Tees Valley Procurement Group

13.2.1 There is a commitment to share procurement expertise and contract preparation between the authorities and a joint group meets on a monthly basis. Current projects include:-

- Civic engineering materials
- Building cleaning materials
- Vehicle procurement
- Waste management
- Stairlifts
- Fire extinguishers

### 13.3 North East Purchasing Organisation (NEPO)

13.3.1 The Council is a Member of the NEPO Consortium and is benefiting in several ways:-

- Use of collaborative contracts all to EU regulation
- Savings on Energy Contracts
- Rebates through on-contract purchases
- Use of NEPO portal for e tendering / quotations
- E auction initiative for stationery

### 13.4 Construction Property and Highway Professional Services

13.4.1 The Council has been investigating future delivery methods in this area. An outline business case was produced for a potential Joint Venture Company with options also considered for public – public collaboration and framework agreements.



- 13.4.2 The Cabinet at its meeting on 29<sup>th</sup> March 2006 concluded that collaboration with other local authorities would be appropriate in selected cases and that framework agreement(s) should also be pursued rationalizing current arrangements and providing a base for future partnering arrangements.

#### **14. BUSINESS PROCESS REENGINEERING (BPR)**

- 14.1 The Efficiency Strategy is being complemented by a review of the key processes within the various strands e.g. Contact Centre, the Financial Management System, Electronic Document Management and Transport.
- 14.2 In addition capacity and skills in BPR are being built into training and development of staff across the authority.

#### **15. RECOMMENDATIONS**

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

NPS Milestones	Hartlepool Progress
<b><i>Leadership and Building Capacity</i></b>	
<ul style="list-style-type: none"> <li>• By 2004 Adopt a Corporate Procurement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Revised Corporate Procurement Strategy approved by Cabinet</li> <li>• Finance and Performance Management Portfolio Holder is Procurement Champion</li> <li>• Head of Procurement and Property Services appointed</li> <li>• Corporate Procurement Group reviewing and developing procurement</li> <li>• E procurement strategy approved</li> </ul>
<ul style="list-style-type: none"> <li>• By 2005 Carry out a Health Check on progress against NPS</li> </ul>	<ul style="list-style-type: none"> <li>• NECE and ODPM surveys (INLOGOV)</li> <li>• IDeA self assessment</li> <li>• Internally as part of performance framework / portfolio reports</li> <li>• E procurement review by IDeA planned for May 2006</li> </ul>
<ul style="list-style-type: none"> <li>• By 2005 Involved in RCE and Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Working with NECE on Chief Executives Steering Group and Strategic Procurement Network. Involvement in NECE projects.</li> <li>• Management of major procurements as projects with Gateway Reviews (Construction Property and Highways Partnership)</li> <li>• Gateway Review Training undertaken</li> <li>• 4P's Member, Senior Officer and middle tier officer training undertaken</li> <li>• Regional spending analysis project</li> </ul>
<b><i>Partnering and Collaboration</i></b>	

<ul style="list-style-type: none"> <li>By 2004 Strategy sets out approach to partnering in Service Delivery and Construction Projects.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic partnering in place e.g. ICT, Construction</li> <li>Charging and Trading powers used</li> </ul>
<ul style="list-style-type: none"> <li>By 2004 Strategy sets out approach to collaboration, (Purchasing consortia, joint procurement, trading)</li> </ul>	<ul style="list-style-type: none"> <li>Use of NEPO and other joint working</li> <li>Joint commissioning e.g. Adult services</li> <li>Tees Valley Collaboration</li> </ul>
<ul style="list-style-type: none"> <li>By 2004 Robust challenge of different delivery models in service reviews</li> </ul>	<ul style="list-style-type: none"> <li>Services challenged with option appraisals e.g. Construction and Property Partnership</li> <li>Gateway review process implemented</li> <li>Project management and risk management in place</li> </ul>
<ul style="list-style-type: none"> <li>By 2005 Average time taken for OJEU notice reduced.</li> </ul>	<ul style="list-style-type: none"> <li>No action – very few</li> </ul>
<ul style="list-style-type: none"> <li>By 2005 Identify opportunity for collaboration with neighbouring LA's for shorter commissioning/delivery of services</li> </ul>	<ul style="list-style-type: none"> <li>Tees Valley collaboration in Vehicle Procurement, Waste Management, Adult Services, Food Procurement, Building Cleaning and Highway materials, Stairlifts, Fire Extinguishers.</li> </ul>

<ul style="list-style-type: none"> <li>By 2006 Average time taken from OJEU notice to award reduced by 25 per cent (2003 base – projects of more than 1 year duration)</li> </ul>	N/A
<b><i>Doing Business Electronically</i></b>	
<ul style="list-style-type: none"> <li>By 2005 Implement an appropriate e procurement solution</li> </ul>	<ul style="list-style-type: none"> <li>E procurement strategy developed</li> <li>E procurement business case completed</li> <li>Supplier event undertaken</li> <li>Financial management system being implemented</li> <li>E tendering / quotation system in test</li> <li>Spend analysis undertaken</li> <li>Increased use of BACS payments</li> </ul>
<ul style="list-style-type: none"> <li>By 2005 Make use of Purchase Cards for low value purchases</li> </ul>	<ul style="list-style-type: none"> <li>In place in several areas and being expanded to several departments / schools e.g. food, stationery, travel</li> <li>NECE project on Food Procurement</li> </ul>
<ul style="list-style-type: none"> <li>By 2006 Use appropriate e market place</li> </ul>	<ul style="list-style-type: none"> <li>Investigations into IDeA/UK Procure – New financial management system being implemented no action taken on e market place at present due to setting up of new FMS. E market place business case completed.</li> </ul>

