

REPLACEMENT AGENDA

PERFORMANCE PORTFOLIO DECISION SCHEDULE



Tuesday 22 February 2011

At 3.00 pm

in Committee Room C, Civic Centre, Hartlepool

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

1. **KEY DECISIONS**

No items.

2. **OTHER ITEMS REQUIRING DECISION**

- 2.1 Irrecoverable Debts – Business Rates – *Chief Finance Officer*
- 2.2 Irrecoverable Debts – Council Tax – *Chief Finance Officer*
- 2.3 Irrecoverable Debts – Sundry Debt Invoices – *Chief Finance Officer*
- 2.4 Single Status Agreement Appeals – *Chief Customer and Workforce Services Officer*

3. **ITEMS FOR INFORMATION**

- 3.1 Chief Executive's Departmental Plan 2010/11 – 3rd Quarter Monitoring Report – *Assistant Chief Executive and Chief Customer and Workforce Services Officer*

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

22nd February 2011



Report of: Chief Finance Officer

Subject: IRRECOVERABLE DEBTS – BUSINESS RATES

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's approval to write-out a number of business rates debts, which are now considered to be irrecoverable.

2.0 SUMMARY OF CONTENTS

- 2.1 The report highlights business rates accounts with outstanding debts of £1000 or more and details the reasons for each debt remaining unrecovered.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 Under the Council's current financial procedures, debts of £1000 or more can only be authorised for write-out by the relevant Portfolio Holder.

4.0 TYPE OF DECISION

- 4.1 The decision is considered to be a non-key decision.

5.0 DECISION MAKING ROUTE

- 5.1 The Performance Portfolio Holder only.

6.0 DECISION(S) REQUIRED

- 6.1 That the Portfolio Holder approves the write-out of the attached business rates accounts for the reasons detailed.

Report of: Chief Finance Officer

Subject: IRRECOVERABLE DEBTS – BUSINESS RATES

* This item contains exempt information at **Appendix A** under Schedule 12A Local Government Act 1972, namely information relating to the financial or business affairs of a particular person (other than the Council) (para 7).

1. PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's approval to write-out a number of business rates accounts, which are now considered to be irrecoverable.

2. BACKGROUND

- 2.1 The Council's financial procedure rules provide that any debt due to the Council of £1000 or more can only be written-out with the express permission of the Portfolio Holder.
- 2.2 The council bills and collects on behalf of central government for a national business rates pool about £25million of business rates each year. Whilst every effort is made to collect these sums due for which the council is responsible for collecting, certain debts become irrecoverable, and this report seeks the Portfolio Holder's agreement for their write-out.
- 2.3 Some of the write-outs included in the attached schedules are debts relating to businesses that have gone into liquidation. In these cases the Council's options to recover the outstanding debt are limited to submitting a claim in insolvency proceedings. As the Council is rarely successful in recovering the debt via these proceedings, the debt is written out of the accounting system in the first instance, with the proviso that the debt will be reinstated on the system if a payment is subsequently received.
- 2.4 For those debts relating to businesses in 'administration' the Council has legal recourse to seek payment of the outstanding business rate amount from the Administrators, as an expense of the administration. This action is procedurally taken by the council in such scenarios however successful recovery is dependent on the ability of the business to generate revenue whilst in administration. Invariably such action regrettably is often unsuccessful and therefore as a proactive measure write out of the accounts is the recommended course of

action. However, if any payment is received the associated debt will be re-instated on the system.

3. FINANCIAL IMPLICATIONS

- 3.1. Any business rates debts assessed as irrecoverable are written out against the business rate yield for the central government national business rates pool and therefore have no direct impact on local council taxpayers.
- 3.2. The appendices attached to this report detail the individual business rates debts over £1000, and the reasons why each debt remains unrecovered:

Appendix A – Sole Traders *

Appendix B – Limited Companies

- 3.3 All debts submitted for write-out from the accounting records have been comprehensively scrutinised by officers.

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder agrees to write-out debts to the value of £98,312.34 (including £1,567.48 costs) in respect of irrecoverable business rates.

