

# PERFORMANCE MANAGEMENT PORTFOLIO DECISION SCHEDULE



**Monday 24<sup>th</sup> July 2006**

**at 9.00 am**

**in Committee Room "B"**

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

**1. KEY DECISIONS**

No items

**2. OTHER ITEMS REQUIRING DECISION**

- 2.1 Parish Council Election Recharges – *Chief Solicitor*
- 2.2 Employee Attendance 2005/6 – Annual Report – *Chief Personnel Services Officer*
- 2.3 Policy on Violence and Aggression to Employees – *Chief Personnel Services Officer*
- 2.4 Local Authority Collaboration Update – *Head of Procurement and Property Services*
- 2.5 Vehicle Asset Management Strategy – *Head of Procurement and Property Services*
- 2.6 Plant, Tool and Equipment Asset Management Strategy – *Head of Procurement and Property Services*
- 2.7 Children's Centres on Non-Council Land – *Head of Procurement and Property Services*
- 2.8 Neighbourhood Services Departmental Plan 2006/07 – *Head of Procurement and Property Services*

**3. ITEMS FOR INFORMATION/DISCUSSION**

- 3.1 Complaints to the Local Government Ombudsman in 2005/06 – *Assistant Chief Executive*
- 3.2 Communicating with your Council – Progress Report – *Chief Personnel Officer and Assistant Chief Executive*
- 3.2 Postal Arrangements – *Chief Personnel Services Officer*

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

- 4.1 Formal Response to 'Parish Council Election Recharges' Scrutiny Referral – *Scrutiny Co-ordinating Committee*

## **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) Act 1985

5. **KEY DECISION**

No items

6. **OTHER ITEMS REQUIRING DECISION**

- 6.1 Partnering Arrangements for Corporate Planned Maintenance and Minor Works – *Head of Procurement and Property Services (Para 3)*

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

24<sup>th</sup> July 2006



**Report of:** Chief Solicitor

**Subject:** PARISH COUNCIL ELECTION RECHARGES

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### **SUMMARY**

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

To invite a decision on the recovery of election costs from Headland Parish Council.

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

Legislation enables costs incurred by the district council in respect of parish council elections to be recovered from the parish council. The Headland Parish Council have been invoiced for the cost of by-elections and further costs are yet to be invoiced. The parish council request that the costs should not be recovered from the parish council.

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

The power to recover parish election costs is an executive function.

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

Non key.

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

Portfolio holder decision meeting 24<sup>th</sup> July 2006.

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

Whether the costs of Headland Parish by-elections should be recovered from the Parish Council.

**Report of:** Chief Solicitor

**Subject:** PARISH COUNCIL ELECTION RECHARGES

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**1. PURPOSE OF REPORT**

The purpose of this report is to invite the Portfolio holder to consider a request by Headland Parish Council that the borough council should not recover the cost of parish council elections from the parish council.

**2. BACKGROUND**

At his previous meeting the Portfolio holder considered the attached report (**Appendix 1**). He decided to refer the matter to the Scrutiny Co-ordinating Committee with a view to examination of a number of factors touching upon the decision.

Elsewhere on the Agenda for this meeting, the Scrutiny Co-ordinating Committee report that they do not consider any scrutiny is necessary and that the information earlier presented is sufficient to enable a decision to be made.

Though the contemplated scrutiny has not taken place, the Portfolio holder might find of interest a draft report including information which would have been presented to the Scrutiny Committee in due course and which might clarify some of the issues of which the Portfolio holder was mindful (**Appendix 2**).

**4. RECOMMENDATION**

It is recommended that in accordance with current Council policy the request of the Headland Parish Council be declined.

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

26<sup>th</sup> JUNE 2006



**Report of:** Chief Solicitor

**Subject:** PARISH COUNCIL ELECTION RECHARGES

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### **SUMMARY**

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

To invite a decision on the recovery of election costs from Headland Parish Council.

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

Legislation enables costs incurred by the district council in respect of parish council elections to be recovered from the parish council. The Headland Parish Council have been invoiced for the cost of by-elections and further costs are yet to be invoiced. The parish council request that the costs should not be recovered from the parish council.

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

The power to recover parish election costs is an executive function.

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

Non key.

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

Portfolio holder decision meeting 26<sup>th</sup> June 2006.

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

Whether the costs of Headland Parish by-elections should be recovered from the Parish Council.

**Report of:** Chief Solicitor

**Subject:** PARISH COUNCIL ELECTION RECHARGES

---

**1. PURPOSE OF REPORT**

The purpose of this report is to invite the Portfolio holder to consider a request by Headland Parish Council that the borough council should not recover the cost of parish council elections from the parish council.

**2. BACKGROUND**

Legislation and Policy

- 2.1 Section 36(5) of the Representation Act 1983 (as amended by the Local Government Finance (Repeals and Consequential Amendments) Order 1991) states that -

*'All expenditure properly incurred by a returning officer in relation to the holding of an election of a parish councillor shall, ....., be paid by the district council, but any expenditure so incurred shall, if the district council so require, be repaid to that council by the council of the parish for which the election is held.'*

- 2.2 Following the 1991 amendment and in response to an enquiry from Dalton Piercy Parish Council, the borough council considered the issue of recovery of parish council election costs. The Policy and Resources Committee resolved that the costs of parish council elections should be recovered from the parishes (minutes of the meeting of the General Purposes Sub-Committee held on 19th March, 1993, approved and adopted by Council 15<sup>th</sup> April 1993). No change to that policy has been made.

- 2.3 The General Purposes Committee have previously approved the list and level of election costs generally and at the same time delegated to the Chief Solicitor and the Chief Financial Officer authority to approve variations in accordance with staff pay awards, changes being reported to the Committee for information.

- 2.4 The matter raised in this report has previously been referred to the General Purposes Committee for determination. However, in the course of research into issues raised at the committee, it became apparent that, by the operation of the Local Authorities (Functions and Responsibilities) Regulations 2000, the matter is an executive function

and thus falls to be determined by the Portfolio holder rather than the General Purposes Committee.

#### Headland elections

- 2.5 Over the last 20 months, 4 by-elections have been held in the Headland Parish. These took place in March, July and August 2004 with a further election being held in March 2005.

### **3.0 ISSUES FOR CONSIDERATION**

- 3.1 In 2005, the Headland Parish Council were issued with an invoice in respect of the first by election. Following receipt of the invoice the Chairman of the Headland Parish Council, Councillor Derek Allison, requested clarification on some of the items that were included and asked for further details on the costs that had been incurred. The Parish Council were provided with the information requested, following which a meeting was held with Councillor Allison.
- 3.2 At the meeting that was held in December last year, Councillor Allison raised the point that the Council had discretion as to whether election expenses were reclaimed. I advised him that it has always been Council practice to reclaim election expenses from parish councils (though, at that time, I failed to recall the resolution of 1993). Councillor Allison has asked whether the costs of a by-election can be met by the borough council rather than being recharged to the parish council. I agreed to refer the issue to the General Purposes Committee.

#### Financial Considerations

- 3.3 I attach a spreadsheet (**Appendix A**) providing details of the relevant costs. At the request of Cr. Marshall, details of the build-up of the costs have also been provided to the General Purposes Committee (**Appendix B**). The cost of holding a by-election is in the region of £1000 for a single ward or parish.
- 3.4 The Chief Financial Officer advises that we do not have any budget provision for funding parish council elections. His view, as an accountant, is that the costs of democracy should be borne by the democratic body. He could accept an argument that were the size of the parish was so small that such a burden would fall disproportionately high then discretion would be appropriate. Given that the Headland is the largest of our parishes and would not therefore be deemed to be small, he does not think that this argument is appropriate. Therefore costs should be borne by the relevant democratic body.
- 3.5 The portfolio holder will note that, in addition to the expenses claimed in the invoice giving rise to this report, there are expenses, as yet unclaimed, relating to subsequent by-elections. Further, 2 vacancies

have arisen on the parish council for which elections are to be held on 8<sup>th</sup> June and on a date yet to be fixed.

#### Issues raised at the General Purposes Committee

- 3.6 At the meeting of the General Purposes Committee on 19<sup>th</sup> April, a member of the committee, Cr. Marshall, indicated that there were a number of questions which he wished to be answered. The committee indicated that the Councillor should submit his questions to me to enable me to address the questions in the next report to the committee. In view of the referral of the matter to the Portfolio holder as explained above, Cr. Marshall has been invited to submit his questions for the purposes of this report. The remainder of this report comments on issues raised at the General Purposes Committee. Any further questions raised by Cr. Marshall prior to the Portfolio holder meeting will be dealt with by appendix.
- 3.7 In the course of discussions at the General Purposes Committee it has been suggested by Cr. Marshall that the recovery of the costs of the election from the parish council is anti-democratic. In my view this is not so, as I consider it fair that the cost of elections should fall on the parish council itself, as an incidental cost of local democracy, which it is reasonable should be borne by the electorate involved. The parish council are able to provide for such costs in their precept.
- 3.8 Cr. Marshall has also called into question the facility available to parish councils to co-opt members when insufficient candidates are nominated to fill available seats. I do not consider that that practice has any relevance to the issue in question.
- 3.9 Cr. Marshall also raised concerns regarding my authority to issue the disputed invoice to the parish council. The earlier contents of this report explain the situation in that regard.

#### **4. RECOMMENDATION**

It is recommended that in accordance with current Council policy the request of the Headland Parish Council be declined.



## 2.1 APPENDIX A

Parish Council Elections	25-Mar-04	15-Jul-04	12-Aug-04	17-Mar-05	
	2 Wards	1 Ward	1 Ward	1 Ward	
			2 vacancies	2 vacancies	
	£	£	£	£	
<b>STAFFING</b>					
Returning Officer Fee or DRO Fee	359.14	184.65	184.65	184.65	
Polling Station Supervisor Fee	160.65	0	0	0	
Count Supervisor Fee	64	0	0	0	
Presiding Officer Fee	224.64	115.9	115.9	115.9	
Poll Clerk Fee	134.4	69.05	69.05	69.05	
Counter Fee	169.6	65.76	87.14	87.14	
<b>DELIVERY</b>					
Delivery of Election Equipment	191	73.77	49.18	49.18	
Delivery of Poll Cards	267.4	158	120	144.7	
Post Notice of Election/Notice of Poll		98.36	73.77	85	
<b>PREMISES CHARGES</b>					
Constables Lounge	90	N/A	90	N/A	
St Helens	40.75	40.75	N/A	40.75	
<b>POSTAGES</b>					
*Postal Votes - Issued @ 28p each	29.96	11.76	16.8	23.8	
*Postal Votes - Returned @ 28.5p	17.1	3.99	4.85	7.69	
<b>PRINTING</b>					
Print Ballot Papers	145	64	50	71.62	
Print and Finish Poll Cards	44.16	51.69	40.2	22.64	
Print Count Sheets	3.48	N/A	N/A	N/A	
<b>TOTAL</b>	<b>1941.28</b>	<b>937.68</b>	<b>901.54</b>	<b>902.12</b>	<b>Grand Total</b>
* Items not included on original invoice	Invoice No CEOSID1/379 in the amount of £1935.62	Invoice to raise	Invoice to raise	Invoice to raise	

## Election Costs

Local Government Election	01-May-03 16 Wards	24-Feb-05 1 Ward
	£	£
<b>STAFFING</b>		
Returning Officer, Deputy & Admin Fees	4918.69	769.82
Polling Station Inspector Fee	642.60	165.25
Count Supervisor Fee	840.00	65.80
Presiding Officer Fee	6654.96	346.50
Poll Clerk Fee	4250.40	276.20
Counter Fee	1824.00	197.28
Postal Vote Issue	267.60	0.00
Employers' Pension	791.91	90.59
<b>DELIVERY</b>		
Preparation of Booths/Ballot Boxes	1400.00	Courier
Delivery of Election/Count Equipment	4790.00	Courier
Delivery of Poll Cards	6667.90	370.72
Advertise/Post Notice of Election/Notice of Poll	459.00	85.00
<b>PREMISES CHARGES</b>		
Polling Stations/Count/Civic Centre	2060.73	139.75
Portacabins	3440.00	0.00
<b>POSTAGES</b>		
Postal Votes - Issued	906.92	249.48
Postal Votes - Returned	543.50	137.66
General Postages - Candidates/Agents	39.35	n/a
<b>PRINTING</b>		
Print Ballot Papers	940.00	217.50
Print and Finish Poll Cards	420.00	66.24
Print - General	218.36	66.26
<b>TOTAL</b>	<b>42075.92</b>	<b>3244.05</b>

**SCRUTINY CO-ORDINATING COMMITTEE**

date

**Report of:** Chief Solicitor**Subject:** PARISH COUNCIL ELECTION RECHARGES**1. PURPOSE**

- 1.1 At his meeting on 26 June 2006, the Performance Management Portfolio holder decided to refer to scrutiny a report from the Chief Solicitor, inviting the portfolio holder to determine an issue relating to the recovery from Headland Parish Council of the costs of parish council elections. The Chief Solicitor's report is attached (Appendix 1) and sets out the background to the issue.
- 1.2 The portfolio holder wishes to have the Scrutiny Committee's views on the following aspects of the issue –
- How much the Borough Council charges
  - If the Borough Council doesn't charge, where the funding comes from
  - What would be an acceptable number of Parish Council elections in a year
  - If the Scrutiny Co-ordinating Committee considers charges should go to parish councils, how those costs are staggered.

**2. BACKGROUND**

- 2.1. Members are referred to the Chief Solicitor's report to the portfolio-holder for details of the history to date. This report seeks to address factors arising from the issues referred to by the portfolio-holder.

**Relevant Legislation**

- 2.2 The election process
- 2.2.1 By s. 35 Representation of the People Act 1983 ("the Act") a district council is required to appoint a returning officer of parish elections in their area. Elections for parish councils are to be conducted under regulations made under the Act – the Local Elections (Parishes and Communities Rules) 1986. The Act stipulates the same ordinary day for elections for both district and parish councils. As with district councils, Parish Councillors are elected for a 4 year term of office and the expiration of their terms of office are programmed to coincide with Borough Council elections. S. 36(3) of the Act requires that where district and parish polls are to be held on the same day, they are to be taken together. Accordingly, ordinary elections for parish

councils are generally held on a combined basis with borough elections – though, it frequently occurs that the number of nominations for a parish election is no greater than the number of seats on the parish council, and, in such circumstances, no poll is necessary.

2.2.2 Where a poll is necessary, generally speaking the only extra cost arising for the inclusion of the parish election in a combined poll is for issue of notices of election and poll, the printing of ballot papers and polling station staff who are entitled to a supplement for the combined election. S. 36 (3B) provides that where polls are combined the cost of taking the combined poll (excluding any cost solely attributable to one election) and any cost attributable to the combination shall be apportioned equally between the elections. For a combined election, the additional cost attributable to the parish election is generally absorbed by the borough council.

2.2.3 When a casual vacancy arises, e.g. on resignation of a parish councillor, the parish council are required to fill the vacancy by election if notice requiring an election is served on the borough council returning officer by 10 electors, within 14 days of publication of the notice of casual vacancy (art.8(3) of the 1986 rules). The election must be held within 60 days (according to election rules for computation of time) of the publication of the notice of vacancy. If the occurrence of the vacancy is such that it can be combined with a borough council election, this will be arranged; otherwise the parish election will be held on its own.

2.2.4 It is also provided by Art 8(3) of the 1986 rules that where no election is called for within the 14 days following publication of the notice of vacancy, the Parish Council shall co-opt a person to fill the vacancy.

## 2.3 Election Costs

2.3.1 Costs for local elections are set by the district council. The district council are required to bear the costs of parish council elections unless the borough council decide to recover the costs from the parish council not exceeding a scale fixed by the district Council (s. 36(5) of the Act – see Appendix 1)).

2.3.2 In Hartlepool, the General Purposes Committee is responsible for the level of election charges, subject to a delegation to the Chief Solicitor and the Chief Financial Officer, who are authorised to alter the costs according to the changes in staff pay and are required to notify General Purposes Committee of any changes made (General Purposes Committee 14<sup>th</sup> May 2004). The scale of charges is based on a statutory scale relating to parliamentary elections. The scale of charges on which the invoice to the Headland Parish Council was based was that approved by the General Purposes Committee at their meeting on 24<sup>th</sup> March 2003 (Appendix 2). Changes were last notified to the General Purposes Committee at their meeting on 19<sup>th</sup> April 2006 (Minutes attached Appendix 3).