<b><i>Stimulating Markets/Achieving Community Benefits</i></b>	
<ul style="list-style-type: none"> <li>From 2003 Staff consultation and employment considerations built into procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>In place e.g. Stock Transfer, Construction and Property Partnership considerations</li> </ul>
<ul style="list-style-type: none"> <li>By 2004 Selling to the Council/Contract Details</li> </ul>	<ul style="list-style-type: none"> <li>Selling to the Council Guide reviewed and approved</li> <li>Supplier event undertaken in September 2005</li> </ul>
<ul style="list-style-type: none"> <li>By 2004 Strategies to address sustainability, community plan, workforce issues, equality, diversity etc</li> </ul>	<ul style="list-style-type: none"> <li>Included in Procurement Strategy</li> </ul>
<ul style="list-style-type: none"> <li>By 2004 Build sustainability into strategy/process/contracts</li> </ul>	<ul style="list-style-type: none"> <li>Whole life costs and benefits considered</li> </ul>
<ul style="list-style-type: none"> <li>By 2004 Compact with local voluntary and community sector</li> </ul>	<ul style="list-style-type: none"> <li>Work via Hartlepool Partnership (LSP)</li> <li>Working with NECE to develop in collaboration</li> <li>Link with HVDA and Economic Development Division</li> </ul>

<ul style="list-style-type: none"> <li>• By 2004 Procurement processes for partnerships to include council's objectives and effective use of supply chains</li> </ul>	<ul style="list-style-type: none"> <li>• Community strategy objectives utilised</li> <li>• Rethinking construction principles promoted</li> </ul>
<ul style="list-style-type: none"> <li>• By 2005 Invitations to include pricing of options for delivery of community benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Processes include community strategy objectives in appraisals</li> </ul>
<ul style="list-style-type: none"> <li>• By 2005 Sign up to national concordat for SME's</li> </ul>	<ul style="list-style-type: none"> <li>• National Concordat signed up via NECE</li> </ul>

## **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder  
2<sup>nd</sup> May 2006



**Report of:** Joint Report of Assistant Director (Community Services)  
and Head of Procurement and Property Services

**Subject:** PHOENIX CENTRE, HINDPOOL CLOSE

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### **SUMMARY**

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

To provide the Portfolio Holder with information relating to an offer made to the Council from the administrators of Central Residents Association and obtain approval as to the proposed way forward.

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

The report contains an outline to the background of the offer and details the options for the Council.

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

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

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

Non key

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

Portfolio Holder only

#### **6.0 DECISION(S) REQUIRED**

That the Portfolio Holder's views are sought on the proposed course of action.

**Report of:** Joint Report of Assistant Director (Community Services)  
and Head of Procurement and Property Services

**Subject:** PHOENIX CENTRE, HINDPOOL CLOSE

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## **1. PURPOSE OF REPORT**

- 1.1 To provide Portfolio Holder with information relating to an offer made to the Council from the administrators of Central Residents Association and obtain approval as to the proposed way forward.

## **2. BACKGROUND**

- 2.1 Hartlepool Borough Council transferred land at Hindpool Close, Hartlepool, to the Central Residents Association on 1<sup>st</sup> October 2001, for the construction of a Community Initiative Centre. The Phoenix Centre was built and used for the benefit of the community but subsequently, the Central Residents Association experienced financial difficulties.

- 2.2 The Phoenix Centre is now closed and the Association have gone into liquidation.

- 2.3 The initial conveyance from the Council to the Central Residents Association contained the following restrictive covenant by the Council (the Transferor):

“Not within 21 years from the date hereof to dispose of the Property unless it shall first have offered the Transferor the opportunity of repurchasing the same in the manner and on the terms following:

- (1) In such case the Transferee shall make an offer in writing to the Transferor to sell the Property to it and such offer shall remain open for acceptance for a period of 3 months from the date thereof and shall be subject to the Standard Conditions of Sale current at the date of such offer so far as the same apply to a sale by private treaty.
- (2) Until the expiration of such period of 3 months the Transferee shall not be at liberty to sell the Property otherwise than in accordance with the Transferors right of pre-emption unless the said offer shall in the meantime have been unconditionally declined by the Transferor in writing



- 2.4 The liquidators for the Central Residents Association have now formally approached the Council asking whether it wishes to purchase the property. The Council has until 23<sup>rd</sup> June 2006 to respond.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The land was sold to the Central Residents Association for £1. The Phoenix Centre was then built using the following grant assistance:

ERDF	£235,000
SRB	£306,439
One North East	£100,000
Northern Rock	£50,000
Tudor Trust	£50,000
<b>Total</b>	<b>£741,439</b>

- 3.2 There will be clawback owed on this grant assistance and it is anticipated that any offer to purchase the Phoenix Centre would need to allow for this. The Council is also currently investigating whether, as the Accountable Body, the Council is liable for any of the repayment of any clawback.
- 3.3 The Estates and Asset Manager has contacted Service Departments to establish whether any have a requirement for this property. It was explained that there would be the requirement for a clear business case to be established and that the proposed use would need to fund the purchase and maintenance of the property. Whilst there was some interest in the "hire" of rooms for a variety of uses there was no case for outright purchase and future use. The Council is not therefore in a position to purchase this property.
- 3.4 It is suggested however, that no response be given to the liquidators at this time in order to provide for any potential uses that may arise before the expiry of the 3 month time that the Council has to purchase the property.