5. CONTACT OFFICER

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Business Rates Accounts
Sole Traders / Partnership Cases
Over £1000

2.1 Appendix A

Account Ref	Name	Address	Amount (£)	Costs	Period Start	Period End	Reason for write out
9050289223	Mr Graham Smith	Unit 5 Hartlepool Workshops, Sandgate	£1,542.11	£110.00	18/08/07	31/03/08	Absconded
9050289231	Mr Graham Smith	Unit 4 Hartlepool Workshops, Sandgate	£210.60	£0.00	18/08/07	17/09/07	Absconded
9050270980	Mr Darren Holmes & Trudy Barker	McCorville Inn, Elwick	£3,728.43	£134.50	01/04/08	20/10/09	Absconded
9029310014	Mr D Hughes	Plot 357, Mainsforth Terrace	£1,478.40	£110.00	01/04/08	30/06/09	Absconded
9050303625	Pfc Plastics	Bt 60/3 A&B Tofts Farm, Brenda Road	£1,233.49	£0.00	16/05/09	31/01/10	Ceased Trading
9050143369	Mrs Catherine Louise Woods	Bull and Dog Inn, Greatham Village	£2,045.51	£0.00	01/04/00	31/01/01	Absconded
SUBMITTED 06.09.10		TOTALS	<u>£10,238.54</u>	<u>£354.50</u>			
Account Ref	Name	Address	Amount (£)	Costs	Period Start	Period End	Reason for write out
9050267343	Mr Sean Jones T/A Jones Est	19 Victoria Road	£2,297.07	£0.00	01/04/2008	31/03/2009	Bankruptcy
9050261817	Ms Irene Denise Groom	King Oswy Hotel, King Oswy Drive	£4,627.76	£210.00	27/11/2003	03/01/2008	Bankruptcy
9050288782	Ms Irene Denise Groom	Mill House, Rium Terrace	£856.04	£472.50	11/09/2007	19/06/2008	Bankruptcy
SUBMITTED 31.01.11		TOTALS	<u>£7,780.87</u>	<u>£682.50</u>			

PERFORMANCE PORTFOLIO

Report to Portfolio Holder
22nd February 2011



Report of: Chief Finance Officer

Subject: IRRECOVERABLE DEBTS – COUNCIL TAX

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's approval to write-out a number of council tax debts, which are now considered to be irrecoverable.

2.0 SUMMARY OF CONTENTS

- 2.1 The report highlights council tax accounts with outstanding debts of £1000 or more and details the reasons for each debt remaining unrecovered.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 Under the Council's current financial procedures, debts of £1000 or more can only be authorised for write-out by the relevant Portfolio Holder.

4.0 TYPE OF DECISION

- 4.1 The decision is considered to be a non-key decision.

5.0 DECISION MAKING ROUTE

- 5.1 The Performance Portfolio Holder only.

6.0 DECISION(S) REQUIRED

- 6.1 That the Portfolio Holder approves the write-out of the attached council tax accounts for the reasons detailed.

Report of: Chief Finance Officer

Subject: IRRECOVERABLE DEBTS – COUNCIL TAX

This item contains exempt information under Schedule 12A Local Government Act 1972, namely information relating to the financial or business affairs of a particular person (other than the Council)(para 7).

1. PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's approval to write-out a number of council tax debts, which are now considered irrecoverable.

2. BACKGROUND

- 2.1 The Council's financial procedure rules provide that any debt due to the Council of £1000 or more can only be written-out with the express permission of the Portfolio Holder.
- 2.2 After the award of appropriate discounts, exemptions and council tax benefit, the council collects annually about £34m of Council Tax covering over 42,000 properties. Whilst every effort is made to collect debts due to the Council, certain debts become irrecoverable, and this report seeks the Portfolio Holder's agreement for their write-out.
- 2.3 It is important to note that the Revenues & Benefits Teams are proactive in encouraging the public to report cases of suspected fraud to the Council. If the forwarding address of an absconded debtor becomes apparent during the course of such investigations, the council tax debt would be reinstated on to the system, and enforcement action would recommence.
- 2.4 If payment is eventually received in respect of the individual debts, the debt will again be reinstated on the council tax system.