## **Recent history of parish elections**

The Elections Officer has looked at the elections records from 2003 to date. The following table sets out the incidence of parish elections in that time showing–

- The nature of the election i.e. an election of all members on normal retirement or a casual vacancy
- Whether or not an election was required – an election is always required on normal retirement of all members, but for a casual vacancy an election is only required if demanded
- Whether a poll was held – for all elections, a poll is only required if there are more candidates than seats
- Whether seats were left unfilled requiring to be filled by co-option

	Parish (Ward)	Full / Casual Vacancy (No.)	Election Yes/No	Poll Yes/No	Co-option to fill vacancy
<b>2003/04</b>					
May	Greatham	F	Y	N	
	Headland (N&S)	F	Y	N	Y(1)
December	Greatham	CV(1)	N	N	Y(1)
March	Headland (N&S)	CV(11)	Y	Y	
<b>2004/05</b>					
July	Headland (N)	CV(1)	Y	Y	
August	Headland (S)	CV(2)	Y	Y	
March	Headland (N)	CV(2)	Y	Y	
<b>2005/06</b>					
March	Headland (N)	CV(1)	N	N	Y (awaited)
<b>2006/07</b>					
May	Dalton, Elwick, Hart	F	Y	N	Y (awaited)
June	Headland (S)	CV(1)	Y	Y	

Note – Vacancies exist at Greatham(1) and Headland(1) but are yet to be declared

The table demonstrates the disproportionate level of election business arising from Headland Parish in the last few years.

### **3. ISSUES RAISED BY PORTFOLIO HOLDER**

#### **3.1 How much the Borough Council charges**

3.1.1 As described above, the costs of an election are determined according to a scale which is reported to the General Purposes Committee. Where a combined election is held, costs other than those attributable to a particular election (e.g. the cost of printing ballot papers) are to be apportioned equally between the elections. The appendices to Chief Solicitors report (Appendix 1) provide an indication of the level of costs arising in respect of an election for a parish or ward.

3.1.2 Pursuant to s. 36(5) the cost of parish elections is to be borne by the district council unless the district council resolves to recover the cost from the parish council. As members will see from Appendix 1, the last occasion on which question of parish election costs was considered was in 1993, when the Council decided to recover election costs from the parish councils. The discretion granted by s. 36(5) would enable the district council to decide to recover a proportion of the costs if it thought fit.

**3.2 If the borough council doesn't charge, where the funding comes from.**

Local election costs fall on the General Fund and are thus borne by the Council Tax payers over the borough as a whole. The budget provision for 2006/07 is £67100 (£64100 in 2005/06), but the Chief Financial Officer comments that nothing is included for parish elections.

**3.3 What would be an acceptable number of Parish Council elections in a year?**

Clearly the number of parish council elections in any year will be dictated by legislation and local circumstances. An election of all councillors must take place every 4 years and then elections in intervening years will take place (except in the 6 months up to the end of the term of office) as and when vacancies arise. Whether a poll takes place at the point of the full election and any vacancy is dependent upon the number of persons nominated and, as can be seen, from the details provided earlier in this report, a poll rarely takes place. However, circumstances at the Headland appear to have been such that vacancies have arisen to a greater extent than may be experienced in other parish councils in the borough. Accordingly, elections there have become necessary at an unusually greater frequency than elsewhere.

**3.4 If the Scrutiny Co-ordinating Committee considers charges should go to parish councils, how those costs are staggered.**

Discussion with election administrators in other authorities reveals that it is common practice for the district council to hold back an invoice to enable the parish council to include the costs of elections held in their next precept. At the establishment of the Headland Parish Council, discussions took place with the Steering Group as to the financial resources required to administer the parish council. The cost of elections was referred to in this context and it was recognised that the parish council would make regular provision, in their precept, for the costs of such elections as might arise.

**3. FINANCIAL IMPLICATIONS****4. RECOMMENDATIONS**

**PERFORMANCE MANAGEMENT PORTFOLIO**  
**Report to Portfolio Holder**  
**24 July 2006**



**Report of:** Chief Personnel Services Officer

**Subject:** EMPLOYEE ATTENDANCE 2005/6 - ANNUAL REPORT

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**SUMMARY**

**1. PURPOSE OF REPORT**

To update the portfolio holder on the Council's performance in 2005/6 in relation to employee absence, future targets and to receive endorsement of actions proposed to achieve the targets.

**2. SUMMARY OF CONTENTS**

The report provides details of employee absence in 2005/6, future targets and the actions proposed to meet the targets.

**3. RELEVANCE TO PORTFOLIO MEMBER**

Corporate issues.

**4. TYPE OF DECISION**

Non-key decision.

**5. DECISION MAKING ROUTE**

Portfolio Holder only.

**6. DECISION(S) REQUIRED**

Note the report and endorse the actions planned.

**Report of:** Chief Personnel Services Officer

**Subject:** EMPLOYEE ATTENDANCE 2005/6 – ANNUAL REPORT

## 1. PURPOSE OF REPORT

- 1.1 To update the portfolio holder on the Council's performance in 2005/6 in relation to employee absence, future targets and to receive endorsement of actions proposed to achieve the targets.

## 2. BACKGROUND

- 2.1 The extent to which employees are absent from work due to illness has a direct impact on the quality, level and cost of the provision of services. As such the Government has included BVPI12 – The number of working days/shifts lost due to sickness absence in its basket of Corporate Health Performance Indicators.

## 3. THE COUNCIL'S PERFORMANCE IN 2005/6

- 3.1 During 2005/6 the Council's performance deteriorated when compared to 2004/5, continues to represent an improvement when compared to 2003/4 and was over target as detailed in Table 1.

**Table 1**

2003/04 Actual Performance	2004/05 Actual Performance	2005/06 Actual Performance	2005/06 Target	Government Set Aspirational (Upper Quartile) Target
13.20 days	11.32 days	12.34 days	10.29 days	8.78 days

- 3.2 The 2005/6 performance continues to be in the bottom quartile when compared to the 2004/5 performance data for unitary authorities. The most recent National Employers information (for 2004/5) indicates that the north east region has the third worse sickness record (after the north west and west midlands). The 3 year target of 9.79 days published in the 2004/5 Best Value Performance Plan, if achieved, would represent a 26% improvement compared to the performance of 13.20 days in 2003/4. The second year (2005/6) performance represents an improvement of 0.86 days, equivalent to a 6.5% improvement.



- 3.3 Further details of performance, including analysis by department and cause of sickness are attached at **Appendix A**. Comparative information is only available in respect of Social Services and Teachers. The most recent National Employers information (for 2004/5) indicates that the Median level of absence within Social Services departments is 14.8 days. The Social Services department ceased to exist following the corporate restructure last year and direct comparisons are not possible with the Childrens Services and Adult and Community Services Departments as they include non Social Services employees. At present the reporting facilities available are not sophisticated enough to be able to easily extract former Social services department employees, although it is anticipated that HR Analyser will help when it is fully implemented. The most recent Department for Education and Skills provisional information (2005) is that the average level of absence nationally for teachers is 5.2 days compared to 8.0 days per teacher in Hartlepool.
- 3.4 Whilst direct departmental comparisons between years is not always possible, it is clear that a significant improvement in performance and the target met in 2005/6 was achieved in only one department (Regeneration and Planning Services). Schools and all other departments experienced a deterioration in performance and were over target. Whilst it is not possible to identify a particular reason for the deterioration in performance, it is noticeable that the department most over target was the one most affected by the Corporate Restructure. Given the uncertainty and subsequent turmoil whilst the new departments settled down, this is perhaps unsurprising.
- 3.5 Sickness absence is often classified into short term, medium and long term absence. Performance in 2005/6 is detailed in Table 2

**Table 2**

Short definition	Extended definition	Performance in 2003/4	Performance in 2004/5	Performance in 2005/6
Short term absence	Any continuous period of absence of up to and including five working days (i.e. the equivalent of one standard working week/one calendar week).	3.12 days (23.6%)	2.77 days (24.5%)	2.99 days (24.2%)
Medium term absence	Any continuous period of absence of more than five but up to and including twenty working days. (i.e. the equivalent of more than one working week/calendar week, up to and including the equivalent of four standard	2.26 days (17.1 %)	1.81 days (16.0%)	2.13 days (17.3%)

	working weeks/four calendar weeks).			
Long term absence	Any continuous period of absence of twenty-one or more working days. (i.e. the equivalent of more than four standard working weeks/four calendar weeks).	7.82 days (59.3 %)	6.74 days (59.5%)	7.22 days (58.5%)
Total absence	Short, Medium and Long term absence	13.20 days (100%)	11.32 days (100%)	12.34 days (100%)

Performance has deteriorated in respect of short, medium and long term absence.

3.6 Where the reasons for absence were recorded (i.e. excluding all schools employees except where they also work for the Council), the main causes of all sickness in the Council in 2005/6 were Stress (23.1%) and Musculo-Skeletal problems (21.2%). This is not too dissimilar to the National picture for larger authorities in 2005/6 where Stress (20.7%) and Musculo-skeletal problems (22.5%) were the main reasons for absence. The main causes of short term absence nationally are somewhat different with Infections (24.8%) and Stomach ailments (14.0%) being the most significant. Locally, Infections, Stomach and heart ailments (excluding other) are the most popular reasons for absence after Stress and Musculo-Skeletal problems, although, at present, it is not possible to differentiate between short and long term absence.

3.7 During 2005/6 a number of actions (as set out below) were taken which will (hopefully) contribute to a continued improvement in sickness levels.

- Implementation of the Smoking Policy including agreement to a programme for declaring all Council buildings and premises as 'Smoke free' by 31 December 2006
- Implementation of the Managing Attendance Improvement Plan.
- Improvements in Occupational Health referral arrangements.
- Introduction of 'family-friendly' policies (i.e. Support for those with Caring Responsibilities Policy and associated schemes and Flexible Working Policy and Procedure).
- Improved communications with managers, including in respect of sickness.
- Inclusion of Sickness Absence as a module of the Leadership and Management Development Programme with over a third (145) managers attending briefings by the Corporate Sickness Champion

- Appointment of Corporate Management Team and departmental sickness 'champions' and creation of Sickness Champions Group.
- Agreement to acquire a sophisticated reporting tool (HR Analyser).
- Agreement to revised Health and Safety Policy and Managing Stress at Work Policy
- Finalising procedures and processes developed to deal with 'complex' sickness absence cases
- Planning for the development of the 'Wellbeing' concept in the Council including agreement to participate in the Work Foundation 'Wellness Management Index' pilot arrangements
- Development of a series of common 'Wellness' scenarios designed to assist managers in preventing and addressing absence by the application of 'Wellness' arrangements including health and safety measures, early referral for support and treatment such as Employee Support, Counselling, Physiotherapy etc and applying the Attendance Management Procedure provisions.
- Implementation of improved 'phased return to work' arrangements
- Various 'Wellbeing' related contract arrangements (Physiotherapy, Counselling, Eye and Eye Sight Tests etc) renewed
- Occupational Health arrangements started to be reviewed

#### 4. 2005/6 AND FUTURE YEARS' INDICATORS AND TARGETS

- 4.1 Nationally, the top quartile target set by the Government for unitary authorities has decreased from 9.48 days to 8.78 days. Locally the targets in Table 3 have been set corporately for 2006/7 and future years

**Table 3**

2006/7 Target	2007/8 Target	2008/9 Target	Government set (Top Quartile) Target
10.18 days	9.68 days	9.18 days	9.48 days

- 4.2 The target set for 2006/7 is based upon targets set by departments and schools (further details are attached at Appendix B). For subsequent years the targets reflects a Council wide reduction of 0.5 days year on year. The 2007/8 target, if achieved, will represent above median unitary performance and beat the Government set top quartile target (of 9.48 days).

## **5. ACTIONS PLANNED TO ACHIEVE THE TARGETS SET**

- 5.1 A series of actions are planned to achieve the targets including
- Completion of the Occupational Health arrangements review
  - Implementation of revised procedures and processes to deal with 'complex' sickness absence cases
  - Undertake departmental Stress 'health checks' and development of departmental action plans
  - Completion of the programme for declaring all Council buildings and premises as 'Smokefree' by 31 December 2006
  - Improvements to the information provided to employees when on sickness absence
  - Further development of the 'wellness' scenarios to include stress issues
  - Further development of processes in relation to long term sickness absence
  - Development of a Sickness related project as part of the Leadership and Management Development Programme, including reviewing the feedback from managers briefing sessions, considering ways to prevent employee absence and improve the overall health of the workforce and providing solutions
  - Continuation of the work of the Sickness Champions group
  - Implementation and use of a sophisticated reporting tool (HR Analyser) to provide improved sickness information to managers
  - Implementation of a web based solution to enable schools to input sickness data into the Council's sickness database
  - Further manager briefings as part of the Leadership and Management Development Programme, including an assessment of how effective the measures undertaken have been
  - Comparing 'best practice' with other authorities
  - Consideration of a temporary appointment to specifically support Adult & Community Services in dealing with their absence levels.

## **6. RECOMMENDATIONS**

- 6.1 That the employee absence in 2005/6 be noted and future targets and proposed actions be endorsed.

### **Employee Sickness Absence Monitoring**

## **Performance for the financial year 2005/06**

### **Contents**

- Historical and current performance against BVPI12 (The number of working day/shifts lost due to sickness absence) for the Authority as a whole and a breakdown for each department.
- Historical data, for the Authority as a whole and a breakdown for each department, representing short, medium and long term absence as a proportion of overall absence.
  - Short term – 0-5 working days (equivalent to 1-7 calendar days)
  - Medium term – 6-20 working days (equivalent to 8-28 calendar days)
  - Long term - 21 working days and over (equivalent to 29 or more calendar days)
- Current performance, for the Authority as a whole and a breakdown for each department, representing different categories of absence as a proportion of overall absence

### **Notes**

- Information presented in Sections 1a, 1b, 2 and 4 refers to the number of days lost due to sickness absence
- Absence during school holidays for employees working term time only in Schools, Education and Neighbourhood Services has been extracted from the data
- Information presented in Sections 1c and 3 refers to the proportion of long, medium and short term sickness absence (expressed as a percentage) of the overall sickness absence. For statistical reasons, the proportions should **NOT** be used to compare performance between departments.
- The categories are provided by the National Employers
- The category analysis reflects actual working days, not FTE working days and information obtained from sick notes.

**APPENDIX A**

- The report reflects the new structure and employees, along with their sickness during April 2005 – June 2005, have been transferred to their new departments. New departmental targets have been calculated (based on previous targets) in respect of those departments affected by the restructure

**1. Authority's Performance****a. Previous Year's Performance (2003/4 and 2004/5)**

Year	Target (including Schools )	Actual Performance (including Schools )	Target (excluding Schools)	Actual Performance (excluding Schools)
2003/4	10.71 days	13.20 days	11.94 days	14.51 days
2004/5	10.79 days	11.32 days	11.68 days	12.92 days

**b. Current Year's Performance (2005/6)**

2005/6	Target (including Schools)	Actual Performance (including Schools)	Target (excluding Schools only)	Actual Performance (excluding Schools)
	10.29 days	12.34 days	11.23 days	13.74 days

**c. Long, medium, and short term sickness actual and represented as a proportion of current performance (2005/6)**

2005/6	Current performance	Long	Medium	Short
	Actual	7.22	2.13	2.99
	Proportion (%)	58.5%	17.3%	24.2%

**D. Sickness by category represented as a proportion of current performance in 2004/05 (and number of working days lost)**

Category	Current Performance		National Performance 2003/4 (larger authorities)	National Performance 2004/05 (larger authorities)
	No of Working Days	%age of absence	%age of absence	%age of absence
Back & neck problems	2638	9.7%	8.8%	9.2%
Other musculo-skeletal problems	3127	11.5%	12.8%	13.3%
Stress, depression, anxiety, neurasthenia, mental health & fatigue	6295	23.1%	21.8%	20.7%
Infections; to include colds and flu	2223	8.2%	13%	12.2%
Neurological; to include headaches and migraine	408	1.5%	3.1%	3.0%
Genito-urinary; to include menstrual problems.	935	3.4%	2%	3.5%
Pregnancy related	253	0.9%	1.1%	2.6%
Stomach, liver, kidney & digestion; to include gastroenteritis	1869	6.9%	7.7%	1.1%
Heart, blood pressure & circulation	1832	6.7%	2.8%	8.6%
Chest & respiratory; to include chest infections	1326	4.9%	4.3%	3.3%
Eye, ear, nose & mouth/dental; to include sinusitis	826	3.0%	3.6%	5.0%
Other	5474	20.1%	19%	16.3%
<b>Total</b>	<b>27206</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