### 4. RECOMMENDATIONS

- 4.1 That Portfolio Holder Notes the report and agrees that no offer should be made for the property unless a proven business case is brought forward for purchase and future use. If this was to transpire then a further report would be brought back to the Portfolio Holder.

## **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder  
2<sup>nd</sup> May 2006



**Report of:** Head of Procurement and Property Services

**Subject:** CUSTODIAN PROPERTIES

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### **SUMMARY**

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

To advise Portfolio Holder on work currently being undertaken with regard to Custodian Properties alongside Middlesbrough, Redcar and Cleveland and Stockton Councils.

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

The report contains an outline of the Council's interest in the Custodian Properties, focusing in particular on The People's Centre, Raby Road. The report of the 4 Borough Surveyors on the future of the Custodian Property stock is attached as an appendix to the report.

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

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

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

Non key

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

Portfolio Holder only

#### **6.0 DECISION(S) REQUIRED**

The Portfolio Holders views are sought.

**Report of:** Head of Procurement and Property Services

**Subject:** CUSTODIAN PROPERTIES

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## **1. PURPOSE OF REPORT**

- 1.1 To advise Portfolio Holder on work currently being undertaken with regard to Custodian Properties alongside Middlesbrough, Redcar and Cleveland and Stockton Councils.

## **2. BACKGROUND**

- 2.1 After the demise of Cleveland County Council in 1996, land and property was shared out between the four receiving Councils; Hartlepool, Stockton, Middlesbrough and Redcar and Cleveland.
- 2.2 This land and property was subject to several statutory agreements governing its use and management. This is explained further in the report of the District Surveyors attached to this report as confidential **Appendix 1 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, information relating to the financial or business affairs of any particular person (including the authority holding that information).**

The basis of the agreements in 1996 was for their long term disposals.

## **3. CONSIDERATIONS**

- 3.1 Currently much of the surplus property stock remains and the four district surveyors have produced the report in Appendix 1 as a position statement designed to provoke discussion into the future of these properties.
- 3.2 Of the remaining Custodian Properties, four are within Hartlepool. Three of these are cleared sites.
- Site of Former Greenock Road Nursery School, currently a landscaped area.
  - Site of Former Marine Drive Nursery School, to be purchased for St. Begas School
  - Site of Former Hoertness Nursery (landscaped)

- 3.3 The fourth property is The People's Centre on Raby Road, Hartlepool. This is a surplus property occupied by Hartlepool People, who provide a wide range of indirect services relying on grant funding with some supporting income generation.
- 3.4 Although not part of the council's operations, it is recognised that Hartlepool People provide a valuable service supporting local people. These include Adult Education classes and employment support activities. Part of the property is sublet as a crèche facility.
- 3.5 It is anticipated that there will be debate between the 4 authorities in the coming months about the future of the Custodian Property stock which may result in the requirement of the disposal of all or part of the Portfolio in line with the original agreement. This may have an impact on the future of the People's Centre.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 The financial implication of this report are contained with the attached Confidential **Appendix 2 This item contains exempt information under Schedule 12A Local Government Act 1972 (as amended by the Local Government access to information (variation Order 2006)), namely, information relating to the financial or business affairs of any particular person (including the authority holding that information).**

#### 5. RECOMMENDATIONS

- 5.1 That the Portfolio Holders views are sought.
- 5.2 That a report be brought to the Portfolio Holder when there are further developments.

## **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

**2<sup>nd</sup> May 2006**



**Report of:** Assistant Chief Executive

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

---

### **SUMMARY**

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

- 1.1. To inform the Portfolio Holder of the results of the 18<sup>th</sup> phase of Viewpoint, Hartlepool Borough Council’s Citizen’s Panel that was distributed in November 2005.
- 1.2. To provide some information on the use of past Viewpoint results.

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

- 2.1 A report of the results achieved in the latest Viewpoint questionnaire that included Customer Satisfaction, Sport & Recreation, and Hartlepool Borough Council as an Employer. It also includes feedback on how results from previous surveys have been used.

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

- 3.1 The Portfolio Member has responsibility for consultation issues.

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

- 4.1 Non-key.

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

- 5.1 Portfolio Holder meeting 2<sup>nd</sup> May 2006

#### **6.0 DECISION (S) REQUIRED**

- 6.1 Results of the survey be noted.

**Report of:** Assistant Chief Executive

**Subject:** **18th PHASE OF VIEWPOINT – CITIZEN'S  
PANEL RESULTS**

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## **1. PURPOSE OF REPORT**

- 1.1 To inform the Portfolio Holder of the results from the 18th phase of Viewpoint that was distributed to panel members in November 2005, and to update him on how results from previous phases of Viewpoint have been used.

## **2. BACKGROUND**

- 2.1 Viewpoint, Hartlepool Borough Council's Citizen's Panel, is one of the ways that the Council consults and involves local people in the governance of Hartlepool. It is a statistically balanced panel of local people who receive questionnaires at regular intervals throughout the year, asking for their views on a variety of local issues facing the Council and Hartlepool as a whole.
- 2.2 The aim of Viewpoint is to ensure that the Council listens to the community and involves local people in the Council's decision making. There are often important issues on which the Council needs to consult with the local population and discover what the community's' priorities are for the future.
- 2.3 Each phase of Viewpoint covers various topics and within this phase there were questions on:
- Customer Satisfaction
  - Sport & Recreation
  - Hartlepool Borough Council as an Employer
- 2.4 The results have been reported back to the relevant departments within the council and will be reported back to Viewpoint members via a regular Viewpoint newsletter. A copy of the overall report has also been placed in the members' library, in all public libraries across the Borough for public access, and has been placed on the Council's website.
- 2.5 This report includes a summary of the main results and, attached as appendix A, is the full results report.