3. FINANCIAL IMPLICATIONS

- 3.1. In terms of the total council tax debit to be collected, the amount written out continues to be low and is well within the financial planning assumptions underpinning the council's budget.
- 3.2. The appendices attached to this report detail the individual council tax debts over £1000, and the reasons why each debt remains

unrecovered:

Appendix A - Deceased*

Appendix B - Bankrupt*

Appendix C – Absconded*

- 3.3. All debts submitted for write-out from the accounting records have been comprehensively scrutinised by officers.

4. RECOMMENDATION

- 4.1 That the Portfolio Holder agrees to write-out debts to the value of £10,198.57 (plus costs of £765) in respect of irrecoverable Council Tax.

5. CONTACT OFFICER

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PERFORMANCE PORTFOLIO

Report to the Portfolio Holder

22nd February 2011



Report of: Chief Finance Officer

Subject: IRRECOVERABLE DEBTS – SUNDRY DEBT
INVOICES

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's approval to write-out a number of Sundry Invoices, which are now considered to be irrecoverable.

2.0 SUMMARY OF CONTENTS

- 2.1 The report highlights Sundry Invoices with balances of £1000 or more and details the reasons for each invoice remaining unrecovered.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 Under the Council's current financial procedures, debts of £1000 or more can only be authorised for write-out by the relevant Portfolio Holder.

4.0 TYPE OF DECISION

- 4.1 The decision is considered to be a non-key decision.

5.0 DECISION MAKING ROUTE

- 5.1 The Performance Portfolio Holder only.

6.0 DECISION(S) REQUIRED

- 6.1 That the Portfolio Holder approves the write-out of the attached Sundry Invoices for the reasons detailed.

Report of: Chief Finance Officer

Subject: IRRECOVERABLE DEBTS – SUNDRY DEBT
INVOICES

* This item contains exempt information at Appendix A under Schedule 12A Local Government Act 1972, namely information relating to the financial or business affairs of a particular person (other than the Council) (para 7).

1. PURPOSE OF REPORT

- 1.1 To seek the Portfolio Holder's approval to write-out a number of Sundry Invoices, which are now considered to be irrecoverable.

2. BACKGROUND

- 2.1 The Council's financial procedure rules provide that any debt due to the Council of £1000 or more can only be written-out with the express permission of the Portfolio Holder.
- 2.2 Each year the council issues sundry debtor invoices to the value of £16m and typically over 97% of debt is collected within 3 months. The Council as part of business transformation has invested in new payment handling arrangements that will allow payment to be taken by debit or credit card at the time of requesting services from the council over the internet or via Hartlepool Connect. These arrangements will reduce the need to raise and recover sundry debt invoices in future.
- 2.3 Whilst every effort is made to collect debts due to the Council, certain debts become irrecoverable, and this report seeks the Portfolio Holder's agreement for their write-out. If payment is eventually received in respect of the individual invoices recommended for write out, the invoice will again be reinstated on the Integra Debtors system.

3. FINANCIAL IMPLICATIONS

- 3.1 The council as part of its financial accounts preparation undertakes analysis and sets aside a provision for potential non collection of sundry debt. The amounts identified for write out can be accommodated within the assessed provision.

- 3.2 The appendices attached to this report details the individual Sundry Invoices over £1000, and the reasons why each invoice remains unrecovered:

Appendix A – Private Individuals *

Appendix B – Limited Companies

- 3.3 For the debt where there the company involved has gone into liquidation the liability to the council was registered but the council has been advised that there will be no funds to pay the council.
- 3.2 All debts submitted for write-out from the accounting records have been comprehensively scrutinised by officers.

4. RECOMMENDATION

- 4.1 That the Portfolio Holder agrees to write-out debts to the value of £52,802.10 in respect of irrecoverable Sundry Debtor Invoices.