## 2. Performance by Department

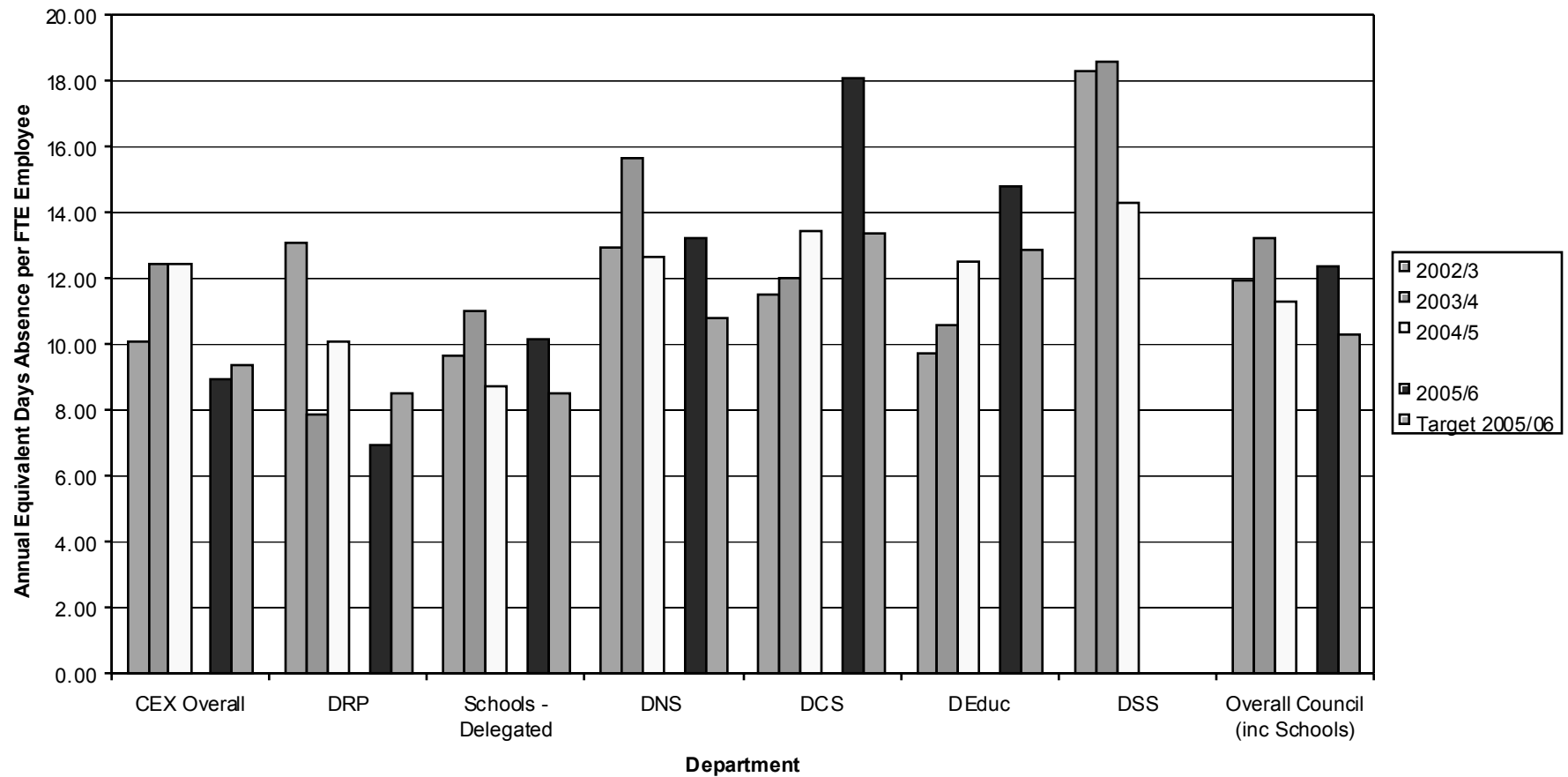
### a. Previous Year's Performance (2003/4 and 2004/5)

	Chief Executive	Education		Regen. & Planning	Social Services	Com. Services	N'hood Services	Authority
		Education Dept	Schools Delegated					
2003/4	12.43	10.57	11.02	7.87	18.58	11.99	15.63	13.20 days
2004/5	12.41	12.53	8.72	10.10	14.26	13.43	12.67	11.32 days

### b. Current Year's Performance (2005/6)

2005/6		Chief Executive	Children's Serv	Schools Delegated	Regen. & Planning	Adult & Comm Serv	N'hood Services	Authority
	Actual Performance	9.50	14.81	10.13	6.93	18.05	13.25	12.34 days
	Target	9.33	12.87	8.52	8.52	13.37	10.77	10.29 days

**Annual Equivalent Performance April 2005 - March 2006**



### 3. Long, Medium, And Short Term Sickness Absence As A Proportion (expressed as a percentage) Of Actual Sickness Absence

#### a. Previous Year's Performance 2003/4 and 2004/5 - Long, medium, and short term sickness as a proportion (expressed as a percentage) of actual performance.

2003/4		Chief Executive	Education		Regen. & Planning	Social Services	Com. Services	N'hood Services	Authority
			Education Dept	Schools Delegated					
	Actual Performance	100 %	100 %	100%	100 %	100%	100 %	100%	100%
	Long	52.27%	63.27%	59.69%	39.23%	66.92%	55.11%	56.82%	59.18%
	Medium	21.65%	11.31%	15.05%	25.72%	14.36%	20.17%	19.92%	17.15%
	Short	26.08%	25.42%	25.26%	35.05%	18.72%	24.72%	23.26%	23.66%

2004/5		Chief Executive	Education		Regen. & Planning	Social Services	Com. Services	N'hood Services	Authority
			Education Dept	Schools Delegated					
	Actual Performance	100 %	100 %	100%	100 %	100%	100 %	100%	100%
	Long	58.3%	67.0%	54.9%	60.4%	60.0%	59.3%	63.0%	59.5%
	Medium	14.9%	11.2%	16.6%	8.8%	18.1%	17.0%	16.2%	16.0%
	Short	26.8%	21.7%	28.5%	30.9%	22.0%	23.7%	20.8%	24.5%

**b. Current Year's Performance 2005/6 - Long, medium, and short term sickness as a proportion (expressed as a percentage) of current sickness.**

<b>2005/6</b>		<b>Chief Executive</b>	<b>Adult &amp; Comm Serv</b>	<b>Regen. &amp; Planning</b>	<b>Children's Serv</b>	<b>Schools Delegated</b>	<b>N'hood Services</b>	<b>Authority</b>
	<b>Actual Performance</b>	<b>100 %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
	<b>Long</b>	21.3%	68.6%	35.0%	68.7%	55.9%	59.1%	58.5%
	<b>Medium</b>	36.3%	14.2%	20.0%	11.7%	17.3%	18.0%	17.3%
	<b>Short</b>	42.4%	17.2%	45.0%	19.6%	26.8%	22.8%	24.2%

#### 4. Long, Medium, And Short Term Sickness Absence Performance

##### a. Previous Year's Performance 2003/4 and 2004/5 - Long, medium, and short term sickness performance.

2003/4		Chief Executive	Education		Regen. & Planning	Social Services	Com. Services	N'hood Services	Authority
			Education Dept	Schools Delegated					
	Actual Performance	12.43	10.57	11.02	7.87	18.58	11.99	15.63	13.20 days
	Long	6.50	6.69	6.58	3.09	12.44	6.61	8.88	7.81 days
	Medium	2.69	1.20	1.66	2.02	2.67	2.24	3.11	2.26 days
	Short	3.24	2.69	2.78	2.76	3.48	2.96	3.63	3.12 days

2004/5		Chief Executive	Education		Regen. & Planning	Social Services	Com. Services	N'hood Services	Authority
			Education Dept	Schools Delegated					
	Actual Performance	12.41	12.53	8.72	10.10	14.26	13.43	12.67	11.32 days
	Long	7.23	8.40	4.79	6.10	8.55	7.96	7.99	6.74 days
	Medium	1.85	1.41	1.44	0.88	2.58	2.28	2.05	1.81 days
	Short	3.33	2.72	2.48	3.12	3.13	3.18	2.63	2.77 days

**b. Current Year's Performance 2005/6 - Long, medium, and short term sickness performance.**

<b>2005/6</b>		<b>Chief Executive</b>	<b>Adult &amp; Comm Serv</b>	<b>Regen. &amp; Planning</b>	<b>Children's Serv</b>	<b>Schools Delegated</b>	<b>N'hood Services</b>	<b>Authority</b>
	<b>Actual Performance</b>	<b>9.50</b>	<b>18.05</b>	<b>6.93</b>	<b>14.81</b>	<b>10.13</b>	<b>13.25</b>	<b>12.34</b>
	Long	2.02	12.40	2.43	10.17	5.66	7.84	7.22
	Medium	3.45	2.55	1.38	1.74	1.76	2.39	2.13
	Short	4.03	3.10	3.12	2.90	2.71	3.02	2.99

### 5. Performance by Department – Half Yearly Split

#### a. Previous Year's Unweighted Performance (2003/4 and 2004/5)

	Chief Executive	Education		Regen. & Planning	Social Services	Com. Services	N'hood Services	Authority
		Education Dept	Schools Delegated					
2003/04 (Apr-Sept)	13.31	7.40	8.89	5.54	19.03	11.77	15.38	12.18 days
2003/04 (Oct-Mar)	11.54	13.74	13.16	10.20	18.13	12.21	15.87	14.22 days
2004/5 (Apr-Sept)	12.92	11.38	7.87	7.17	13.26	12.65	10.93	10.29 days
2004/5 (Oct-Mar)	11.98	13.16	9.46	12.94	14.72	13.96	14.17	12.03 days

#### b. Current Year's Unweighted Performance (2005/6)

2005/6		Chief Executive	Adult & Comm Serv	Regen. & Planning	Children's Serv	Schools Delegated	N'hood Services	Authority
	2005/6 (Apr-Sept)	8.89	17.12	6.76	11.95	8.60	10.91	10.71 days
	2005/6 (Oct-Mar)	8.89	19.12	6.06	17.66	10.99	15.99	13.67 days
	Target	9.33	13.37	8.52	12.87	8.52	10.77	10.29 days

## 2.2 APPENDIX A

## 6. Current Performance (2005/6) by Department – Percentage per Category

2005/6	Category (100%)	Chief Executive	Adult & Comm Serv	Regen. & Planning	Children's Serv	N'hood Services	Schools	Authority	National Performance 2003/4 (larger authorities)	National Performance 2004/05 (larger authorities)
	Back & neck	10.1	14.1	2.8	2.7	10.7	0.0	9.7	8.8%	9.2%
	Other musculo-skeletal	2.9	6.7	6.2	2.4	22.1	50.0	11.5	12.8%	13.3%
	Stress etc	16.5	26.0	11.0	38.6	15.3	0.0	23.1	21.8%	20.7%
	Infections	15.7	6.3	17.8	5.9	8.2	19.6	8.2	13%	12.2%
	Headache, migraine etc	3.7	1.8	3.3	1.0	0.9	4.3	1.5	3.1%	3.0%
	Genito-urinary	4.2	4.7	1.3	2.8	2.9	0	3.4	2%	3.5%
	Pregnancy related	0.9	1.8	0.0	1.4	0.1	0	0.9	1.1%	2.6%
	Stomach ailments	10.6	6.6	11.9	8.7	4.8	13.0	6.9	7.7%	1.1%
	Heart problems	0.6	3.3	7.0	6.4	10.8	0	6.7	2.8%	8.6%
	Chest	5.1	5.8	7.1	5.6	3.5	8.7	4.9	4.3%	3.3%
	Eye, ear, nose & mouth	4.7	2.8	3.0	1.8	3.5	2.2	3.0	3.6%	5.0%
	Other	25.0	20.0	28.7	22.6	17.1	2.2	20.1	19%	16.3%
	<b>Total</b>	100	100	100	100	N/A	100	100%	100%	100%



**Appendix B****2006/7 Targets**

<b>Department</b>	<b>2006/7 Target (days)</b>
<b>Chief Executive's</b>	<b>8.89</b>
<b>Adult and Community Services</b>	<b>13.37</b>
<b>Regeneration &amp; Planning Services</b>	<b>7.08</b>
<b>Children's Services</b>	<b>12.50</b>
<b>Schools</b>	<b>8.52</b>
<b>Neighbourhood Services</b>	<b>10.77</b>
<b>Overall Council</b>	<b>10.18</b>

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

24 July 2006



**Report of:** Chief Personnel Services Officer

**Subject:** POLICY ON VIOLENCE AND AGGRESSION  
TO EMPLOYEES

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### **SUMMARY**

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

To obtain the Portfolio Holder's endorsement of a corporate policy on the management of the risks of violence and aggression to employees.

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

The report introduces the draft policy and outlines the other measures that will be being put into place to manage the risk of violence and aggression to employees.

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

Corporate issues.

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

Non-key decision.

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

Portfolio Holder only

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

To note the report and endorse the accompanying draft policy.

**Report of:** Chief Personnel Services Officer

**Subject:** POLICY ON VIOLENCE AND AGGRESSION  
TO EMPLOYEES

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## **1. PURPOSE OF REPORT**

To obtain the Portfolio Holder's endorsement of a corporate policy on the management of the risks of violence and aggression to employees

## **2. BACKGROUND**

At the meeting of the Health and Safety Consultative Group that was held during November last, a draft of the policy on violence and aggression to employees and an accompanying guidance document was provided for comment, prior to further consultation. Since then, some further minor amendments have been made and the text of the policy has been agreed with the trades unions, at the Single Table meeting. The agreed draft of the policy is appended to this report (**Appendix 1**).

The accompanying guidance document still requires further work and will be the subject of a future report.

## **3. RECOGNITION AND MANAGEMENT OF VIOLENCE AND AGGRESSION RISKS**

The number of issues considered as part of occupational safety and health has grown considerably over the years. From a fairly narrow concern about the possibly injurious interface of employees with machines and their exposure to obviously hazardous substances, the range of issues considered today has expanded to include the welfare of employees, and indeed their general well-being. Recognised amongst this broader range of issues is the threat, or actual use of, aggression and violence against employees. So what would once have been regarded as something that employees with direct customer contact would have to expect as a part of their work, and to endure without complaint, is now seen as another hazard that must be managed.

The particular importance to the Council of effectively managing risks of violence and aggression is due to local authority employees being more likely than most to be exposed to inappropriate behaviour by a small minority of their customers. This is because of the wide range of services delivered directly to the public. Some of these services, the collection of taxes, administration of benefits and enforcement action of various kinds are obvious

examples of those where passions can be roused and aggression or violence initiated. Added to these types of contacts is the obligation on local authorities (unlike most private sector employers, who can choose) to provide services to those customers who, for a variety of reasons, display challenging behaviour, even in ordinary and non-confrontational situations.

The frequency with which employees are threatened or actually assaulted may or may not be growing. It may be that a greater awareness of these situations as legitimate occupational safety and health matters simply leads to more incidents being reported. But in whichever direction the trend is moving, proper management is essential.

#### **4. THE NEED FOR A CORPORATE APPROACH**

Consideration of aggression and violence to staff is not a new matter within this authority. Where relevant, it is already included in risk assessments for the tasks carried out by the officers from the departments or divisions concerned. Then appropriate control measures are adopted for the groups of employees involved. However, there was perceived to be a need for a more corporate approach, because customers who are difficult-to-deal-with may well have contact with different employees from more than one department or division of the authority. The response to this perceived corporate need was for two working groups to be formed, with representatives from each of the Council's departments, as well the participation of members of the Employee Wellbeing Team and of the Health and Safety Adviser.

One of the groups developed the policy, which is the subject of this report, together with the guidance document which will be reported on at a future meeting of the Health and Safety Consultative Group.

The other working group is developing the remaining element of the corporate arrangements for protecting employees from violence and aggression. This will be a system to facilitate reporting on difficult-to-deal-with individuals and making the information gathered about them available to other employees whose work also involves contact with the individuals concerned. Because of its sensitive nature, legal input is required in the development of this system, as well as information technology expertise and the participation of officers from sections that provide services directly to customers. This system will also be the subject of a future report to the Health and Safety Consultative Group.

#### **5. THE DRAFT POLICY IN SUMMARY**

In summary, the draft policy:

- Indicates that its purpose is to describe the Council's approach to managing violence and aggression and expresses its commitment to do so.

- Defines violence and aggression and does so widely, so as to include behaviour that, although not involving physical injury, is still wholly unacceptable.
- Sets out the responsibilities of individual post holders for the implementation of the policy.
- Deals with the risk assessment, training reporting and recording issues raised by the management of violence and aggression.
- Sets out procedures for use following an incident and for monitoring, review and audit of the management arrangements.

## **6. IMPLEMENTATION OF THE POLICY AND OTHER STEPS**

Following the adoption of the policy, completion of the related guidance and of the system for reporting on difficult-to deal-with customers, the policy will be implemented. The Employee Wellbeing Team and other members of the Human Resources Division will take the lead in launching the policy. This will include facilitation of the provision of the training needed for the carrying out of risk assessments and the other requirements of the policy that are delegated to managers. In addition, the training required by the front-line employees, who deal directly with customers, will be arranged. Within each department and division, monitoring of the operation of the policy will be initiated and, using the information obtained, the Chief Personnel Services Officer will ensure that review and revision is carried out as necessary.