### **3. SUMMARY OF MAIN RESULTS FROM THE LATEST PHASE OF VIEWPOINT**

- 3.1. The latest survey was carried out in November 2005, using a self-completion questionnaire returned via the Royal Mail postal system. Panel members had four weeks to complete the questionnaire and return it in the post paid envelope provided. A reminder letter was sent out to those who had not returned their questionnaire after a set period of time.
- 3.2. A questionnaire was sent out to all active members of the panel, which in this instance equated to 1236 individuals. A response rate of 69.1 per cent was achieved with 848 questionnaires being returned.
- 3.3. A small number of cases (8) were excluded from the sample because they were ineligible, due to either the panel member having moved away from the area or having died. A further group indicated that they no longer wished to participate in the Viewpoint initiative, often due to ill health.

#### **Customer Satisfaction**

- 3.4. The Policy Team in Corporate Strategy wanted to find out Viewpoint members' views on a range of services that Hartlepool Borough Council provides to the local community. The majority of questions in this section are those used in the 2003 General Satisfaction Survey of residents carried out for the ODPM (Office of the Deputy Prime Minister) to monitor council performance.. The information collected will be used to measure satisfaction amongst these services and will be included in the Best Value Performance Plan Summary for 2006.
- 3.5. Comparisons are made, where appropriate, with the results obtained from the 2001 & 2003 General Satisfaction Survey. Comparisons between the three surveys should be made with care as all surveys of this type are subject to sampling variability. In addition, the samples for Viewpoint and the 2001 and 2003 surveys were selected in different ways and so interpreting changes in satisfaction should be done with caution.
- 3.6. These satisfaction indicators will be measured again in autumn 2006 as part of the triennial survey dictated by the ODPM. The information provided in this report allows the authority to check its progress on these indicators.
- 3.7. Overall, performance has remained at generally similar levels to 2003 for most indicators. The exceptions to this trend are in areas in satisfaction with museums and complaints handling. There have been decreases in satisfaction with information about public transport and with local bus services.

### Refuse & Recycling

- 3.8. The first group of questions looked at what Viewpoint members thought about the refuse and recycling service that Hartlepool Borough Council provides. Members were told that the Council has a duty to keep clear of litter and refuse all open public land which it controls and were asked to say how satisfied or dissatisfied they were with this service.
- 3.9. Overall, Viewpoint members were most likely to be very satisfied (43%) with the weekly collection of household waste that Hartlepool Borough Council undertakes, and most likely to be either very or fairly dissatisfied with the way the Council keeps open public land clear of litter and refuse (25%).
- 3.10. The results from these questions were compared with the results from the 2003 General User Satisfaction Survey. For the refuse and recycling service, the largest improvement can be seen in the level of satisfaction with the provision of local recycling facilities overall, which has increased by five percentage points. The largest increase in the proportion of respondents dissatisfied can be seen in the service for the collection of items for recycling overall, which has increased by five percentage points.

**Table 1: Refuse & Recycling Results**

	Satisfied %			Dissatisfied %		
	2001	2003	2005	2001	2003	2005
Keeping public land clear of litter	53	55	57	30	29	25
Recycling facilities (e.g. bottle banks)	66	80	85	13	6	5
Fortnightly collection of waste for recycling	-	81	77	-	6	11
Weekly collection of household waste	85	90	85	6	5	8
Local tip / waste recycling centre (e.g. Burn Road)	74	84	81	8	5	6

### Cultural & Recreational Activities

- 3.11. Viewpoint members were then told how the Council directly supports cultural and recreational activities and venues, and were also told how the authority's licensing and planning responsibilities also make a difference to the level of private and voluntary culture provision.



Members were asked to tell us how satisfied or dissatisfied they are with different types of services provided or supported by Hartlepool Borough Council. Overall, Viewpoint members are most likely to be satisfied with libraries (81%), and dissatisfied with play areas (19%).

- 3.12. When comparing the information collected through Viewpoint with the 2003 General User Satisfaction Survey, the most improvement, in relation to cultural and recreational activities, can be seen in the level of satisfaction with museums and galleries, which has increased by ten percentage points. The largest increase in the proportion of respondents dissatisfied can be seen in theatres and concert halls, which has increased by nine percentage points.

**Table 2: Cultural & Recreational Activities Results**

	Satisfied %			Dissatisfied %		
	2001	2003	2005	2001	2003	2005
Sports/leisure facilities & events	47	54	55	16	14	15
Libraries	76	77	81	3	3	4
Museums & galleries	63	63	73	3	4	5
Theatres/concert halls	50	51	49	6	8	17
Parks & open spaces	67	80	75	13	8	11

### Transport

- 3.13. The next section asked Viewpoint members for their views about transport information, co-ordinating public transport, and highway maintenance budget. Viewpoint members were asked to indicate whether they were satisfied or dissatisfied with the provision of public transport information overall. Less than half (45%) of respondents said they were satisfied with the provision of public transport information overall and fourteen per cent said they were dissatisfied.
- 3.14. There has been a significant reduction in the proportion of respondents satisfied with the provision of public transport information overall, from fifty-nine per cent in 2003 to forty-five per cent in 2005. At the same time, the proportion of people who are neither satisfied nor dissatisfied has increased (from 26% in 2003 to 40% in 2005).
- 3.15. Viewpoint members were told how Hartlepool Borough Council has responsibility for co-ordinating public transport, including buses, and has a role in ensuring that local passenger services are meeting the needs of the local communities. Members were asked to indicate how satisfied or dissatisfied they were with the local bus services overall.