5. CONTACT OFFICER

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2.3 APPENDIX B

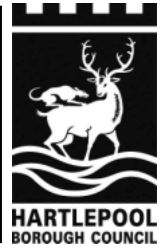
SUNDRY DEBTORS WRITE OUTS OVER £1000 - LIMITED COMPANIES

<u>NAME</u>		<u>DUE DATE</u>	<u>AMOUNT</u> £	<u>REASON FOR W/OUT</u>
HIGH CLASS MANUFACTURING	L/K 18 STAINCLIFFE RD, SEATON CAREW	22.1.2001	1,374.37	ABSCONDED
SHOWTIME INFLATABLES LTD	19 TEMPLAR COURT, BOTTERFORD, LINCS	5.9.2008	1,000.00	COMPANY DISSOLVED/CEASED TRADING
GOODNAME ESTATES CO LTD	QUEENS SQUARE, MIDDLESBROUGH	28.2.2009	£46,933.81	LIQUIDATION
TOTAL			49,308.18	

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

22 February 2011



Report of: Chief Customer and Workforce Services Officer

Subject: SINGLE STATUS AGREEMENT APPEALS

SUMMARY

1. PURPOSE OF REPORT

To provide an update on progress on appeals received and obtain ratification of Appeals Panel outcomes in respect of High Priority Appeals.

2. SUMMARY OF CONTENTS

The report provides a background to the Appeals Procedure together with an update on the progress of appeals received and requests ratification of Appeals Panel outcomes in respect of High Priority Appeals

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate Issues.

4. TYPE OF DECISION

Non Key.

5. DECISION MAKING ROUTE

Portfolio meeting only.

6. DECISION(S) REQUIRED

To note progress on appeals received and ratify Appeals Panel outcomes in respect of High Priority Appeals.

Report of: Chief Customer and Workforce Services Officer

Subject: SINGLE STATUS AGREEMENT APPEALS

1. PURPOSE OF REPORT

- 1.1 To provide an update on progress on appeals received and obtain ratification of Appeals Panel outcomes in respect of High Priority Appeals.

2. BACKGROUND

- 2.1 The Single Status Appeals Procedure was agreed at the Performance Portfolio Holder meeting on 27 June 2008.

- 2.2 The agreed procedure provides

- “The Executive Member with responsibility for Workforce Services will be regularly advised of appeals received and progress made in dealing with them” and
- “All Appeal Panel outcomes must be ratified by the Executive Member with responsibility for Workforce Services or Governors (Governing Body, Pay Review Committee or Appeals Committee), as appropriate, prior to any changes being implemented.”

- 2.3 Provision for the ongoing costs of appeal outcomes has been made in the Council's base budget since 2007/08 to meet the cost of implementing any successful appeals from 1st April 2007. This provision was initially set at £400,000, inclusive of employers national insurance and pension costs, for 2007/08. This figure has been increased in the budget by the annual cost of living pay award and is currently £415,000. Schools have made separate provision in their own budgets for appeals by school staff.

3. PROGRESS ON APPEALS

- 3.1 Outstanding appeals (including where the outcome has not yet been ratified) are shown in Table 1:

Table 1

Department	Posts Appealed (and number of appellants)/Priority				
	High (due to be considered by Appeals Panel before April 2011)	Medium	Low	Very Low	Total
Chief Executive's	3 (3)	18 (32)	3 (5)	1 (1)	25 (41)
Child and Adults	11 (38)	26 (33)	24 (49)	11 (11)	72 (131)
Regeneration and Neighbourhoods	4 (7)	36 (40)	41 (49)	6 (6)	87 (102)
Schools	2 (2)	3 (6)	1 (1)	0	6 (9)
Total	20 (50)	83 (111)	69 (104)	18 (18)	190 (283)