## **7. RECOMMENDATION**

To note the report and endorse the accompanying draft policy.



## **POLICY STATEMENT AND PROCEDURES ON VIOLENCE & AGGRESSION TO EMPLOYEES**

This edition was published July 2006

This policy statement and procedures complements the Corporate Health and Safety Policy and should be read in conjunction with that policy

See also: Guidance on Personal Safety and the Prevention of Violence and Aggression in the Workplace

### **1.0 Purpose**

**1.1** It is recognised that employees of Hartlepool Borough Council may be subject to violence or aggression by persons with whom they come into contact in the course of their work.

**1.2** The purpose of this policy statement and procedures (Policy) is to describe the Council's approach to the avoidance of violence and aggression to its employees and its arrangements for dealing with such matters.

**1.3** The Policy makes clear the Council's commitment to provide, as far as is reasonably practicable:

- A safe working environment for all its employees;
- The necessary training, advice, guidance and support to prepare employees to avoid, prevent and if need be respond to such situations;
- To deal sensitively with the possible distressing aftermath for employees of such situations.

### **2.0 Policy Statement**

**2.1** The Council deplores and regards as unacceptable any acts or threats of violence or aggression by anyone to any of its employees.

**2.2** The Council acknowledges that it has responsibility to protect the health and safety at work of those it employs and of others who work on the Council's premises.

**2.3** It is the policy of the Council to do everything reasonably practicable to avoid and prevent the risk of violence or aggression to its employees at work and to do everything reasonably practicable to minimise, manage and control such risk and such actions.

**2.4** The Council will do everything reasonably practicable in conjunction with the police to help bring a prosecution against any individual where there are allegations of violence and aggression to any employee. The following statement of intent will be displayed wherever appropriate throughout the Council's premises:

***'The Council takes very seriously the use of abusive, threatening or violent conduct towards its employees and will consider legal action against anyone that displays this behaviour.'***

### **3.0 Definition**

**3.1** For the purposes of this document the terms violence and aggression have assigned to them the following definition:

***"Incidents where persons are abused, threatened or assaulted in circumstances relating to their work, involving an explicit or implicit challenge to their safety, well being or health" (National Task Force on Violence against Social Care Staff)***

**3.2** For the purposes of this Policy it also includes threats of or actual violence to employees and/or their relatives and/or threats of or actual damage to the property of Council employees or that of their relatives.

**3.3** Incidents do not necessarily need to cause physical harm in order to be regarded as violence or aggression. They therefore include incidents which:

- Cause major injury;
- Require medical assistance;
- Require first aid only;
- Involve a threat, even if no physical injury results;
- Involve verbal abuse (including abuse on the telephone);
- Involve non verbal abuse (for example stalking, abusive letters or other correspondence including e communications);
- Involve other threatening behaviour;
- Involve threats to relatives;
- Involve threats to the property of Council employees or that of their relatives.

### 4.0 Scope

**4.1** This Policy applies to all Council employees. It also applies to others engaged in the work of the Council including students, volunteers or people employed to carry out work on behalf of the Council.

**4.2** This Policy also covers acts or threats of violence or aggression to its employees when they are off duty, if such issues are connected with work.

**4.3** This Policy does not cover actual or potential violence or aggression to employees from fellow employees, as these will be dealt with in accordance with the Council's dignity at work and/or disciplinary policy.

### 5.0 Principles

**5.1** The implementation and fulfilment of this Policy concerning violence and aggression to employees is subject to the following principles:

- Employees have the right to work in a safe environment and to be protected from acts or threats of violence, aggression or abuse related to work activities as far as is reasonably practicable;
- The Council has a duty to take all reasonably practicable steps to ensure it safeguards its employees from such acts or threats;
- Employees who are free from worry or fear of attack or abuse are more likely to perform better in supporting the delivery of good quality services.

### 6.0 Roles and Responsibilities

#### 6.1 Chief Executive

As indicated by part 2.4 of the Corporate Health and Safety Policy (Corporate Policy) ultimate responsibility for compliance with legal requirements and with this Policy rests with the Chief Executive.

#### 6.2 Directors and Chief Executive's Department Divisional Heads

As indicated by part 2.6 of the Corporate Policy, responsibility for the implementation of this Policy is delegated to the Directors and Chief Executive's Department Divisional Heads (Directors and Divisional Heads). It is therefore the responsibility of Directors and Divisional Heads to ensure that:

- Information is provided on this Policy and on the support that is available to employees;
- Risk assessments are carried out and safe systems of work are devised and implemented;
- Incidents are correctly reported, recorded, investigated and, where appropriate, reported to the enforcing authority;
- Steps are taken to identify and implement changes required to work arrangements;
- Appropriate support is offered to employees who are subject to violence and aggression at work.



### 6.3 Oversight and Co-ordinating Role

As a part of the responsibilities imposed by part 2.14 of the Corporate Policy, the Chief Personnel Services Officer will monitor the implementation of this Policy, ensure that it is reviewed at appropriate intervals and that any amendments are communicated to the Chief Executive, Directors and other Divisional Heads.

### 6.4 Employees

As required by part 2.1 of the Corporate Policy, all employees will ensure that they:

- Comply with safe systems of work;
- Familiarise themselves and comply with this Policy;
- Attend training made available to them;
- Report any potential or actual incidents to their appropriate line manager in accordance with this Policy.

### 7.0 Assessment of Risk

7.1 As required by part 2.7(c) of the Corporate Policy, managers and supervisors will ensure that a suitable and sufficient generic risk assessment is undertaken and recorded in respect of each job function and working environment, so as to identify hazards and to be the basis for specifying precautionary actions to minimise and manage risks identified.

7.2 The process of carrying out a risk assessment will be in accordance with the Council's usual risk assessment procedure and normally as part of the general risk assessment for the tasks concerned.

7.3 Risk assessments will be based on the fullest information available about the work, in order to cover all foreseeable risks. Separate additional assessments will be undertaken as necessary for particular activities, including where there is the need to do so because of contact with specific individuals.

7.4 Managers and supervisors will note and take into account in their assessments the varying levels of risks of violence and aggression. Consideration will therefore be given to such factors as:

- The kind of work undertaken by employees;
- Where the work is carried out;
- When the work is carried out;
- The type of customers, service users and other persons with whom they come into contact as a result of the work.

7.5 Where significant risks are identified in relation to specific individuals then appropriate use will be made of the Multi-Agency Public Protection Arrangements (MAPPA) Procedures and also the Council's internal difficult customer record and data base.

### 8.0 Training

**8.1** The Council will ensure that suitable and adequate training is provided, with the objective of achieving continuing improvements in:

- The recognition of the problems associated with violent incidents;
- Reducing in the number of incidents that occur;
- Reducing the seriousness of any incidents;
- Reducing the psychological effects of such incidents;
- Employee morale in relation to violence and aggression;
- The immediate response to incidents;
- The overall management of incidents;
- The effectiveness of senior management monitoring and review of incidents and responses.

**8.2** Managers and supervisors will ensure that all employees who are considered as being potentially at risk are trained. Different levels of training requirement and particular needs will be identified by managers through the generic risk assessment process and the supervision and appraisal processes.

### 9.0 Recording and Reporting

**9.1** The Council will maintain, via the use of its Safety Incident Report Form (SIRF), an adequate system for the reporting, recording and investigation of instances of violent and aggressive behaviour. This internal system will be used to capture information about a wide range of incidents, including apparently less serious ones. This information will be used by managers, supervisors, health and safety committees and others to monitor the effectiveness of precautions.

**9.2** As with other safety incidents, where reporting is required under the Reporting of Diseases, and Dangerous Occurrences Regulations (RIDDOR), the Employee Wellbeing Team will make all such reports, in accordance with part 2.12(k) of the Corporate Policy.

**9.3** Employees will report, without avoidable delay, every incident of violence or aggression using the Council's SIRF, so as to enable prompt reporting to the Health and Safety Executive where this is required and to facilitate, in all cases, timely investigation and the taking of remedial actions.

**9.4** Following reporting and investigation of incidents, the remedial actions to be considered by managers and supervisors will include:

- Ceasing to carry out the task/s involved;
- Changes to the workplace;
- Changes to working procedures;
- New working procedures;
- Additional training.

**9.5** As well as providing the basis for the investigation of individual incidents, such records will also be used by managers and supervisors to identify trends, to assist them with the review process and inform risk assessments. Information to be collated will include:

- The number of incidents;
- The nature of incidents;
- The types of staff involved;
- The environments and locations where incidents occur;
- When incidents occur;
- The level of injuries sustained;
- The preventative measures recommended.

### **10.0 Investigation of Incidents**

**10.1** Every incident will be followed up and investigated, at an appropriate level, as determined by the manager, supervisor or other officer delegated to do so by the relevant Director or Divisional Head.

**10.2** The relevant Director or Divisional Head will arrange for more significant incidents of violence or persistent aggression, including the use of threats, to be the subject of formal and detailed investigations, so as to establish the causes and to identify any actions required to prevent a recurrence or resumption.

**10.3** The relevant Director or Divisional Head will ensure that officers who carry out such internal investigations are competent and adequately resourced.

**10.4** Investigations will not focus on blame, but on what went wrong and how to reduce risks in the future.

### **11.0 Debriefing and Post Incident Support**

**11.1** Systems will be maintained in departments and divisions to enable the employees concerned to be brought together soon after an incident. Discussion between these employees will be used to establish the details of what happened and to provide opportunity for emotional support.

**11.2** In addition at corporate level the Council will, where required, supplement such discussions by making confidential and sensitive counselling available, through appropriately qualified persons.

**11.3** The Council also acknowledges that it has, in many instances, statutory responsibilities in respect of persons who are alleged to have used violence or aggression against Council employees. Therefore a corporate system will be maintained in place to ensure that, where required, assessments are made of the risks that these individuals pose and of the care and support needs that they may also have. These risk and need assessments will also be used to determine how future Council services will be made available to the persons concerned.

### **12.0 Monitoring, Review and Audit**

**12.1** At department and divisional level, systems will be maintained in place to monitor the effectiveness of approaches to reducing and minimising the impact of incidents of violence and aggression.

**12.2** For these purposes, active monitoring will be used to check that systems and processes are working, without waiting until something goes wrong.

**12.3** Similarly, reactive monitoring will be used to look at incidents after the event, to facilitate learning from the experience.

**12.4** All employees will note that effective monitoring relies on full and timely reporting and recording of incidents and employees are therefore referred in particular to the requirements of section 9.3 of this Policy and to their responsibilities in these respects.

**12.5** In order that monitoring is effective, Directors and Divisional Heads, within their own department or division, will ensure that the officers delegated to carry out monitoring:

- Are clearly identified and adequately resourced;
- Understand the details of what monitoring is required;
- Know what form reports on the monitoring should take;
- Are aware of how frequently monitoring reports are required.

**12.6** As the officer with an oversight and co-ordinating role in this respect, the Chief Personnel Services Officer will ensure that this Policy and the associated guidance is kept under review, including periodic formal review and, if required, revision and reissue.

**12.7** Using, in part, the results of monitoring carried out for and provided by Directors and other Chief Executive's Department Divisional Heads, the Chief Personnel Services Officer will report periodically to the Performance Management Portfolio Holder on the operation corporately of this Policy, including when relevant on the following matters:

- Compliance with the Policy and its associated guidance;
- Achievement of any planned objectives;
- Levels of staffing required to operate the Policy;
- Training of staff;
- Analysis of records;
- Whether accommodation is appropriately designed to minimise violence and aggression risks;
- Lone working arrangements;
- The maintenance and performance of security systems;
- Revisions made to this Policy and its associated guidance.

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

24th July 2006



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

**Subject:** LOCAL AUTHORITY COLLABORATION  
UPDATE

---

### **SUMMARY**

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

To provide an update on Local Authority Collaboration in Procurement and to seek Portfolio Holder's endorsement of procedures to be followed if Collaborations results in more than one contract opportunity.

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

The report highlights the significance of Collaboration in Procurement and the Councils progress to date; the potential for Collaboration to result in more than one contract opportunity, and seeks guidance on the procedures to be followed.

#### **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**

That the Portfolio Holder notes the report and endorses the collaboration exercises outlined.

That the Portfolio Holder provides guidance on and approves the procedure to be followed when collaboration provides more than one contract opportunity.

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

**Subject** LOCAL AUTHORITY COLLABORATION  
UPDATE

---

**1. PURPOSE OF REPORT**

- 1.1 To provide an update on Local Authority Collaboration in Procurement and to seek Portfolio Holder's endorsement of procedures to be followed if Collaborations results in more than one contract opportunity.

**2. BACKGROUND**

- 2.1 The National Procurement Strategy and the Gershon Efficiency Agenda have provided drivers for local authorities to jointly procure services, supplies and works with other local authorities.
- 2.2 Some authorities have entered into a procurement process on their own, and later realised the potential benefits from joining in with other contracting authorities. This can be problematic because once anyone starts down the procurement road, it can be difficult to back track. Early consideration of potential procurement partners is therefore essential.
- 2.3 At the meeting on 9<sup>th</sup> January 2006 the Portfolio Holder received a report on Local Authority collaboration in procurement and approved future collaboration as proposed within the report where it is in line with the Council's procurement strategy.

**3. CURRENT & POTENTIAL FUTURE COLLABORATION**

- 3.1 The Council currently collaborates with a number of local authorities and other organisations such as PCT and Housing Hartlepool, for example.
- Office of Government Commerce (OGC – Buying Solutions) e.g. mobile phones
  - North Eastern Purchasing Organisation for commodities e.g. energy
  - North East Centre of Excellence for best practice
  - Tees Valley Joint Procurement Group (TVJPG) e.g. stairlifts, rocksalt
  - Yorkshire Purchasing Organisation for some commodities e.g. building materials

3.2 Working in collaboration we have entered into the following procurement collaborations (as approved by the Portfolio holder on 9<sup>th</sup> January 2006) which will result in efficiency saving for the current financial year:

- Civil Engineering Materials via TVJPG - £13K savings.
- Sanitary disposal via NEPO - £2K savings
- Mobile Phones via OGC - £23K savings
- Building cleaning Materials via TVJPG – (the final results are still being calculated).

3.3 These contracts were awarded on a call off basis with minimal risk but gaining from economies of scale. The TVJPG contracts being split into lots for local (one authority) and sub-regional (Tees Valley) provision. All current suppliers were given the opportunity to be involved, with HBC's current suppliers being awarded lots in the Civil Engineering Materials Contract.

3.4 Work is also progressing with collaborative projects on:

- Fire Extinguishers – via TVJPG, with HBC as the lead authority
- Stationery - via NEPO/NECE (possibly via e-auction and including various NE Authorities)
- Office Furniture – via TVJPG and possibly other NE Authorities via NEPO/NECE
- Personal Protective Equipment (protective clothing, footwear and uniforms) - via TVJPG.

Again, all current suppliers will be given the opportunity to be involved, and the contract will involve elements of local and sub-regional provision.

3.5 There are also projects being undertaken by the North East Centre of Excellence in which Hartlepool is taking part:-

- Joint Tees Valley Vehicle Procurement Project
- Unified Market Place
- Development of a Regional Cross Public Sector Procurement Concordat
- Regional e procurement strategy
- Development of a Regional Collaborative Contract Programme
- Standardisation of tender documents

#### **4 POTENTIAL FOR COLLABORATION TO RESULT IN MORE THAN ONE CONTRACT OPPORTUNITY**

- 4.1 As described at 3.1 above, collaboration in procurement can take place at various geographic as well as functional levels – national through to local. It is possible via collaboration for a contract for a particular authority to be available to the Council via various collaboration routes.
- 4.2 For example, stationery can be purchase from contracts which the Council is entitled to take part in via collaboration, either:
- nationally via OGC
  - regionally via NEPO
  - intra-regionally via YPO
  - and locally via our own current arrangements.

All of these arrangements giving differing costs, benefits and availability.

- 4.3 It is considered that two differing procedures are available to determine which contract opportunity should be taken by the Council:
- 4.3.1 To set an order of preference when more than one contract is available & suitable to meet our requirements: i.e. locally, then sub-regionally, regionally, intra-regionally and finally national.
- 4.3.2 Or choose the contract opportunity that gives the best value to the authority, taking into account whole life cost, local community benefits, economies of scale and efficiency savings.
- 4.4 The second procedure provides greater flexibility and is in line with the Council's Procurement Strategy.

#### **5. RECOMMENDATIONS**

- 5.1 That the Portfolio Holder notes the report and approves the collaboration exercises outlined.
- 5.2 That the Portfolio Holder provides guidance on and approves the procedure to be followed when collaboration provides more than one contract opportunity.



## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

24th July 2006



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

**Subject:** VEHICLE ASSET MANAGEMENT STRATEGY

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### **SUMMARY**

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

To obtain Portfolio Holder approval to the Council's Vehicle Asset Management Strategy.

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

Outlines the Council's processes in vehicle acquisition, maintenance and disposal.

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

Portfolio Holder is responsible for the Council's assets.

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

Non key decision

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

Portfolio Holder only

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

That the Portfolio Holder approves the Council's Vehicle Asset Management Strategy.

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

**Subject** VEHICLE ASSET MANAGEMENT STRATEGY

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**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to the Council's Vehicle Asset Management Strategy.

**2. BACKGROUND**

- 2.1 The Council continually reviews and updates the Capital Strategy and Asset Management Plan.
- 2.2 Part of the management of the Council's asset base is the strategy for the acquisition, maintenance and disposal of vehicles which has been developed over a number of years.

**3. CONSIDERATIONS**

- 3.1 **Appendix 1** outlines the proposed Vehicle Asset Management Strategy and it is recommended that this Strategy is formally approved as a base for the Council.

**4 RECOMMENDATIONS**

- 4.1 That the Portfolio Holder approves the Council's Vehicle Asset Management Strategy.

## **VEHICLE ASSET MANAGEMENT STRATEGY**

### **Acquisition**

Vehicles are acquired in accordance with the specific requirements of user departments; with Transport Services advising on technical details in the preparation of the vehicle specification and in the preparation of the business case. The business case will include an option appraisal. Acquisition will be made in line with the Council's Procurement Strategy and Contract Procedure Rules to ensure that the Council achieves fair competitive prices.

### **Finance**

The Council has arrangements in place to ensure that the best possible value is achieved from the type of financing used to fund the cost of vehicles.

An options appraisal is carried out for each type of vehicle in as part of the procurement process so that the cost of purchasing a vehicle outright can be compared to that of leasing at the most competitive rates available. Each appraisal takes into account whole life cost of the vehicle, expected disposal proceeds, likely return condition and associated costs and various other risk factors which need to be considered. Each exercise is carried out in conjunction with independent consultants, Chrystal, and follows best practice in line with the Prudential Code for capital finance.

The Council has been able to achieve significant savings in cases where borrowing may have been chosen against the cost of leasing. Borrowing is a route many local authorities have followed since the government removed controls over capital expenditure and introduced the ability to undertake prudential borrowing. The leasing market has now become more competitive, with lessors offering very competitive rates on the Council's own terms, based on the Council's own legal agreement which protects it from the sort of adverse return condition costs seen in the past.

### **Maintenance**

Transport Services is able to advise on the vehicle maintenance requirements and a regime can be prepared for each type of vehicle which satisfies the terms of any warranties, MOT legislation and the V.O.S.A Operators Licence. Usage is monitored by the Fleet Division to ensure that these terms are being adhered to and to advise users when there is any risk of the terms being breached.

Experience of the maintenance requirements also allows for planning the most economical life term of ownership for each type of vehicle, beyond which the maintenance cost starts to become prohibitive.

Maintenance costs are continually benchmarked to ensure competitiveness.

### Hire Out to Users

Vehicles are hired to user departments at a rate which is inclusive of finance costs, routine maintenance, insurance, tax and admin/depot costs. Any additional maintenance, due to user responsibility, is charged extra.

Vehicles are grouped by vehicle types and an average rate for each type of vehicle is charged. This spreads the risk for users, and allows for better budget setting for vehicle costs. Comparisons are regularly made with rates available from alternative vehicle suppliers to ensure that users (and the Council) continue to obtain the best market rates available.

### Replacement Programme

At the acquisition stage, and in agreement with users, an appropriate vehicle life is anticipated; taking into account the amount of usage, the demands to be put on the vehicle, the vehicle type, and the increasing maintenance requirement over time, to ensure the most favourable full life cost can be achieved. This also allows for a more efficient vehicle replacement programme, with replacements anticipated up to 5 years in advance. Planning replacements in this way means that best prices can be obtained by grouping purchases to obtain bulk discounts.

### Vehicle Disposal

The replacement Programme ensures that replacements are in place when vehicles come to the end of their economical life. At the end of the term leased vehicles need to be returned to the lease company, and, as the Council now dictates the terms on return conditions, it is in its power to ensure that the unanticipated exit costs, which have impacted on earlier lease agreements, can now be avoided.

### Short Term Hires.

The Fleet Management Division also arranges and advises on the provision of vehicles for shorter periods. Familiarity with the market means that the best short term hire rates can be obtained and good working relationships with providers can be developed to ensure availability of vehicles at short notice.

### Future Development

Consultants are currently being employed to consider the possible benefits of the Councils Fleet Management working in collaboration with that of neighbouring Tees Valley authorities. It is anticipated that there may be benefits to be obtained from increased purchasing power, shared information systems and best practice. The project is being part funded by the North East Centre of Excellence.

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

24th July 2006



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

**Subject:** PLANT, TOOL AND EQUIPMENT ASSET  
MANAGEMENT STRATEGY

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### **SUMMARY**

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

To obtain Portfolio Holder approval to the Council's Plant, Tool and Equipment Asset Management Strategy.

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

Outlines the Council's processes in Plant, Tool and Equipment acquisition, maintenance and disposal.

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

Portfolio Holder is responsible for the Council's assets.

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

Non key decision

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

Portfolio Holder only

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

That the Portfolio Holder approves the Council's Plant, Tool and Equipment Asset Management Strategy.

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

**Subject** PLANT, TOOL AND EQUIPMENT ASSET  
MANAGEMENT STRATEGY

---

**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to the Council's Plant, Tool and Equipment Asset Management Strategy.

**2. BACKGROUND**

- 2.1 The Council continually reviews and updates the Capital Strategy and Asset Management Plan.
- 2.2 Part of the management of the Council's asset base is the strategy for the acquisition, maintenance and disposal of Plant, Tool and Equipment.

**3. CONSIDERATIONS**

- 3.1 **Appendix 1** outlines the proposed Plant, Tool and Equipment Asset Management Strategy and it is recommended that this Strategy is approved as a base for the Council.

**4. RECOMMENDATIONS**

- 4.1 That the Portfolio Holder approves the Council's Plant, Tool and Equipment Asset Management Strategy.

**Plant, Tools & Equipment (PTE) Strategy****Background**

In 1998 a review was carried out on the use of “Hired” plant, tools and equipment with the Contract Services Division of Neighbourhood Services. This revealed that approx. £400K per annum was being spent on hire charges.

Investigations revealed that the items being hired, could in fact be purchased outright for approx. £300K, therefore generating a revenue saving. A business case was therefore developed for the setting up and operation of a hire store within the Logistics Section, which would purchase these items and hire them internally to the service uses within Contract Services. The “Plant Store” would utilise existing Logistics Section staff and facilities, therefore keeping operational costs to a minimum.

It was estimated that the store could be set up with the following costs:

	£K
Original PTE purchase costs	300
Plant Store operating costs	50
Total Costs	350

Therefore saving £50K per annum when compared with the external hire costs.

**Implementation**

The Plant Store was brought into operation in 1999/2000 and this resulted in the following transactions taking place in the Plant Store Operating Account.

	£K
Net Book Value (NBV) of stock	260
With an original purchase price of	357
In year cost of additional PTE purchased	62
Nominal share of stores overheads	<u>23</u>
Total Costs for 1999/2000	85

Compared with estimated costs of hiring this PTE externally of £476 (using original £300K:£400K ratio), this generated in year revenue saving to the Council of approx. £391K. Additionally the Council owned £260K of PTE assets.

**Principles**

- Purchase

Initial items purchased were to replace those originally subject to external hire.

Items are now grouped together and then investigations carried out with users as to the need / use for similar items or more up to date items. Changes in legislation are also taken into account. For example changes in rules in the use of power tool resulted in all 240volt equipment being replaced by 110-volt equipment plus need to purchase 240v to 110v “knockdown boxes”. Following on from this, mains powered equipment is now being replaced by battery powered.

- Additional Items

Managers are constantly requested to pass details of any operational requirements for PTE to the Logistics manager, to allow an option appraisal as to suitability for inclusion in Plant Store Stock. Option appraisal includes utilisation, life expectancy, initial cost, parts/spares, energy consumption, vibration levels, storage costs and weight/size. The major consideration being the potential utilisation of the item and therefore the ability to set a hire rate which will cover the cost of the equipment, its running costs and overheads which can be recovered during its life expectancy.

- Disposal

Items are inspected either according to a legislative regime e.g portable appliance testing or ladder safety inspection regimes, or quarterly as stock checks are carried out. As a general rule, PTE is not disposed of until its NBV has reached its minimum. However, damage and / or wear & tear can result in early write off. Whenever possible items are re-used for spares, but if this is not possible they are sold for scrap. Any lost or stolen items are charged to the users at the NBV of the item and the necessary information is provided to allow the user to raise an insurance claim.

- Hire

Internal hire rates are calculated by dividing the original cost of the equipment by its life expectancy (considered separately for each item of equipment) and this is added to operating costs (fuel/spares/repairs) and an element to recover the Plant Store overhead. Any surplus generated by the Plant Store Operating Account is returned to its users (shared according to hire charges already paid) at the end of the financial year.

### Development

Further investment has been carried out since 2000 and operation costs were separately identified when specific to the Plant Store.

Originally the PTE externally hired equipment (subsequently replaced by the Councils own equipment) was solely for use in the Building Maintenance and



Highways Maintenance Sections. The principle of operating a store to spread the revenue cost of purchasing PTE over the years it is actually used and at the same time providing the Council with its own PTE asset has been expanded to other operational areas. It now includes other sections within Neighbourhood Services, including Grounds Maintenance and Vehicle Repair Workshop. Additionally the Plant Store is now able to 'hire' PTE to other divisions & departments within the Council such as Tees Archaeology, Sport & Leisure in Community Services, Schools and Regeneration. Additionally, when the PTE is not being utilised at evenings or weekends certain items are available for hire to Council staff (under strict controls), therefore generating additional income.

The Plant Store inventory now contains 1205 individual items for hire plus a stock of hand tools and PPE, to compliment the hired PTE, which is included on the main stores inventory. The store also provides a stock of high volume items such as traffic management and site security items i.e. road cones & signs and security fencing & barriers, which are loaned out "free of charge". Charges are only raised for the purchase price of these items, if not returned to the store. The operating costs of the store having already been recovered in the hire rates.

Other changes included the transfer of PTE, with a NBV of £99K, to Housing Hartlepool following the transfer of the Councils Housing Stock in 2004.

#### Current Position

The further investment in PTE has continued to 2005/06 where the following transactions took place in the Plant Store Operation Account.

	£K
Net Book Value of stock	226
With an original purchase price of	756
In year cost of additional PTE purchased	103
Plant Store operating costs	<u>82</u>
Total Costs for 2005/06	185

Compared with estimated costs of hiring this PTE externally of £1008K, this generated revenue saving to the Council of approx. £823K. Additionally the Council owns £226K of PTE assets.

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

24<sup>th</sup> July 2006



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

**Subject:** CHILDREN'S CENTRES ON NON-COUNCIL  
LAND

---

### **SUMMARY**

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

To obtain Portfolio Holder approval to complete the land use and ownership arrangements in respect of Children's Centres attached to Diocesan schools to be built.

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

Background to the Children's Centre initiative, outline of the schemes and funding involved.

#### **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 Head of Procurement and Property Services be authorised to complete negotiations with the Diocesan representatives to regularise the Council's use and ownership and liability for these premises.

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

**Subject:** CHILDREN'S CENTRES ON NON-COUNCIL LAND

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## 1. PURPOSE OF REPORT

- 1.1 To obtain Portfolio Holder approval to complete the land use and ownership arrangements in respect of Children's Centres attached to Diocesan schools to be built.

## 2. BACKGROUND

- 2.1 In February 2003, Hartlepool Borough Council received guidance from the Sure Start Unit on the Children's Centre Initiative for children aged from 0 to 5.

- 2.2 The guidance on Children's Centres issued by the Sure Start Unit in February 2003 clearly stated that a centre must provide the following core elements:

- early education integrated with childcare with a qualified teacher employed
- family support and outreach to parents
- child and family health services
- a base for childminders

- 2.3 In a letter dated 21<sup>st</sup> February 2003, the Sure Start Unit set the following targets and allocated the following funds for the initiative:

- |  |            |
|--|------------|
| • Total number of children local authority must reach by 2010    | 4,097      |
| • Total number of children local authority must reach by 2006    | 2,663      |
| • Number of new childcare places to be created between 2004-2006 | 178        |
| • Total indicative revenue funding for 2004-2006                 | £373,835   |
| • Total indicative capital funding for 2004-2006                 | £1,200,430 |

- 2.4 A paper on Children's Centres was brought for discussion to Informal Cabinet on 3<sup>rd</sup> June 2003. This outlined the consultation process to be undertaken to inform the plan and proposed sites for Children's Centres.

- 2.5 It was determined that the first 5 Children's Centres would be in the following locations:

Brus Ward	St John Vianney Early Years Centre -£293,000 capital investment
Dyke House Ward	Dyke House School and Brougham Primary £70,000 capital investment
Jackson Ward	Lynnfield Primary School, Playmates Neighbourhood Nursery - £22,000 capital investment
Rossmere Ward	Rossmere Way Sure Start Centre, Rossmere and St Teresa's Primary Schools - £562,000 capital investment
St Hilda Ward	Kiddikins Neighbourhood Nursery, St Bega's and St Helen's Primary Schools - £367,000 capital investment

- 2.6 These are predominately funded by Childrens Centre grant with contributions from Sure Start and Neighbourhood Nursery Grants. Three of the properties are on land not within the ownership of the Council; those developments at St John Vianney, St Teresa's and St Bega's being within the ownership of the Diocese of Hexham and Newcastle. As these properties utilised funding on which claw back exists, the Council needs to regularise the land use and ownership. This may be by entering into a ground lease of the land on which each Children's Centre exists, or it may be that the Diocese can retain ownership of the land but the Council can enter into an agreement with regard to claw back.

### 3. FINANCIAL IMPLICATIONS

- 3.1 It is essential that the ownership and liabilities associated with the Children's Centres on Diocesan land be regularised to ensure that the Council can show that it has used grant funding for a property remaining in its ownership, or that it has passed on the liability for claw back along with the ownership of the property.

### 4. RECOMMENDATIONS

- 4.1 That the Head of Procurement and Property Services be authorised to complete negotiations with the Diocesan representatives to regularise the Council's use and ownership and liability for these premises.

**PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

24<sup>th</sup> July 2006



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

**Subject:** NEIGHBOURHOOD SERVICES DEPARTMENTAL  
PLAN 2006/7

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**SUMMARY**

**1. PURPOSE OF REPORT**

To agree the Neighbourhood Services Departmental plan for 2006/ 2007.

**2. SUMMARY OF CONTENTS**

The Neighbourhood Services Departmental Plan 2006/7 details the actions and associated performance indicators planned to be carried out by the department over the coming twelve months.

**3. RELEVANCE TO PORTFOLIO MEMBER**

The portfolio holder for Performance Management has responsibility for part of the Neighbourhood Services Departmental Plan.

**4. TYPE OF DECISION**

Non key

**5. DECISION MAKING ROUTE**

This is a decision to be made by the Portfolio Holder.

**6. DECISION(S) REQUIRED**

Approval of the Departmental Plan.

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

**Subject:** NEIGHBOURHOOD SERVICES DEPARTMENTAL  
PLAN 2006/7

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**1. PURPOSE OF REPORT**

- 1.1 To agree the Neighbourhood Services Departmental plan for 2006/ 2007.

**2. BACKGROUND**

- 2.1 The Council's corporate aims have been developed to align with those of the community plan and the Hartlepool Partnership. The Neighbourhood Services Departmental Plan shows how the department will complement and work towards these corporate aims.
- 2.2 This Departmental Plan sets out the department's aims and objectives and details the actions to be taken over the coming twelve months towards achieving these. The plan also includes performance indicators associated with these actions together with a range of key national and local indicators.
- 2.3 A copy of the plan is attached at **Appendix A**.

**3. RECOMMENDATIONS**

- 3.1 It is recommended that the Plan be approved.