Less than two out of five (39%) respondents said they were satisfied with the local bus services overall, and a similar number (41%) said they were neither satisfied nor dissatisfied.

- 3.16. There has been a large decrease in the proportion of respondents satisfied with the local bus services overall, from two thirds (66%) in 2003 to thirty-nine per cent in 2005. There has also been a large increase in the proportion that are neither satisfied nor dissatisfied (from 21% in 2003 to 41% in 2005) and a similar but significant increase in people who are dissatisfied.

**Table 3: Transport Results**

	Satisfied %			Dissatisfied %		
	2001	2003	2005	2001	2003	2005
Provision of public transport information	56	59	45	16	15	14
Local bus services	63	66	39	13	13	20

- 3.17. Viewpoint members were presented with some information about transport services; planning services; and cultural and recreational services, which summarised what these services do. Viewpoint members were asked to indicate how satisfied or dissatisfied they are overall with these services provided by Hartlepool Borough Council. Overall, respondents were most likely to be satisfied with the cultural and recreational services (60%) provided by Hartlepool Borough Council, than transport (51%) or planning (38%) services. Respondents were least likely to say they were satisfied with the planning services, and most likely to say they were dissatisfied with the transport service (21%).

### **General satisfaction**

- 3.18. Viewpoint members were asked how well informed they thought the Council keeps residents about the services and benefits it provides. Just under half (49%) of respondents thought the council kept them fairly well informed. However, over a third (35%) felt that the Council only gives a limited amount of information.
- 3.19. Participants were asked if they had contacted the authority with a complaint in the last year. The majority (73%) of respondents had not. Just under half (49%) of respondents who told us they had contacted the Council with a complaint in the past year were satisfied, and a similar number (46%) were dissatisfied with the way in which their complaint was handled.

- 3.20. There has been an increase in the proportion of people contacting the Council with a complaint, which has increased from nineteen per cent in 2003 to twenty-seven per cent in 2005. There has also been an increase in the proportion of respondents satisfied with the way in which their complaint was handled, which increased from a third (33%) in 2003 to just under half (49%) in 2005.
- 3.21. Viewpoint members were asked to tell us if they had contacted the Council for any other reason in the last twelve months. Two out of five respondents said they had. Of these, three quarters (75%) said they were satisfied with the way their query was handled, and seventeen per cent were dissatisfied.
- 3.22. Viewpoint members were asked to think about the way the Council runs things, and asked whether they thought this had got better or worse over the last three years, or whether it had stayed the same. Three out of five (59%) Viewpoint members who answered the question said they thought the way Hartlepool Borough Council runs things has stayed the same over the past three years, One in five (22%) thought things had got better and a similar number (19%) thought things had got worse.
- 3.23. Finally, respondents were asked to take everything into account and to tell us how satisfied or dissatisfied they were with the way the authority runs things. Over half (55%) of respondents said they were satisfied with the way the authority runs things, and sixteen per cent were dissatisfied.

**Table 4: Overall Results**

	Satisfied %			Dissatisfied %		
	2001	2003	2005	2001	2003	2005
Handling of complaints	37	33	49	55	55	47
The way the authority runs things overall	64	56	55	11	15	16

- 3.24 Between 2001 and 2003 overall satisfaction with how the Council runs things fell by 8 percentage points. This was part of a national trend which affected the majority of local authorities. In 2001, nationally average satisfaction was 65 and in 2003 it fell to 55%, a fall of 10 percentage points. It is encouraging to note that in Hartlepool, this downward shift appears to have halted

## Sport & Recreation

- 3.25. Viewpoint members were told how the Council is committed to providing a recreation service for the Hartlepool community. The panel was used to gather some information about the activities people take part in and their views and opinions of the services provided by the Council. These questions were based on the Sport England Participation Survey.
- 3.26. Members were asked if they had taken part in any sport, exercise, or physical activity in the last four weeks. Responses were split, with just over half (55%) having done exercise and just under half (45%) had not.
- 3.27. Over half (53%) of Viewpoint members who said they had taken part in sport, exercise, or physical activity in the last four weeks said they had taken part in walking / rambling, and a third (35%) said they have done some gardening. Three out of ten (28%) said they had gone swimming, and a quarter (24%) said they had been working out in the gym. Viewpoint members were least likely take part in water sports and motorsports (2% each).
- 3.28. We asked Viewpoint members how often, if at all, they took part in sport or physical activity lasting at least thirty minutes a day. Thirty-one per cent said they take part in sport or physical activity lasting at least 30 minutes a day once or twice a week and twenty-seven per cent take part three or more times a week. Two in ten members said they never take part in exercise of this kind.
- 3.29. Viewpoint members were then asked if they felt they did enough sport and physical activity. Three quarters of respondents said no, they did not think they did enough sport and physical activity. These respondents were asked to tell us the main reasons for not doing enough. Over half (54%) puts this down to lack of time due to work commitments, and a similar number (49%) said it was because of family or home commitments
- 3.30. When asked if they would like to take part in sport and physical activity more often, two thirds (65%) of respondents said yes, they would like to take part in sport and physical activity more often.
- 3.31. Viewpoint members were then asked, what would encourage them to take part in sport and physical activity more often. A third (32%) said cheaper admission prices, and twenty-eight per cent did not answer this question, which suggests that nothing could encourage them to take part more. Twenty-seven per cent said more / different sport and leisure facilities near home, better facilities such as cafés and changing rooms, and more information on what to do would encourage them to take part in more sport and physical activity more often.
- 3.32. Members were asked to tell us whether they thought various leisure services provided by Hartlepool Borough Council had got better, worse