3.2 The Outcomes of High Priority Appeals ratified previously are detailed in Table 2 below.

Table 2

	Pay band increased on Appeal and Outcome Ratified (no of appellants)	Pay band stayed the same on Appeal and Outcome Ratified (no of appellants)	Pay band decreased on Appeal and Outcome Ratified (no of appellants)	Ongoing Whole Time Financial Impact for the Council at the maximum of the Pay Band (inc. Employers costs)	Back pay costs processed through payroll
Chief Executive's	3 (5)	11 (18)	0 (0)	£15,600	£12,801
Child and Adults	6 (7)	23(49)	4 (4)	£12,470	£19,532
Regeneration and Neighbourhoods	9(9)	43(55)	4(6)	£15,526	£12,450
Schools	0 (0)	4 (4)	0 (0)	0	£0
Total	18 (21)	81 (126)	8 (10)	£43,596	£44,063

3.3 Table 2 will be updated in the next Job Evaluation outcome ratification report to your Portfolio Holder meeting to reflect outcomes ratified at this meeting and will include the financial impact of applying the outcome to employees who do the same job as the appellants (where the pay band changes) but who did not appeal.

4. APPEAL PROCESS

- 4.1 Administrative arrangements are in place to process the appeals and ensure employing departments are engaged in the process and Job Evaluation analysts are able to comment on claims.
- 4.2 Appeals are prioritised in accordance with the Single Status Agreement as detailed in Table 3.

Table 3

Priority	Type of Appeal
High	Appeals received from current employees who are continuing to receive protection at 1 July 2008/Appeals which do not need an Appeals Panel to meet/ Appeals from employees who leave the Council from areas where job losses are needed/ Appeals from employees who retire from the Council due to ill health and the Teesside Pension Fund Doctor (for LGPS members) or the Council's Occupational Health Advisor (for non LGPS members) has determined that they meet the Local Government Pension Fund Tier 3 Ill Health criteria
Medium	Appeals received from current employees who were receiving protection prior to 1 July 2008/Appeals received from current employees who do not gain initially
Low	Appeals received from current employees who gained initially
Very Low	Former employees

- 4.3 A report has been submitted to Cabinet on 21 February 2011 which indicates;
- that agreement has been reached, in principle, with the trade unions to amend the Appeals Procedure
 - a provisional timetable for processing all outstanding appeals by December 2011, although it may be necessary to extend this where a significant number of appeals have been received from employees who now report to the same Chief Officer.
- 4.4 Subject to Cabinet's consideration, further discussions will take place with the trade unions to determine.
- a revised appeals procedure (which will be submitted to the Performance Portfolio Holder for ratification);
 - a detailed programme for considering the appeals

- 4.5 Additional temporary resources have been allocated to assist with processing appeals. It should be noted that any increase in appeals as a result of recent or proposed restructures etc. could impact upon the ability to meet this timetable.
- 4.6 Since the last report the Appeals Panel has met on 2 occasions and has agreed outcomes, subject to ratification, in respect of 10 appeals (relating to 19 appellants) of the 20 outstanding High Priority appeals.
- 4.7 In determining the appeal outcomes, the Appeal Panels have considered the submissions made by the appellant as well as 'sore-thumbing' the original evaluation. This is essential to ensure the robustness of individual evaluations and the job evaluation scheme as a whole. Whilst there are 3 possible overall outcomes (pay band increases, pay band remains the same or pay band decreases), this may mask changes to particular factor levels and/or 'tidying up' evaluations.
- 4.8 A summary of the outcomes, of the Appeals Panels, subject to ratification, is set out in Table 4.

Table 4

	Pay band increased on Appeal and Outcome Ratified (no of appellants)	Pay band stayed the same on Appeal and Outcome Ratified (no of appellants)	Pay band decreased on Appeal and Outcome Ratified (no of appellants)	Ongoing Whole Time Financial Impact for the Council at the maximum of the Pay Band (inc. Employers costs)
Chief Executive's	0(0)	1(1)	1 (1)	£0
Child and Adults	0(0)	3(8)	2(3)	-£1269
Regeneration and Neighbourhoods	0(0)	1(2)	2(4)	-£4912
Schools	0 (0)	0(0)	0 (0)	£0
Total	0(0)	5(11)	5(8)	-£6181

- 4.9 As indicated above, the Portfolio Holder is responsible for ratifying the outcomes in respect of Council employees whereas Governors are responsible for ratifying the outcomes in respect of school employees. Similarly, the Council is responsible for any changes in employee costs for Council employees whereas schools are responsible for any changes in employee costs for school employees (hence no ongoing costs are identified above in respect of school employees).
- 4.10 Further details of the outcomes of individual appeals is included in the “Not for Publication” **Appendix A** attached to this report.