# **Departmental Plan 2006 - 2007**

# Contents

1. Introduction to this plan
  2. Neighbourhood Services
    - a. Introduction to Neighbourhood Services
    - b. Vision
    - c. What is a Neighbourhood
  3. Management Structure
  4. Aims & Objectives
  5. Values & Culture
  6. Monitoring & Reporting
  7. Portfolio
  8. Medium Term Priorities
  9. Action Plan
  10. Performance Indicators
- Appendix 1 Neighbourhood Services – Service Plans
- Appendix 2 Neighbourhood Services Department Structure



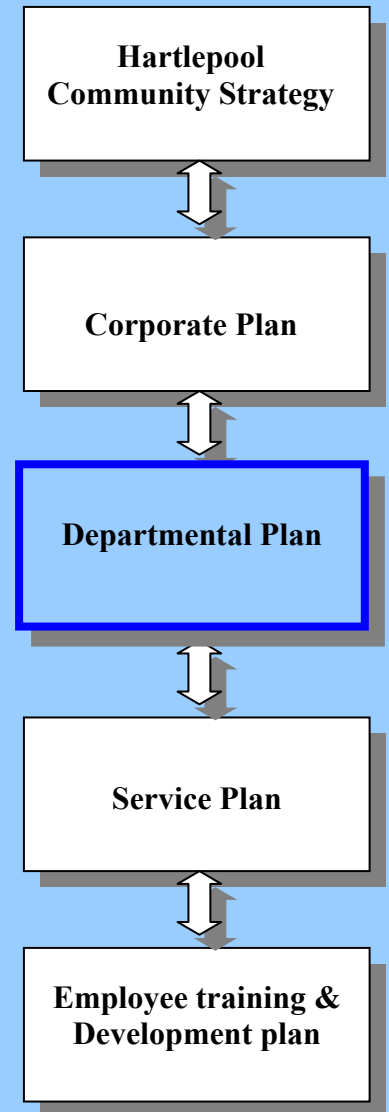
This document is the Neighbourhood Services Departmental Plan for 2006/7 and forms part of the Council's overall service planning arrangements. The plan details the key priorities and issues facing the department over the coming year, along with detailed action plans for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be addressed.

The plan details how the department will meet the Council's key priorities as stated in the Corporate Plan.

This plan should be looked at in conjunction with both the Council's Corporate Plan and the individual Service Plans within Neighbourhood Services, that together form part of the Council's overall service planning arrangements. The diagram adjacent demonstrates how the plans are linked and a description of each of these plans is detailed below.

<b>Corporate Plan</b>	This plan details the Key, Council-wide, strategic objectives identified as being a priority over the next year. Also included are key actions associated with each objective.
<b>Departmental Plan</b>	This plan details the key issues facing the Neighbourhood Services department. It also includes a detailed action plan stating how the department will deliver the relevant key actions identified within the Corporate Plan
<b>Service Plans</b>	These plans will be produced by each individual service within the department. They will detail the services key objectives for the forthcoming year, and how the service will meet the relevant key actions included within the Departmental Plan. A list of the Service Plans within Neighbourhood Services can be found as appendix 1 at the back of this document.

## Introduction



## Neighbourhood Services

### Introduction to Neighbourhood Services

#### **Vision:**

*to work hand in hand with communities and to provide and develop excellent services that will improve the quality of life for people living in Hartlepool neighbourhoods*

This statement will guide us in the delivery of services through the departmental management structure detailed on the following pages.

Throughout the year we will be assessing our performance against the targets set in this plan and we will report progress to the members of the Council and the employees of the department. In certain circumstances it may become necessary to either remove or amend an aim/objective or specific action from this 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 the relevant portfolio holder(s).

The Council adopted the seven aims of the Community Strategy in 2001 and our department has a special role to play in achieving those aims and in particular Strengthening Communities and Environment and Housing by bringing together a range of services that have the greatest impact upon the day-to-day quality of life of at a neighbourhood level to the citizens of Hartlepool. These aims have been further developed to reflect the department's role in delivering these aims (see Aims & Objectives on page 8 of this document).

## What is a Neighbourhood?

A neighbourhood is a flexible unit. In one sense it could be the whole of Hartlepool or it could be a few residents who live in the same street. It could be a village or an area with its own special identity; it could have a long history or could have begun yesterday.

We aim to contribute to the development of neighbourhoods in all of our activities

The Departmental Management Team (DMT) takes seriously their role in leading the Neighbourhood Services Department. We have worked to develop our vision for the department in consultation with stakeholders which will be of benefit to the citizens of Hartlepool and which will give everyone who works for the department a better understanding of their own special contribution to the town.

## Departmental Management Team

*As a Management Team we will work together to provide clear leadership for the Neighbourhood Services Department. We are all fully committed to the delivery of this plan so that we improve the quality of life for the people living in Hartlepool.*

### Emergency Planning



"Disaster or major incidents can strike suddenly, unexpectedly and anywhere. We aim to ensure that appropriate levels and standards of resilience and civil protection are in place for a wide range of emergencies"

*Denis Hampson, Head of Emergency Planning*

**Main Services:** *Emergency planning*

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### Finance & Business Development



"We provide seamless customer focused services, which will achieve our departmental aims, it is important to provide front line services with timely and appropriate support".

*Keith Smith, Head of Finance & Business Development*

**Main Services:** *ICT; Finance and Administration*

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### Neighbourhood Management



"We are committed to providing neighbourhood managed services that produce a seamless service. The involvement of our customers in the democratic processes underpins that service delivery".

*Dave Stubbs, Head of Neighbourhood Management*

**Main Services:** *Horticulture, street cleansing; highway services; environmental enforcement; school catering; waste management; building cleaning; client services*

## Procurement & Property Services



"Our aim is to ensure the Council makes best use of its land and property assets in terms of service delivery, accessibility and financial return whilst developing a strategic procurement capacity to deliver value for money and achieve our community aims"

*Graham Frankland, Head of Procurement & Property Services*

**Main Services:** *Building Management and Maintenance; Building Consultancy; Land and Property Management; Procurement; Logistics*

## Public Protection & Housing



"We aim to protect and enhance the well-being of Hartlepool people by effective application of Public Protection and Housing legislation, education and by maximising funding opportunities."

*Ralph Harrison, Head of Public Protection & Housing*

**Main Services:** *Environmental Health, Trading Standards, Licensing, Environmental Standards, Housing Services*

## Technical Services



"We aim to ensure that highways, transportation and civil engineering services are delivered within the Borough of Hartlepool in an effective and efficient manner providing a safer and sustainable environment for everyone to benefit from".

*Alastair Smith, Head of Technical Services*

**Main Services:** *Engineering consultancy, coastal defences, watercourses' contaminated land, Local Transport Plan, social transport' vehicle repair and maintenance, Traffic & transportation*

## Aims and Objectives

### **To create seamless local services delivered at an area level where appropriate**

1. To increase the involvement of communities in the provision of local services
2. To ensure that the housing needs of the borough are met
3. To safeguard and improve the health and well being for people working, living and visiting the borough
4. To provide and develop a sustainable environment that is safe, attractive and clean
5. To maximise the benefits of the Council's land and property assets
6. To provide a safe and accessible transport system which offers equal accessibility and maximum choice
7. To provide a comprehensive and effective resilience and emergency planning service for Hartlepool and also for the former Cleveland authorities in a Lead Authority capacity

In addition to the above, Financial and support services will be provided to ensure the effective functioning of the department in order to achieve these aims.

### **In working to achieve these aims we will: -**

- Work alongside residents, businesses and other organisations within a community
- Support people to take responsibility within their own neighbourhoods and reward those taking genuine pride
- Help people play a part in the democratic process so that they can make the best use of Council resources to improve their quality of life
- Act as a single point of contact for any issue affecting a neighbourhood
- Deliver high quality direct services and always seek to develop and improve them
- To ensure that procurement of services via in-house and other providers achieves value for money and delivers our community aims.
- Work in partnership with other organisations both within and outside of the Council who are responsible for delivering services.

It is not only our services and role that have an impact upon the community – the way we do business as an organisation and as individuals itself has an impact. The Values we strive towards are to : -

1. Treat people with respect

- Being open and honest
- Recognising and valuing diversity
- Listening to and learning from others
- Working as part of a team
- Taking responsibility for ourselves
- Letting others take responsibility for themselves

2. Be customer focused

- Putting the service users at the forefront
- Giving and obtaining value for money
- Being concerned about quality and always seeking to improve
- Being prepared to find new and innovative ways of doing things
- Always looking to “find a way”

## Values and Culture

## Monitoring and Reporting

A basket of indicators containing PI's in respect of key front-line services will be monitored monthly.

The Departmental Management Team will monitor the whole plan at the end of each Quarter. This performance will be reported to the Council's Corporate Management Group (CMG) and the appropriate portfolio holder.

Effective communication to those within and those outside of the department will be a vital element in the delivery of the Plan. The content of this plan will be communicated as follows:-

- To individual staff members – in annual appraisal (April – July)
- To Staff members generally through –
  - departmental briefings which
  - staff newsletter – published at least six times per year
  - core briefings from DMT cascaded through divisions
- To Service Managers – in divisional management teams and in 1-1 meetings with Heads of Service
- To Corporate Management Group (CMG) – in quarterly performance reports
- To Portfolio Holders – in quarterly performance reports.

DMT meets: -

- Informally on a weekly basis
- Formally once every four weeks



Neighbourhood Services is a wide-ranging department of Hartlepool Council. This is reflected in the fact that it undertakes services, which are covered by the executive members of the Council. A separate report, detailing relevant Performance information, is sent to each of these portfolio holders on a quarterly basis showing the progress made toward achieving the targets within this plan

## Portfolio



**Stuart Drummond (Mayor)**  
Regeneration, Liveability and  
Housing Portfolio Holder

**Peter Jackson**  
Performance Management  
Portfolio Holder



**Victor Tumilty**  
Culture, Leisure and  
Transportation Portfolio  
Holder

**Ray Waller**  
Adult and Community  
Services Portfolio Holder



**Robbie Payne**  
Finance Portfolio Holder

**Pamela Hargreaves**  
Children's Services Portfolio  
Holder





## Medium Term Priorities

The table below sets out the priorities for each division of the department over the next three years. Objective / action references have been included against each of these 'longer term' priorities identifying specifics to be achieved within the coming twelve months.

Description	Objective / Action References
<b>Emergency Planning</b>	
To develop effective response plan(s) to deal with the threat from a pandemic flu outbreak	NS72
To develop resilience plans to deal with terrorism and the threat of terrorism	NS72; NS73
To develop the role of the Local Resilience Forum, particularly in the area of risk assessment and overseeing that the requirements of the Civil Contingencies Act are met by local responders	NS74; NS75
To develop sustainable strategies to promote business continuity within the local community, particularly in respect of medium and small enterprises	NS1; NS2; NS3; NS4
To develop sustainable strategies for the provision of information to the public so that they are aware of the risks of emergencies and they can be better prepared to protect themselves.	NS76
<b>Neighbourhood Management</b>	
To develop a fully integrated environmental enforcement team to include wardens, Police Community Support Officers (PCSO's) and environmental enforcement officers	NS18
To develop an integrated environmental education and enforcement programme	NS20; NS36
To co-ordinate cleansing and enforcement in order to reduce overall spend on back-street cleansing	NS20; NS36
To increase the client base for client services.	NSCS1; NSCS2; NSCS3
To maintain and expand catering into other areas other than schools.	NCSA10
To maintain the viability of school catering in the light of new nutritional standards	NCSA1, NCSA5
To expand highway maintenance into non-traditional areas.	-

## Medium Term Priorities

To successfully complete planned increased recycling initiatives	NS35; NS36, NSW8;
To increase funding to Neighbourhood Management	-
<b>Procurement and Property Services</b>	
To develop a sustainable and funded maintenance strategy.	NSAM1; NSAM7, NS30
To develop a sustainable accommodation strategy linked to service asset management plans	NS30
To develop fully integrated electronic property management information including the corporate GIS	NS87; NS28
To procure a framework agreement for the future delivery of construction, property and highway services	NS24; NS29; NS46; NS31
To review the building maintenance operation and produce sustainable and economic delivery	NSBM5
To work with partners and other organisations in the sharing of premises and property services generally	NSAM1
To successfully complete the refurbishment works to the Civic Centre	NS28
To address environmental and economic affects to climate change and energy management	NSAM21
To continue to improve the accessibility to buildings	NS55
To further improve the management of the Council's asset base by developing the asset management plan linked to the Capital Strategy.	EH5
<b>Public Protection &amp; Housing</b>	
To develop a Hartlepool climate change strategy	EH9
To develop and stretch the healthy eating service provision through the delivery of the Local Public Service Agreement (LPSA II) healthy eating initiative	NS14; NS15; NS16;
To develop local action plans to deliver the Hartlepool Public Health Strategy	NS 7; NSCA1
Regenerate housing in the central areas, reduce the number of privately owned empty houses and establish future partnership working to achieve these objectives.	NS11; NS55; NS56; NS59
Develop the sub-regional housing strategy and work sub-regionally to bid for resources.	
Meet the Decent Homes Standard targets in the private sector.	NS56; NS87

## Medium Term Priorities

Introduce choice based lettings with Housing Hartlepool.	NS66
<b>Service Development</b>	
Continue to work towards the Investors In People standard and retain the award	NS83; NS84
<b>Technical Services</b>	
Address issues of contaminated land eg Coronation Drive and the former Anhydrite mine site	NSEC4; NSEC5
Coastal Protection. <ul style="list-style-type: none"> <li>Town Wall Project</li> <li>Shoreline Management Plan II</li> </ul>	NSEC1
Development of the Transport Interchange	NS41
Review of Concessionary fare payments	NSTT38
Highway Asset Management Plan (HAMP)	NS6
Implementation and delivery of the Local Transport Plan (LTP)	NS41; NSTT24
Review of the safety camera partnership	NS53
Review of parking arrangements	NSTT118, NSTT119, NSTT120

## Action Plan

The following tables set out those issues that will be dealt with over the coming twelve months. The tables show the specific actions Neighbourhood Services will complete as our contribution towards achieving the objectives of the Council

The objectives Neighbourhood Services contributes toward have been set out not only at the Departmental level, but also at corporate level. Where the objectives have been set at corporate level, other providers may also have an input in achieving these.

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To help build an enterprise society, support indigenous growth and attract inward investment				
<b>JE4</b> To develop and improve the resilience of businesses in Hartlepool through the promotion of Business Continuity	<b>NS1</b> Create working relationship with Tees Valley Business Link	October 2006	Denis Hampson	CEPU PI 15
	<b>NS2</b> Produce information literature for dissemination to SME's	October 2006	Denis Hampson	CEPU PI 15
	<b>NS3</b> Form Tees Valley Local Authority's BCM sub group	October 2006	Denis Hampson	CEPU PI 15
	<b>NS4</b> Hold conference for SME's within the Tees Valley	October 2006	Denis Hampson	CEPU PI 15
<b>Corporate Objective:</b> To promote a positive image for the town as tourism, investment and residential location				
<b>JE21</b> Continue to improve visitor attractions, facilities, and the associated public realm	<b>NS5</b> Work with and develop procedures with residents, elected members and businesses in relation to regeneration and Neighbourhood Action Plans.	March 07	Karen Oliver	
<b>Corporate Objective:</b> Improve the vitality and viability of the town centre				
<b>JE18</b> Develop proposals to improve the condition of key town centre infrastructure and seek funding	<b>NS6</b> Produce a Highway Asset Management Plan	March 07	Mike Blair	
<b>Corporate Objective:</b> Improved health – reduce premature mortality rates and reduce inequalities in premature mortality rates between wards / neighbourhoods. (Independence, Well-being and Choice outcome)				
<b>HC2</b> Complete and launch the Hartlepool public health strategy in partnership with the Director of Public Health	<b>NS7</b> To work in partnership to develop and implement a public health strategy action plan for 2006/7	March 07	Sylvia Tempest	

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> Access to Services – To support easier access to services which are integrated and tailored to individual need				
<b>HC15</b> To work with the community in Owton to design and implement a Connected Care Scheme	<b>NS8</b> Represent Neighbourhood Services on the steering group.	Mar 07	David Frame	
<b>Corporate Objective:</b> To safeguard and improve health and well-being for people working, living and visiting the borough				
<b>HC1</b> Develop pro-active approaches to prevention of ill health	<b>NS9</b> To deliver healthy eating training in the community	March 07	Helen Beaman	PH221
<b>HC21</b> To carry out enforcement duties and deliver high quality services through the efficient and effective use of resources	<b>NS10</b> To assess Strategic Housing services against inspection and other criteria, making improvements where appropriate towards providing an 'excellent' service(Strategic Housing Ref SHO18)	March 07	Penny Garner Carpenter	PH281 PH282
	<b>NS11</b> To produce and implement a fit for purpose Housing Strategy (Strategic Housing Ref SHO19)	March 07	Penny Garner Carpenter	
	<b>NS12</b> To produce and implement the supporting people strategy (Strategic Housing Ref SHO20)	March 07	Penny Garner Carpenter	
	<b>NS13</b> Supplementing our enforcement role by providing targeted education and advice	March 07	Sylvia Pinkney	BV166 PH304 PH306 PH308 PH309



## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To safeguard and improve health and well-being for people working, living and visiting the borough				
<b>HC22</b> To deliver an effective health development service	<b>NS16</b> Develop and implement the new Local Area Agreement health food initiative	June 07	Sylvia Tempest	LAA10.6
<b>HC23</b> To maintain and improve public health and safety through the enforcement of housing and nuisance legislation	<b>NS17</b> To provide an effective and efficient service to residents to investigate, advise and take action where appropriate both formal and informal, to resolve complaints relating to housing and public health.	March 2007	Penny Garner-Carpenter	
<b>Corporate Objective :</b> To improve neighbourhood safety and increase public reassurance, leading to reduced fear of crime and anti-social behaviour				
<b>CS7</b> Develop the new environmental enforcement scheme and other environmental services so they contribute to reducing fear of crime.	<b>NS18</b> Obtain additional powers for Community Wardens.	April 06	Craig Thelwell	EM04 EM05
	<b>NS19</b> Establish Covert Surveillance Unit	May 06	Craig Thelwell	
	<b>NS20</b> Introduce back street enforcement initiative to reduce the number of domestic waste infringements, arson related incidents and burglaries.	June 06	Craig Thelwell	
	<b>NS21</b> New Dog Control Orders to be introduced, replacing dated legislation, offering greater control over dogs within communities.	Mar 07	Craig Thelwell	EM04
	<b>NS22</b> Fully implement powers associated with Clean Neighbourhoods & Environment act 2005 (exc. Dog Control Order) to reduce key environmental crimes within communities.	Sept 06	Craig Thelwell	

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective :</b> To improve neighbourhood safety and increase public reassurance, leading to reduced fear of crime and anti-social behaviour				
<b>CS7</b> Develop the new environmental enforcement scheme and other environmental services so they contribute to reducing fear of crime.	<b>NS23</b> Ensure safety of members of the public at night time through appropriate illumination	On-going	Bob Golightly	BV215a TE55
	<b>NS24</b> Improve illumination in residential areas to reduce fear of crime.	March 07	Bob Golightly	
<b>Corporate Objective:</b> To protect and enhance the countryside and natural environment, the build environment and the historic environment and have cleaner, greener and safer public spaces				
<b>EH5</b> Develop an integrated capital and asset strategy to maintain and develop buildings land highways and coastal structures.	<b>NS25</b> Produce an integrated asset management plan / capital strategy for Cabinet approval.	June 2006	Keith Lucas	
	<b>NS26</b> Complete maintenance strategy for Council property for Cabinet approval.	October 2006	Albert Williams	
	<b>NS27</b> Review asset management plan / capital strategy document	March 2007	Keith Lucas	
	<b>NS28</b> Appraise requirements of web-based solution for Corporate Property Database and Land Terrier records	Nov 2006	Keith Lucas	
	<b>NS29</b> Implement new five year rolling programme for capital asset valuations	March 2007	Keith Lucas	PL102
	<b>NS30</b> Successfully deliver the Accommodation Logistics Workstream of the Civic Centre Capital Maintenance Programme	June 2009	Keith Lucas	
	<b>NS31</b> Improve the town's environment in specific work areas including Coast Protection, Contaminated Land, Land Drainage and Closed Landfill sites	March 07	Alan Coulson	

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective (CO42):</b> To protect and enhance the countryside and natural environment, the built environment and the historic environment and have cleaner, greener and safer public spaces				
<b>EH5</b> Develop an integrated capital and asset strategy to maintain and develop buildings land highways and coastal structures.	<b>NS32</b> Ensure the continued integrity of all Council owned highway structures.	April 06 and Oct 06	Richard Dumbleton	
<b>Corporate Objective:</b> To promote and develop a sustainable environment that is safe, attractive and clean				
<b>EH9</b> To increase community and corporate knowledge and action on environmental sustainability issues	<b>NS33</b> To co-ordinate the development and delivery of environmental strategy	Mar 07	Sylvia Tempest	
	<b>NS34</b> Provide a sustainable waste management service through kerbside recycling and bring centres	May 07	Colin Ogden	BVPI 82 BVPI 84 BVPI 86 BVPI 87 BVPI 91
	<b>NS35</b> Increase recycling participation through raising awareness and education.	Mar 07	Colin Ogden	BVPI 82
	<b>NS36</b> Formulate and introduce enforcement initiatives to aid Alternate Weekly Collection (AWC) and recycling services.	June 06	Craig Thelwell	BV82
	<b>NS37</b> Encourage innovative design solutions that are cost effective, that meet the needs of clients and that are compatible with the principals of sustainable development and whole life costing.	Jan 07	Colin Bolton	
<b>EH10</b> To give advice on the issues concerning the natural and built environment and to enforce environmental legislation when appropriate	<b>NS38</b> To deliver an effective noise, air pollution and pest control service	Mar 07	Sylvia Tempest	BVPI 217

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To reduce total crime and narrow gaps between the Neighbourhood Renewal area and Hartlepool				
<b>CS1</b> Ensure all Council departments understand and deliver their responsibilities to prevent and reduce crime and disorder when delivering their services.	<b>NS39</b> Ensure all sections of the department understand and deliver their responsibilities to prevent and reduce crime and disorder when delivering their services. (section 17)	June 2006	Dave Stubbs	
	<b>NS40</b> Complete self assessment forms	June 2006	Carol Davis	
<b>Corporate Objective:</b> To provide a safe and effective integrated transport system and improved accessibility.				
<b>EH12</b> Adopt and implement the Local Transport Plan	<b>NS41</b> Hartlepool Local Transport Plan 1 Annual Progress Report and 5 year progress report	July 06	Mike Blair	
	<b>NS42</b> Produce Cycling Action Plan	Dec 06	Mike Blair	
	<b>NS43</b> Improved utilisation of the Council fleet and greater efficiencies in transport provision	June 06	Alastair Smith	
	<b>NS44</b> Provide an integrated transport strategy for the delivery of community transport services.	March 07	Alastair Smith	TE95 TE96
	<b>NS45</b> To co-ordinate the delivery of the Councils Dial a Ride service in conjunction with the Councils Community transport services, providing greater efficiencies in vehicle utilisation and an enhanced Dial a Ride service.	July 06	Alastair Smith	TE92 TE68 TE94

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To provide a safe and effective integrated transport system and improved accessibility.				
<b>EH13</b> Improve access by public transport to key facilities through the core routes and interchange strategy, complemented by improvements to other services	<b>NS46</b> Publish Public Transport Guide	August 2006	Ian Jopling	
<b>EH14</b> Develop a revised approach to procuring socially necessary bus services.	<b>NS47</b> Instigate Local Transport Plan (LTP) bus strategy including 'Dial a ride'	Jan 07	Mike Blair	
<b>EH15</b> Reduce road casualties in line with the 2010 target	<b>NS48</b> To actively target the Council's 2010 casualty targets by the introduction of local safety schemes.	February 2007	Mike Blair	BVPI 99
	<b>NS49</b> Introduce and discharge Network Management duties conferred on the Authority by the Traffic Management Act 2004	Feb 07	Alan Shield	
	<b>NS50</b> Provide children and parents with a safer environment by enforcing school keep clear zones	June 06	Phil Hepburn	BVPI 99
<b>EH15</b> Reduce road casualties in line with the 2010 target	<b>NS51</b> Establish a plan to facilitate the delivery of road safety education, training and publicity for the Hartlepool area based on the Governments 2010 strategy.	Sept 06	Paul Watson	
	<b>NS52</b> Provide training for primary school pupils in all aspects of road safety	March 07	Paul Watson	
	<b>NS53</b> Reduce speeding by successful management of the Cleveland Safety Camera Partnership.	June 06	Chris Cole	BVPI 99

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To rebalance the supply and demand for housing and address housing market renewal and improvement of existing stock				
<b>EH17</b> Pursue a programme of strategic housing market renewal in partnership with Tees Valley Living, Housing Hartlepool and Hartlepool Revival, the private sector and external funding agencies	<b>NS54</b> Prepare for compulsory Purchase Order on the North Central Hartlepool Regeneration Scheme	September 2006	Emma Dixon	
<b>EH19</b> To achieve national decent homes standard by 2010: social housing 100%, private sector 70%	<b>NS55</b> To improve the % of vulnerable households living in private housing meeting the Decent Homes Standard from 64.85% to 66.46%, in order to achieve the government's targets of 70% by 2010 and 75% by 2016 (strategic housing ref sho2)	March 2007	Penny Garner-Carpenter	LAA 24.2 LPI NS10 PH228
<b>EH20</b> To improve the quality, energy efficiency and attractiveness of existing housing, and reduce the number of vulnerable households experiencing fuel poverty.	<b>NS56</b> To improve the condition of private rented properties through informal and formal action, in particular, to take action on hazards identified using Health and safety rating system introduced in the housing act 2004.	March 2007	Penny Garner-Carpenter	LAA 24.2 LPI NS10 PH226 PH227
	<b>NS57</b> To improve the percentage of vulnerable households living in private housing meeting the decent homes standard from 64.85% to 66.46%.	March 2007	Penny Garner-Carpenter	PH228

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To rebalance the supply and demand for housing and address housing market renewal and improvement of existing stock				
<b>EH20</b> To improve the quality, energy efficiency and attractiveness of existing housing, and reduce the number of vulnerable households experiencing fuel poverty.	<b>NS58</b> To utilise internal and external funding to improve the SAP rating for private houses	March 2007	Penny Garner-Carpenter	LPI NS11 PH235 PH236 PH237 PH238 PH233 PH234
<b>EH21</b> To enhance the standard of management of private rented housing	<b>NS59</b> To improve the condition and management of private rented houses through the Landlord Registration Scheme and selective licensing scheme (if accepted)	March 2007	Penny Garner-Carpenter	PH239 PH240 PH241 PH242 PH243 PH244 PH245
<b>Corporate Objective:</b> To rebalance the supply and demand for housing and address housing market renewal and improvement of existing stock				
<b>EH21</b> To enhance the standard of management of private rented housing	<b>NS60</b> To licence those Houses in Multiple Occupation (HMOs) subject to mandatory licensing in accordance with the Housing Act 2004 and government guidelines	March 2007	Penny Garner-Carpenter	PH246 PH247 PH248 PH249 PH251 PH250

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To rebalance the supply and demand for housing and address housing market renewal and improvement of existing stock				
<b>EH22</b> To tackle housing market imbalance and the problems caused by low and changing demand	<b>NS61</b> To reduce the number of empty private houses:(a) overall (b)those empty for over 6 months as a % of the total private sector stock, towards a target of 0.71% which is the 2005 CPA Lower Quartile Threshold for the North East Region – CPA PI Ref H18	March 2007	Penny Garner-Carpenter	BVPI 64 LPI NS10 HSSA A1 & 6 LPINS9 PH252 PH253 PH254
<b>Corporate Objective:</b> To meet housing needs and provide opportunities for vulnerable residents to live independently				
<b>EH24</b> To provide accommodation and services for vulnerable people (including the homeless, disabled and mentally ill), and to increase the opportunities for residents to live independently in the community	<b>NS62</b> Develop extra care housing by 120 units in the next 10 years	March 2007	Penny Garner-Carpenter	LPI NS12a
	<b>NS63</b> Develop commissioning strategy for Supporting People services	March 2007	Penny Garner-Carpenter	LPI NS12a PH264 PH265
	<b>NS64</b> To ensure tenancy sustainability for those receiving support from the Housing Aid team	March 2007	Penny Garner-Carpenter	LAA 26.2 PH271 PH272
	<b>NS65</b> To minimise homelessness	March 2007	Penny Garner-Carpenter	BVPI 183; 202; 213; 214 PH273 PH274 PH275



## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To meet housing needs and provide opportunities for vulnerable residents to live independently				
<b>EH25</b> To ensure there is access to a choice of good quality housing to buy or rent, to meet the aspirations of residents and encourage investment.	<b>NS66</b> To enable Registered Social Landlords (RSLs) to develop types of housing identified as a priority need in Housing Strategy	March 2007	Penny Garner-Carpenter	PH276 PH277 PH276 PH277
<b>Corporate Objectives:</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.				
<b>SC6</b> Promoting Hartlepool as a fair trade town	<b>NS67</b> Promote the use of Fair Trade products as an alternative for retail and catering premises.	March 2007	Sylvia Tempest	LAA 36.1 LAA 36.2
<b>SC1</b> Work with Hartlepool Participation Network to ensure that children and young people are central to the development of a participation strategy that sets standards and includes involvement in democratic processes	<b>NS68</b> Work alongside officers in Children's and Adult and Community Services to develop and encourage participation of young people in their community.	March 2007	Karen Oliver	
<b>Corporate Objective:</b> Improve quality of life for most disadvantaged neighbourhoods and ensure service providers are more responsive				
<b>SC8</b> Continue a programme of Neighbourhood Action Plan (NAP) preparation, implementation monitoring and review in the context of the NRS	<b>NS69</b> Continue a programme of Neighbourhood Action Plan (NAP) preparation, implementation monitoring and review in the context of the NRS	March 2007	Denise Ogden	

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> To develop the community planning approach at a town-wide and neighbourhood level				
<b>SC15</b> Restructure the Neighbourhood Services Department to provide a Neighbourhood management framework consisting of three neighbourhood management areas with appropriate operational capacity to deliver services at a neighbourhood level	<b>NS70</b> Complete the restructure of the Neighbourhood Services department	June 06	Dave Stubbs	
<b>Corporate Objective:</b> Improve accessibility of services and information				
<b>SC16</b> Improve physical access to buildings by completing programme of improvement works	<b>NS71</b> Complete programme of improvement works	March 2007	Keith Lucas	BVPI 156
<b>Corporate Objective:</b> Ensure communities are well prepared to respond to emergency incidents				
<b>SC18</b> Continue to develop and review emergency planning arrangements	<b>NS72</b> Produce and/or review plans, including Major Incident response plan	March 2007	Denis Hampson	CEPU PI's 1 & 12
	<b>NS73</b> Provision of training and exercises for staff			
	<b>NS74</b> Effective partnership working on a multi agency basis through the Local resilience Forum			
<b>SC19</b> Provide local information to residents on responding to and dealing with emergencies	<b>NS75</b> Provision of a Community Risk register available to the public	March 2007	Denis Hampson	CEPU PI's 5, 6 & 8
	<b>NS76</b> Provision of an effective and informative internet website for the Cleveland Emergency Planning Unit			

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objectives:</b> Ensure robust risk management				
<b>OD7</b> Maintain register of strategic / departmental risks	<b>NS77</b> Report to Corporate Risk Management Group on review of Departmental Risk Register	Mar 07	Dave Stubbs	
<b>OD8</b> Embed awareness and use of risk management across the Neighbourhood Services Dept.	<b>NS78</b> Create a risk management champion in Neighbourhood Services and form an action team from each division. Reports to be brought on a quarterly basis to DMT.	June 06 and ongoing	Dave Stubbs	
<b>Corporate Objectives:</b> Ensure robust risk management				
<b>OD9</b> Business Continuity plans in place and exercised for all departments and corporate issues such as flu pandemic	<b>NS79</b> Business Continuity Plan to be drawn up for the whole department. This has already been achieved. To be reviewed on a regular basis. (6 monthly)	June 06 and ongoing	Dave Stubbs	
<b>Corporate Objective:</b> Develop and implement information security plans				
<b>OD12</b> Complete development and roll out of information security plans and ensure compliance with ISO17799 policies and procedures	<b>NS80</b> Work with Corporate Strategy in the development and implementation of information security plans.	Mar 07	Paul Rayner	SS214

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
<b>Corporate Objective:</b> Implement, co-ordinate and monitor the Council's Complaints Strategy				
To ensure that a consistent, high standard for the investigation, monitoring and reporting of Complaints, comments and compliments is provided across the department.	<b>NS81</b> Work in conjunction with Corporate Strategy on the implementation of a revised workflow strategy for handling formal complaints.	Mar 07	Steve Russell	
<b>Corporate Objective:</b> Implement the Communications Strategy				
Have in place effective methods of communication & consultation	<b>NS82</b> Monitor relevance, accuracy and frequency of information published and report quarterly to DMT.	Mar 07	Angela Read	
<b>Corporate Objective:</b> Enhance workforce development arrangements				
To have a workforce that meets the current and future service needs of the community.	<b>NS83</b> Have an effective appraisal and review procedure that is implemented throughout Neighbourhood Services.	Mar 07	Angela Read	
	<b>NS84</b> Ensure Customer Care Training Is built into the Departmental Workforce Development Plan	Mar 07	Angela Read	
<b>Corporate Objective:</b> Enhance Equality and Diversity arrangements and mainstream into all council activities				
Achieve Level 3 of Equality Standard for Local Government	<b>NS85</b> To have a Co-ordinate departmental approach to diversity and equality.	Mar 07	Carol Davis	
Complete access to services element of CEP. (INRA)	<b>NS86</b> Assist in the review of divisional / service INRAs	July 06	Carol Davis	
Deliver Diversity Steering Group (DSG) workstreams	<b>NS100</b> Deliver building access policy via DSG sub group 3	Dec 06	Graham Frankland	