or stayed the same over the last three years. Overall, Viewpoint members were most likely to think that parks and open spaces have got better over the past three years, cultural facilities such as theatres and museums had stayed the same, and that activities for teenagers had got worse over the past three years.

- 3.33. Viewpoint members were presented with a list of sixteen leisure venues in Hartlepool, and asked to say whether they use any of them. Members were most likely to say they use Ward Jackson Park (41%), Mill House Leisure Centre (38%), and Summerhill (31%). Over one in five (22%) did not answer the question, and so we can assume that they do not use any of the listed venues.

### **Hartlepool Borough Council as an Employer**

- 3.34. Viewpoint members were told how the Council is the town's largest employer, and how seven out of ten Council staff live in Hartlepool. Members were presented with a list of statements about Hartlepool Borough Council as an employer and were asked how much they agreed or disagreed with these statements.
- 3.35. Firstly, Viewpoint members were asked how much they agreed or disagreed with the statement "Hartlepool Borough Council is a good employer to work for". A third (34%) agreed with this statement, and five per cent disagreed with this statement.
- 3.36. Fewer than three out of ten (28%) respondents said they agreed with the statement "It's easy to find out what jobs are being advertised at the Council". An equal proportion (29%) disagreed.
- 3.37. Over half (52%) of respondents said they agreed with the statement "The Council is an equal opportunities employer". Respondents were most likely to agree with this statement than any other statement presented in the question. Only three per cent of respondents disagreed with this statement.
- 3.38. Forty-five per cent of respondents agreed with the statement "The Council takes the health and safety of its employees seriously". Three per cent disagreed.
- 3.39. Respondents were asked how much they agreed or disagreed with the statement "Levels of pay at the Council are as good as or better than similar jobs in the area". Thirty-eight per cent said they agreed with the statement, and only six per cent said they disagreed.
- 3.40. Members were asked how much they agreed or disagreed with the statement "It's easy to apply for jobs at the Council". A quarter (26%) said they agreed, and seventeen per cent said they disagreed with the statement.

- 3.41. Just under half (48%) of respondents agreed with the statement “Jobs at the Council usually go to people who already work there”. Four per cent said they disagreed.
- 3.42. Viewpoint members were asked to say how much they agreed or disagreed with the statement “The Council isn’t interested in employing local people”. Only seven per cent of respondents agreed with this statement, and two out of five (38%) members disagreed. Viewpoint members were most likely to disagree with this statement than any other statement presented with the question.
- 3.43. Finally, Viewpoint members were asked how much they agreed or disagreed with the statement “I would apply for a job with the Council, or recommend someone else to apply”. Just under half (47%) said they agreed with this statement, and eight per cent said they disagreed.
- 3.44. Overall, Viewpoint members thought that Hartlepool Borough Council was a good employer to work for, with good levels of pay, who is interested in employing local people. Respondents were less likely to think it was easy to find out what jobs are advertised or that it was easy to apply for jobs at the Council. Residents were also more likely to think that jobs go to people who already work at the Council, however, half of respondents would apply for a job at Hartlepool Borough Council.

#### **4. VIEWPOINT ‘CLOSING THE LOOP’**

- 4.1 One of the main aims of the Viewpoint panel is to provide service departments with useable information to assist in service development and delivery. The Corporate Strategy Division has been getting feedback from departments on how Viewpoint results have been used and how they have influenced how services are provided. This information will be fed back to Viewpoint members to keep them up to date on how their contribution is being used.
- 4.2 The feedback provided in this report is from consultation topics covered in Viewpoint 17, which was distributed in September 2005, and reported to Portfolio holder 6<sup>th</sup> March 2006.

#### **Local Community Services on School Sites**

- 4.3 Viewpoint members were asked some questions about local community services on school sites. The results from this Viewpoint survey were used in the Extended Schools & Children’s Centre strategy, which was reported to the relevant Portfolio Holder on 20<sup>th</sup> March 2006.
- 4.4 Through this survey, Viewpoint members told us that there was not enough information about the different services on offer, and that they

didn't know these services existed. As of 1<sup>st</sup> April 2006, Hartlepool Borough Council became part of an Online Children's Services Directory, which provides information on different services available, including dates and prices of events. These different services include family support information, childcare training, health information, holiday activities, and leisure activities.

- 4.5 Once the Extended Schools & Children Centre strategy is further developed, Viewpoint results will be used to help develop local community services on school sites, such as health visitor clinics (26% said they would be interested in this), and childcare (69% thought the delivery of this on a school site was a good idea).