This item contains exempt information under Schedule 12A of the Local Government Act, (as amended by the Local Government (Access to Information) (Variation) order 2006) namely, information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority (paragraph 4).

- 4.11 Assuming the outcomes for Council employees are ratified, a running total of £43,596 of the ongoing budget provision of £415,000 will have been utilised. The additional back pay costs at present are £44,063.
- 4.12 The Portfolio Holder will continue to receive regular reports regarding the appeals programme and appeal outcomes for Council employees that require ratification before they can be implemented. Appeal decisions for school employees require Governor ratification before they can be implemented and, where appropriate, arrangements will be made to obtain such ratification in respect of appeals from school employees.
- 4.13 Trade unions will be updated regularly at the monthly Single Table Meeting with Hartlepool Joint Trade Unions Committee Representatives regarding the appeals programme and appeal decisions which have been ratified.

5. RECOMMENDATION

- 5.1 The Portfolio Holder notes the progress made and ratifies the Appeals Panel Outcomes in respect of Council employees (as detailed in the “Not for Publication” schedule attached to this report).

6. REASONS FOR RECOMMENDATIONS

- 6.1 The Appeals Procedure is an integral part of the Single Status agreement and requires that the Executive Member with responsibility for Workforce Services be regularly advised of progress made in

dealing with appeals received and ratifies the outcomes of Appeals Panels in respect of Council employees.

7. BACKGROUND PAPERS

Cabinet report 23 December 2007.
Cabinet report 27 May 2008.
Performance Portfolio report 27 June 2008
Performance Portfolio report 26 September 2008
Performance Portfolio report 2 February 2009
Performance Portfolio report 26 February 2009
Performance Portfolio report 17 April 2009
Finance and Performance Portfolio report 14 July 2009
Finance and Performance Portfolio report 5 November 2009
Finance and Performance Portfolio report 23 February 2010
Finance and Performance Portfolio report 23 March 2010
Finance and Performance Portfolio report 30 April 2010
Finance and Performance Portfolio report 18 May 2010
Cabinet report 16 August 2010
Performance Portfolio Holder report 26 October 2010
Cabinet report 21 February 2011

8. CONTACT OFFICER

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PERFORMANCE PORTFOLIO

Report to Portfolio Holder

22 February 2011



Report of: Assistant Chief Executive and Chief Customer and Workforce Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2010/11 – 3RD QUARTER MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the achievements made against the Chief Executive's Departmental Plan for 2010/11 for the 9 month period ending 31 December 2010.

2. SUMMARY OF CONTENTS

The progress made against the actions contained in the Chief Executive's Departmental Plan 2010/11 that are the responsibility of the Corporate Strategy Division and the Customer and Workforce Services Division.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Member has responsibility for those service areas covered by this report.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Portfolio Holder meeting 22 February 2011.

6. DECISION(S) REQUIRED

Achievement on actions and indicators be noted.

Report of: Assistant Chief Executive and Chief Customer and Workforce Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2010/11 – 3RD QUARTER MONITORING REPORT

PURPOSE OF REPORT

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2010/11 for the period up to 31 December 2010.

BACKGROUND






2. The 2010/11 Chief Executive's Departmental Plan was agreed by Cabinet at the meeting on 10 May 2010.
3. The Chief Executive's Departmental Plan 2010/11 sets out the key tasks and issues within an Action Plan to show what is to be achieved by the department in the coming year. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
4. The Council's Performance Management System (Covalent) is used to collect and analyse performance against the actions and targets detailed in the Corporate Plan, the three Departmental Plans, the Local Area Agreement Delivery and Improvement Plan as well as Service and Operational Plans. The system is also used to monitor Risk Management across the council within the Performance Management Framework. The information in the system was used to prepare this report.
5. This report includes information relating to the Corporate Strategy Division and the Customer and Workforce Services Division only. Information relating to the Finance Division and Legal Services Division is to be reported separately to the Finance and Procurement Portfolio Meeting on 7 March 2011.

THIRD QUARTER PERFORMANCE

6. This section looks in detail at how the Corporate Strategy Division and the Customer and Workforce Services Division have performed in relation to the key actions and performance indicators that were included in the Chief Executive's Departmental Plan 2010/11. On a quarterly basis officers from across the department are asked, via

Covalent, to provide an update on progress against every action contained in the Departmental Plan and, where appropriate, every Performance Indicator (PI).

7. Officers are asked to provide a short commentary explaining progress made to date, and asked to identify the expected outcome of each action/PI set out in the Departmental Plan. The following traffic lights are used within Covalent: -

	Target achieved
	On track to achieve target
	Progress acceptable
	Intervention Required
	Target not achieved

8. We would expect the majority of action and PIs to be assessed as “Target achieved” or “on track to achieve target”. Where issues have been encountered that will result in a slight delay (actions) or may result in a specific target being narrowly missed (PIs) officers will have adjudged progress to be “acceptable”. Where officers consider more lengthy delays occurring or have assessed a PI as being likely to miss target these actions and PIs will be assessed as “Intervention Required” or “Target not achieved” – and where this is the case more detail will be provided later in this report.

OVERVIEW OF PERFORMANCE

9. Within the Chief Executive’s Department there were a total of 75 actions and 35 Key Performance Indicators (KPIs) identified in the 2010/11 Departmental Plan. These include 22 actions and 2 KPIs that are the responsibility of the Legal Services and Finance Divisions and are not included in this report.

Of the remaining 53 actions and 33 KPIs, 35 actions and 27 indicators are the responsibility of the Corporate Strategy Division, and the remaining 18 actions and 6 KPIs are the responsibility of the Customer and Workforce Services Division.

However of these 33 KPIs only 13 can be monitored on a quarterly basis, with a further 6 being annual indicators where the outturn is known. These 19 indicators have been included in this report. The other 14 indicators are also reported on an annual basis, but outturns are not yet known, so have not been included in this analysis. Tables 1 and 2, below, summarise officers views on progress made to 31 December 2011: -

Table 1 – Progress made on Actions included in 2010/11 CED Departmental Plan











		Corporate Strategy	Customer & Workforce Services	Total
	Target achieved	12	1	13
	On track to achieve target	23	13	36
	Progress acceptable	0	4	4
	Intervention Required	0	0	0
	Target not achieved	0	0	0
	Total	35	18	53

Table 2 – Progress made on KPIs included in 2010/11 CED Departmental Plan

		Corporate Strategy	Customer & Workforce Services	Total
	Target achieved	5	0	5
	On track to achieve target	6	5	11
	Progress acceptable	0	0	0
	Intervention Required	0	0	0
	Target not achieved	3	0	3
	Total	14	5	19

10. A total of 49 actions (92.5%) have been reported as having been completed or being on track to be achieved by their due date, and the remaining 4 (7.5%) have been assessed as making acceptable progress.
11. Sixteen of the nineteen Key Performance Indicators (KPIs), or 84.2%, have also been reported as having achieved target, being on track to do so or having made acceptable progress.
12. However, the remaining 3 indicators (15.8%) have not achieved their target. Further details of these are included in the Corporate Strategy section below.