### **Smoking in Public Places**

- 4.6 The Council included some questions in Viewpoint on smoking in public places. Viewpoint members were asked for their thoughts on smoking in various public places, and whether or not they would support a total ban on smoking in public places.
- 4.7 The results from Viewpoint were used to contribute to the Regional Tobacco Control strategy, and were also used to feed into a Smoke Free Hartlepool charter. The survey results were also used in the Government's consultation phase, and therefore provided evidence to show that Hartlepool residents supported a smoking ban, which will come into force in 2007. Additionally, the survey results influenced the decision for Middleton Grange Shopping Centre to become smoke free (except for cafes).
- 4.8 The information also provided some evidence to support new initiatives, such as tackling smoking in young people, as the Viewpoint results showed that 41% of Viewpoint members who smoke, started before the age of 16, and 40% started between the ages of sixteen to nineteen years old.

### **Hartbeat**

- 4.9 Some questions were included in Viewpoint about the Council magazine, Hartbeat. The questions were designed to gather information on what the public thought about the Council magazine, and what improvements they thought could be made. Hartbeat has recently undergone a revamp, and the results obtained from Viewpoint have been used to help redevelop the magazine. On 3<sup>rd</sup> April 2006, a report went to the relevant portfolio holder with information on the redevelopment of the Council magazine, Hartbeat.
- 4.10 Although eighty-eight per cent of Viewpoint members found Hartbeat easy to read, there have been additional improvements to the layout of articles and text, with the aim of making it even easier to read.

- 4.11 Viewpoint members told us that they did not think the regular feature in Hartbeat on employment and training was very well covered. As a result of this, there will now be more information available on employment and training in Hartbeat.
- 4.12 Also, eighteen per cent of respondents thought that information on schools and education was not very well covered, and sixteen per cent thought that crime and safety was not very well covered. The magazine has since increased in size to incorporate articles on Safer Hartlepool – Crime and Safety, Children's Services Department, and Adult and Community Services.
- 4.13 The inclusion of these three regular articles will help to fund the cost of the magazine, and it is hoped that in 2006/07, the magazine will be self funding, reducing the need for additional advertisement to help cover the cost of the magazine.

## **5. RECOMMENDATIONS**

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



**FINANCE AND PERFORMANCE MANAGEMENT  
PORTFOLIO**

Report to Portfolio Holder  
**2<sup>nd</sup> May 2006**



**Report of:** Chief Financial Officer

**Subject:** Counter Benefit Fraud Report 2005/6

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**SUMMARY**

**1. PURPOSE OF REPORT**

- 1.1 The purpose of the report is to provide accountability to the portfolio holder on the performance and effectiveness of the Council's arrangements for discharging its benefit counter fraud responsibilities.

**2. SUMMARY OF CONTENTS**

- 2.1. The report provides details of the Council's benefits fraud responsibilities, the framework of controls and operational activities that the Council deploys and evidence of the levels of counter fraud activity and outcomes including formal sanctions that the Council has achieved.

**3. RELEVANCE TO PORTFOLIO MEMBER**

- 3.1. The report provides accountability from a performance management perspective to the relevant portfolioholder.

**4. TYPE OF DECISION**

- 4.1. Non Key decision.

**5. DECISION MAKING ROUTE**

- 5.1 Finance and Performance Management Portfolio Holder only.

**6. DECISION REQUIRED**

Note the report.

**Report of:** Chief Financial Officer

**Subject:** Counter Benefit Fraud Report 2005/6

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## **1. PURPOSE OF REPORT**

- 1.1. The purpose of the report is to provide accountability to the portfolio holder on the performance and effectiveness of the Council's arrangements for discharging its benefit counter fraud responsibilities.

## **2. BACKGROUND**

- 2.1. The Council annually processes and pays about £36m of housing and council tax benefit on behalf of the Department for Work and Pensions (DWP). Inherent in this administrative responsibility is a requirement to operate effective administrative procedures and verification arrangements to minimise the risk of fraud and error entering the system.
- 2.2. In addition, the Council has a responsibility to ensure that as part of its Internal Security framework it has in place a series of controls to ensure that any risk of internal fraud is minimised. In this regard, the Council ensures compliance with DWP National Performance Standards and the operation of effective control and security over:
- IT systems
  - payment and accounting mechanisms
  - recruitment
  - post opening
- 2.3. This report focuses on the Council's Counter Benefit Fraud arrangements ie. the procedures and processes for dealing with the detection and investigation of fraud and demonstrates the action taken against identified fraud.

## **3. COUNTER BENEFIT FRAUD ARRANGEMENTS**

### **3.1. Fraud Referrals**

- 3.1.1 The Council recognises the importance of effective arrangements for ensuring claim processing staff only refer appropriate potential fraud cases for investigation to minimise the risk of any waste of scarce investigation resources. Effective referral arrangements also serve to give an indication of types of fraud which are becoming prevalent in the area and reaffirm the Council's reputation for rigour in claims processing.

- 3.1.2 The Council ensures effective arrangements by undertaking ongoing referral fraud awareness training of its processing staff; providing comprehensive feedback to the officer referrer when a fraud is proven and by providing regular general feedback to processing staff on the activities and success of fraud investigations activity.
- 3.1.3 The Council also appreciates the importance of encouraging referrals from all possible sources by providing a Benefit Fraud Hotline Service to allow the public or staff to report suspicions. An answerphone service is available outside of the working hours and this number is actively promoted by the Council.

### **3.2. Interventions Activity**

- 3.2.1. The DWP operates arrangements with local authorities to find fraud and error in live claims by the use of data matching and risk analysis. Every month a detailed breakdown of the Council's benefit cases are passed to the DWP's Housing Benefit Matching Service who match the Council's records with other DWP records to ensure the information the Council holds (and on which benefit is paid) is correct. Any mis-matches or differences in the data are identified and reported back to the Council for investigation.
- 3.2.2. In addition, the Council receives monthly from the HBMS a list of high risk cases from which a sample will receive an Interventions Review by the Council. This review takes the form of either a formal interventions visit to the claimant or a postal review where the claimant is required to provide details of their current financial / home circumstances.
- 3.2.3. The DWP defines a target level of Interventions activity that the Council must undertake annually. The Council's performance for 2005/6 exceeded the Standards set by the DWP and is detailed in the table below:

#### **Interventions Activity Performance against DWP Targets 2005/6**

	DWP Target 2005/6	HBC Actual 2005/6
Number of Interventions Visits and follow up activity	2760	3086
Number of Interventions Postal Reviews and follow up activity	4140	4203
Total	6900	7289

- 3.2.4. Interventions activity is designed to identify fraud and error in live benefit claims that are in payment. The table below summarises the outcomes of Interventions Activity on benefit entitlement in 2005/6.

**Interventions Activity Results 2005/6**

Interventions Activity Visits and Postal Reviews resulting in	Number	%
Benefit entitlement remaining unchanged	5318	73.0
Benefit entitlement reducing	1443	19.8
Benefit entitlement increasing	528	7.2
Total	7289	100

**3.3. Quality Fraud Investigations**

3.3.1. With limited resources the Council's arrangements are concerned with ensuring that investigations are focussed to make best use of resources and to ensure that each case is thoroughly investigated and proper consideration given to recommending closure or a sanction. The Council's arrangements comply with a number of good practices as defined by the DWP by:

- operating a Code of Conduct for investigators
- evaluating all referrals received using a scoring matrix to determine whether a full investigation is appropriate (see **Appendix A**)
- ensuring all Council Benefit Investigation staff have attained the Professionalism in Security (PINS) qualification (achieved in 2005/6)
- tracking all fraud referrals and progress on them by individual investigator
- ensuring all Investigation Staff are trained in effective interviewing techniques and on standards of evidence required for the application of formal sanctions
- ensuring interviews are carried out under caution in accordance with the Police and Criminal Evidence Act when the investigator has grounds to suspect that a person has committed an offence
- ensuring all investigation staff have been formally legally authorised to obtain relevant information from external organisations

**3.4 Joint Working with DWP Investigation Staff**

3.4.1. The Council embraces closer working with the DWP on investigations activity. A Service Level Agreement is in place (subject to quarterly review) which

defines each organisation's responsibilities and assistance commitments when investigating fraud cases. These coordination arrangements maximise the application of available scarce investigation resources and assist in ensuring consistency in investigation standards and the sharing of good practice.

- 3.4.2. In 2005/6 a total of 52 cases have been the subject of joint working between the Council and the DWP. Whilst 14 of these cases are still being investigated, 5 cases have resulted in the imposition of sanctions namely 4 cautions and 1 administrative penalty.

#### **4 SANCTIONS ACTIVITY**

- 4.1. In cases of fraudulent activity, the overpayment of benefit that has occurred is repayable by the claimant. In addition, the Council must determine in accordance with its Prosecution and Sanctions Framework what action is appropriate. This framework provides consistency for decision making and the options available include:

- a formal caution (which is subsequently recorded on the DWP database)
- an administrative penalty which is 30% of the value of the overpayment and is payable in addition to the overpayment
- prosecution

- 4.2. The level of sanctions achieved in 2005/6 marks a substantial improvement over the previous year reflecting the impact of training and development of investigation staff, more robust case referral evaluation arrangements and from the inputs from employing a contractor for a number of months.

#### **Sanctions Achieved 2005/6 and 2004/5**

	2005/6	2004/5
Number of Cautions	31	13
Number of Administrative Penalties	6	0
Number of Prosecutions	6	4
Total	43	17

#### **5 RECOMMENDATION**

- 5.1. The portfolioholder is requested to note the Council's arrangements and performance in 2005/6 on Counter Benefit Fraud activity.

# Referral Evaluation Matrix Appendix A

	SCORE		
	1	3	5
Source and reliability of information.	Poor <input type="text"/>	Fair <input type="text"/>	Good <input type="text"/>
Local Intelligence	Poor <input type="text"/>	Fair <input type="text"/>	Good <input type="text"/>
Is fraud intervention necessary?	No <input type="text"/>	Both <input type="text"/>	Yes <input type="text"/>
Can the allegation be proven with further evidence?	No <input type="text"/>	Maybe <input type="text"/>	Yes <input type="text"/>
How much benefit would be affected?	Under £4.99 <input type="text"/>	Between £5-£20 <input type="text"/>	Over £20.01 <input type="text"/>
Overpayment Amount	None <input type="text"/>	O/Pay <input type="text"/>	Substantial O/P <input type="text"/>
Could it lead to a sanction?	No <input type="text"/>	Maybe <input type="text"/>	Yes <input type="text"/>
<b>TOTAL</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Overall Score</b>	<input type="text"/>	Under 15 NFA, 16-24 Low Priority, 25 and over High Priority.	
<b>Recommendation</b>	NFA <input type="text"/>	FPA2 <input type="text"/>	Residency Check <input type="text"/>

Scores of 5 in the last three boxes high priority.