Corporate Strategy Division

13. The plan contained 35 actions that were the responsibility of the Corporate Strategy Division. All actions have been assessed as already being completed or being on track to achieve target.
14. The Corporate Strategy Division monitors 8 Key Performance Indicators on a quarterly basis, and a further 6 indicators can also be assessed as final outturn figures are known. 11 of the 14 indicators (78.6%) have been assessed as being on track to achieve their year end target or having already achieved it.
15. However, the remaining 3 indicators (22.4%) have not achieved their target and further details of these are shown in table 3, below: -

Table 3: Corporate Strategy – Key PIs where target not achieved

Indicator		Target 10/11	2010/11 Outturn	Comment
MORI P01b	% of people who feel that their local area is a place where people from different backgrounds get on well together (NRA narrowing the gap)	62%	59%	2010 result confirmed at 59% a 4% increase on 2008. However this is below target of 62%.
MORI P06a	Percentage of adults who feel they can affect decisions that affect their own area	30%	26%	2010 Results show 26%. A 3% increase on 2008 but still below target of 30%.
MORI P06b	Percentage of adults who feel they can affect decisions that affect their own area (NRA Narrowing the gap)	27%	24%	2010 results show 24%. This is a 3% increase on 2008 but remains 3% below target figure

Note: All survey outturn figures are subject to 95% confidence intervals.

16. In the period up to and including 31 December 2010 the Corporate Strategy Division: -

- Reviewed Service Planning Arrangements have been for 2011/12
- Produced the Local Area Agreement Delivery and Improvement Plan
- Updated the Council's Performance Management Framework, Risk Management Strategy and Data Quality Policy
- Provided risk management training for officers

Customer and Workforce Services Division

16. The Departmental Plan contained 18 actions that were the responsibility of the Customer and Workforce Services Division. For the period ending 31 December 2010 a total of 14 actions (77.8%) were assessed as already being complete or being on track to achieve target and the remaining 4 actions (22.2%) were assessed as having made acceptable progress.

17. The Customer and Workforce Services Division monitors 5 Key Performance Indicators on a quarterly basis, all of which (60%) have been assessed as being on track to achieve their year end target.

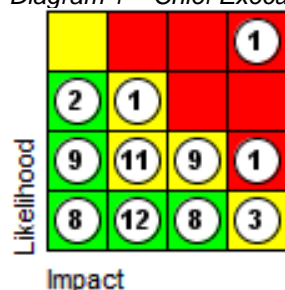
18. In the period up to and including 31 December 2010 the Customer and Workforce Services Division: -

- Transferred additional services to Hartlepool Connect – Revenues & Benefits Counter Team, Scanning Team and Parking Services
- Developed Corporate Customer Service Training.
- Facilitated themed workshops around Financial Inclusion at the Child Poverty Conference in October.
- Continue to plan and deliver Money Matters roadshows
- Was reaccredited with Customer Service Excellence.

Risk Monitoring

19. It is the policy of Hartlepool Council to take an active and pragmatic approach to the management of risks that could prevent the achievement of corporate and departmental objectives. On a quarterly basis each division assesses the risk identified within the Chief Executive's Risk Register. The Council's approach acknowledges that the purpose is not to remove all risks (this is neither possible nor, in many cases, desirable), rather it is to ensure that potential 'losses' are prevented or minimised and that 'rewards' are maximised.
20. This summary is reported to the Portfolio Holder within the quarterly monitoring report to provide an overview of risks being addressed by the Chief Executive's Department, as a whole. The Council's risk registers are currently being reviewed and it is not possible at this time to split the analysis by Division.
21. The diagram below shows the distribution of risks in the whole Chief Executive's Departmental Risk Register according to their risk rating. Detail of the rating system is in **Appendix A**. There are a total of 65 risks. Only 2 of the risks are highlighted as a 'RED' risk, although it is possible to identify that neither of these risks are the responsibility of the Corporate Strategy Division or Customer and Workforce Services Division. A further 24 risks are on an 'AMBER' status with the remaining 39 being at a low level 'GREEN' status.

Diagram 1 – Chief Executive Departmental Risk Register Heat Map



RECOMMENDATIONS

23. Portfolio Holder is asked to note progress on key actions and KPIs and current rating of risks.

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APPENDIX A

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

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

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

IMPACT

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

LIKELIHOOD

Expectation of occurrence *within the next 12 months* -

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