## Departmental Action Plan

Corporate Action / Department Objective	Department Actions	By When	Responsible Officer	Associated PI
Deliver Diversity Steering Group (DSG) workstreams	<b>NS101</b> Deliver Partnership arrangements via DSG sub group 10	March 07	Graham Frankland	
<b>Corporate Objective:</b> Delivery of the ICT strategy to support corporate objectives				
<b>OD93</b> Implement key programmes	<b>NS87</b> Develop and Implement GIS solution on a phased basis	Nov 06	Keith Lucas	
<b>Corporate Objective:</b> Develop Strategic Financial Plans				
Develop Strategic Financial plans	<b>NS88</b> Implement Integra Financial Management system within Neighbourhood Services	April 06	Keith Smith	TE286 TE287
	<b>NS89</b> Develop and implement Job costing module of Integra FMS	Mar 07	Keith Smith	

## Departmental Action Plan

### Neighbourhood Services Department Objectives

Department Objectives			By When	Responsible Officer	Associated PI	
		Department Actions				
Organisational Development – Attendance						
NS90	Reduce sickness levels across dept	NS94	Reduce long term sickness absence within the services through innovative attendance management.	March 07	Carol Davis	
		NS95	Review service Managers requirements for the provision of sickness info	March 07	Steve Russell	
Organisational Development - Continuous Improvement.						
NS91	Continuous improvement in service provision	NS96	Identify Improvement Group projects for 2007/8	March 07	Angela Read	
		NS97	Successful completion of improvement group projects identified for 2006/7	March 07	Angela Read	
Organisational Development - Health & Safety						
NS92	Safe work practices that ensure the safety of customers and the workforce.	NS98	To assist managers in the co-ordination of health & safety procedures and the implementation of safety policies and procedures.	March 07	Carol Davis	
Organisational Development - Customer Satisfaction						
NS93	Raise levels of customer satisfaction.	NS99	Produce a standard for customer satisfaction feedback	December 2006	Angela Read	

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV82a(i)	% of the total tonnage of household waste arising which have been sent by the Authority for recycling	15.22%	17.89%	12.43%	15%	13.84%	15%	16%	17%	Colin Ogden
BV82a(ii)	Total tonnage of household waste arising which have been sent by the Authority for recycling	New Indicator Introduced 2005/06			6,349kg	5440.42kg	5927	6322	7341	Colin Ogden
BV82b(i)	The % of household waste sent by the Authority for composting or treatment by anaerobic digestion.	6.44%	9.80%	6.67%	7%	7.81%	9%	10%	11%	Colin Ogden
BV82b(ii)	The tonnage (kg) of household waste sent by the Authority for composting or treatment by anaerobic digestion.	New Indicator Introduced 2005/06			2,963	3071.51	3663	4199	4750	Colin Ogden
BV82c(i)	% of the total tonnage of household waste arising which have been used to recover heat, power and other energy sources	11.55%	7.03%	73.61%	71.5%	70.7%	70%	65%	64%	Colin Ogden

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV82c(ii)	Tonnage (kg) of household waste arising which have been used to recover heat, power and other energy sources	New Indicator Introduced 2005/06			30,263	27,796.5	28,491	27,249	27,635	Colin Ogden
BV82d(i)	% of household waste arising which have been landfilled	67.47%	67.19%	7.28%	6.5%	7.65%	6%	9	8	Colin Ogden
BV82d(ii)	The tonnage (kg) of household waste arising which have been landfilled	New Indicator Introduced 2005/06			2,751	3,006.48	2,442	3,773	3,454	Colin Ogden
BV84a	No. of kgs. of household waste collected per head of the population	444.9kg	397.7kg	447.79kg	489kg	436.32	452	465	479	Colin Ogden
BV84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	New Indicator Introduced 2005/06			7%	-2.56%	3%	3%	3%	Colin Ogden
BV86	Cost of waste collection per household	£43.41	£35.31	£33.35	£37.69	£36.26	£38.48	£40.00	£41.23	Denise Ogden
BV87	Cost of waste disposal per tonne municipal waste	Not available		£35.63	£32.38	£37.60	£40.45	£42.23	£43.20	Denise Ogden



## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV91a	% of households resident in the authority's area served by kerbside collection of recyclables	91.2%	100%	100%	100%	100%	100%	100%	100%	Clare Scott
BV91b	% of households resident in the authority's area served by kerbside collection of at least two recyclables by 2010	New Indicator Introduced 2005/06			100%	100%	100%	100%	100%	Clare Scott
BV199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	18.1%	11%	5%	5%	17.02%	14%	11%	10%	Albert Cope
BV199b	The proportion or relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible.	New Indicator Introduced 2005/06			Target not set for 05/6	2.42%	3%	3%	3%	Albert Cope

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV199c	The proportion or relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible.	New Indicator Introduced 2005/06			Target not set for 05/6	0.11%	2%	2%	2%	Albert Cope
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'	New Indicator Introduced 2005/06			Target not set for 05/6	1 'Very Effective'	1 'Very Effective'	1	1	Craig Thelwell
BV218a	Percentage of new reports of abandoned vehicles investigated within 24hrs of notification.	New Indicator Introduced 2005/06			95%	100%	100%	100%	100%	Craig Thelwell
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	New Indicator Introduced 2005/06			100%	100%	100%	100%	100%	Craig Thelwell
BV215a	The average number of days taken to repair a street light fault, which is in the control of the local authority.	New Indicator Introduced 2005/06			3 days	1.6 days	1.6 days	1.6 days	1.6 days	Bob Golightly

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV215b	The average number of days taken to repair a street light fault, which is in the control of a Distribution Network Operator (DNO)	New Indicator Introduced 2005/06			30 days	22.62 days	21 days	20 days	18 days	Bob Golightly
BV166a	Environmental Health checklist of best practice	84.9%	97%	100%	100%	100%	100%	100%	100%	Sylvia Pinkney
BV166b	Trading Standards checklist of best practice	92.8%	100%	100%	100%	100%	100%	100%	100%	Sylvia Pinkney
BV156	The % of authority buildings open to the public where all areas are suitable for and accessible to disabled people	Information not available		17.74%	25%	20%	28%	30%	30%	Keith Lucas
BV 99 (a)(i)	Road Accident Casualties: KSI all people. Number of people killed or seriously injured (KSI) in road traffic collisions.	Amended 2004/5 – comparison information not applicable			39.96	49	45.45	41.91	38.36	Peter Frost
BV99 (a)(ii)	Road Accident Casualties: KSI all people. Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year.	Amended 2004/5 – comparison information not applicable			-4	-12.5	-7.34	-7.79	-8.47	Peter Frost

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV 99 (a)(iii)	Road Accident Casualties: KSI all people. Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	Amended 2004/5 – comparison information not applicable			-20	6.1	-1.62	-9.29	-16.97	Peter Frost
BV 99 (b)(i)	Road Accident Casualties: KSI children. Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions.	Amended 2004/5 – comparison information not applicable			8.85	10	8.36	7.86	7.37	Peter Frost
BV 99 (b)(ii)	Road Accident Casualties: KSI children. Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year.	Amended 2004/5 – comparison information not applicable			-5.25	-33.33	-16.4	-5.98	-6.23	Peter Frost
BV 99 (b)(iii)	Road Accident Casualties: KSI children. Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average.	Amended 2004/5 – comparison information not applicable			-25	-15.3	-29.15	-33.39	-37.54	Peter Frost

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV 99 (c)(i)	Road Accident Casualties: Slight injuries. Number of people slightly injured in road traffic collisions.	Amended 2004/5 – comparison information not applicable			368.22	304	305	300	295	Peter Frost
BV 99 (c)(ii)	Road Accident Casualties: Slight injuries. Percentage change in the number of people slightly injured in road traffic collisions since the previous year.	Amended 2004/5 – comparison information not applicable			-0.87	-0.33	0.33	-1.64	-1.67	Peter Frost
BV 99 (c)(iii)	Road Accident Casualties: Slight injuries. Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average.	Amended 2004/5 – comparison information not applicable			-5	-21.56	-5.83	-6.67	-7.50	Peter Frost
BV 100	Temporary Road Closure. Number of days of temporary traffic controls, or road closure, on traffic sensitive roads, caused by roadworks, per km of traffic sensitive road.	1.3	0.1	0.139	0	0	0	0	0	Peter Frost

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV 165	Pedestrian crossings with facilities for disabled people. The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area.	87	100	94.59%	100%	86.4%	100%	100%	100%	Peter Frost
BV 102	Passenger Journeys on Buses. Number of local bus passenger journeys originating in the authority area undertaken each year.	15m	19m	6,046,274	6,310,000	5,592,176	5,924,790	5,931,140	5,869,350	Mike Blair
BV64	Vacant dwellings returned to occupation or demolished	61.04	56.25	4	5 6	34	70	70	70	John Smalley
BV183a	Length of stay in temporary accommodation (Bed and Breakfast)	4	1	0	1	2	1	1	1	Lynda Garbutt
BV183b	Length of stay in temporary accommodation (Hostel)	12	0	0	0	0	0	0	0	Lynda Garbutt
BV187	Percentage of the category 1, 1a and 2 Condition of surface footway	25	16	22.2	22	14.97	14	13	12	Mike Blair
BV202	Number of rough sleepers	Not Available		0	0	0	0	0	0	Lynda Garbutt
BV203	Percentage change in number of families in temporary accommodation	20.63	-6.94	100	0	0	0	0	0	Lynda Garbutt

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV213	Number of homelessness cases resolved by intervention per 1000 households	New Indicator Introduced 2005/06			35	3	4	4	4	Lynda Garbutt
BV214	% of statutory homeless households repeated within two years.	New Indicator Introduced 2005/06			2	2.54	2	2	2	Lynda Garbutt
BV216a	Number of ‘sites of potential concern’, with respect to land contamination	New Indicator Introduced 2005/06			Not Set	939	940	941	942	Alan Coulson
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all ‘sites of potential concern’	New Indicator Introduced 2005/06			Not Set	13%	14%	15%	16%	Alan Coulson
BV217	Percentage of pollution control improvements to existing installations completed on time	New Indicator Introduced 2005/06			90%	91%	90%	90%	90%	Adrian Hurst
BV223	Percentage of the local authority principal road network where structural maintenance should be considered.	Amended 2005/06 – comparison not applicable			22	11.1	11.5	12.0	12.5	Mike Blair
BV224a	Percentage of the non-principal classified road network where maintenance should be considered.	Amended 2005/06 – comparison not applicable			16.75	23.18	23.5	24.0	24.5	Mike Blair

## Performance Indicators

PI Ref	PI Description	Comparative Performance 2004/5			Current Performance 2005/6		Future Target			Responsible Officer
		Other Authorities		Hartlepool	Target	Outturn	2006/7	2007/8	2008/9	
		Average (England Authorities)	Top quartile							
BV224b	Percentage of the unclassified road network where structural maintenance should be considered.	Amended 2005/06 – comparison not applicable			38	16.51	35	20	35	Mike Blair



## Performance Indicators

Satisfaction Surveys – Undertaken every three years									
PI Ref	PI Description	Outturn 2000/01	Comparative Information 2003/04				Future Target 2006/07	Responsible Officer	Comments
			Other Authorities <sup>(1)</sup>	Top Quartile <sup>(2)</sup>	Hartlepool outturn	Hartlepool Target			
BV 89	User satisfaction with street cleanliness	53%	59.80%	66%	55%	58%	57%	Albert Cope	Previous surveys undertaken in 2003-4
BV90a	User satisfaction for Household Waste Collection	85%	84.03%	89%	89%	90%	90%	Colin Ogden	
BV90b	User Satisfaction for Waste Recycling (local facilities)	67%	67.85%	75%	83%	70%	85%	Colin Ogden	
BV90c	User Satisfaction for Waste Disposal (local tips)	74%	75.48%	84%	84%	78%	85%	Colin Ogden	
BV 103	User Satisfaction with Public Transport information	56%	49.72%	55%	59%	80%	80%	Mike Blair	
BV 104	User Satisfaction with Local Bus Service	62%	54.21%	61%	65%	70%	70%	Mike Blair	

## Performance Indicators

Indicator No	Indicator Description	2004/5 outturn	2005/6 target	2005/6 outturn	Future Target 2006/7	Responsible Officer	Comments / Links
EM04	No. of fixed penalty notices issued for dog fouling.	135	100	118	200	Ian Burton	
EM05	No. of fixed penalty notices issued for litter offences.	104	100	173	200	Ian Burton	
PH221	Percentage of attendees satisfied with healthy food training courses provided	New Indicator Introduced 06/07			80%-100%	Emma Tierney	
PH228	No. of private rented houses improved to the Decent Homes Standard through enforcement action/liaison with landlords	New Indicator Introduced 06/07			5	John Smalley	
PH233	Average SAP rating for all dwellings	New Indicator Introduced 06/07			60	David Morgan	
PH234	Average SAP rating for RSL dwellings	New Indicator Introduced 06/07			69	David Morgan	
PH236	No. of households assisted by Hartwarmer grants (Hartwarmers Plus and Tees Valley Energy Savers)	New Indicator Introduced 06/07			850	David Morgan	
PH239	% increase in houses covered by the Landlord Registration Scheme	New Indicator Introduced 06/07			5%	Ken Natt	
PH248	No. of HMOs licensed as a proportion of those required to be licensed (estimated no. 10-20)	New Indicator Introduced 06/07			100%	Joanne Burnley	
PH254	No. houses brought back into use	New Indicator Introduced 06/07			10	John Smalley	

## Performance Indicators

Indicator No	Indicator Description	2004/5 outturn	2005/6 target	2005/6 outturn	Future Target 2006/7	Responsible Officer	Comments / Links
PH258	The no. of Supporting People services assessed by checking and validating QAF self-assessments	New Indicator Introduced 06/07			30 services	Pam Twells	
PH264	Agreement of Joint Commissioning Strategy	New Indicator Introduced 06/07			Oct-06	Pam Twells	
PH276	The no. of new units completed by Registered Social Landlords (RSLs)	New Indicator Introduced 06/07			30	Penny Garner Carpenter	
PH277	The number of schemes starting on site	New Indicator Introduced 06/07			2	Penny Garner Carpenter	
PH281	VFM assessments completed on time	New Indicator Introduced 06/07			100% by 30.8.06	Penny Garner Carpenter	
PH282	No. relevant criteria achieved as a proportion of all KLOE criteria for each service	New Indicator Introduced 06/07			80%	Penny Garner Carpenter	
PH304	% of high risk trading standards inspections carried out.	-	100%	100%	100%	Sylvia Pinkney	
PH306	% of Trading Standards businesses compliant after initial inspection	New Indicator Introduced 06/07				Sylvia Pinkney	
PH308	Consumer satisfaction index of trading standards service.			100%	100%	Sylvia Pinkney	
PH309	Business satisfaction index of trading standards service.			94.3%	100%	Sylvia Pinkney	
PL102	Complete 25% of asset valuations per quarter	New indicator introduced	20% of 5 yr programmed for 06/07	100%	20% of 5 yr programme for 06/07	Emma Dixon	

## Performance Indicators

Indicator No	Indicator Description	2004/5 outturn	2005/6 target	2005/6 outturn	Future Target 2006/7	Responsible Officer	Comments / Links
		2005-06					
SS214	Percentage of audits carried out adhering to implemented ISO17799 standards	New Indicator Introduce 2006/7			100%	Paul Rayner	
TE55	% of formal street lighting enquiries responded to within target	New indicator introduced 2005-06	100%	100%	100%	Bob Golightly	
TE68	Number of applications for community transport processed within seven working days	New indicator introduced 2005-06	95%	100%	96%	Jayne Brown	

## Performance Indicators

Indicator No	Indicator Description	2004/5 outturn	2005/6 target	2005/6 outturn	Future Target 2006/7	Responsible Officer	Comments / Links
LPINS9	No. of dwellings cleared for regeneration	0	24	24	250	Penny Garner Carpenter	
LPINS10	No. of long term empty private houses	669	610	545	500	John Smalley	
LPINS11	Average SAP rating for private dwellings	55.7	56.4	56.8	56.4	David Morgan	
LPINS12A	Number of Extra Care units provided	0	0	0	20	Pam Twells	
LAA10.6	Number of schools achieving the new Healthy Schools Status (Performance with reward)	New indicator introduced 2006-07			36	Sylvia Tempest	
LAA24.2	Achieving decent homes standard in private housing sector	New indicator introduced 2006-07			65	John Smalley	
LAA26.2	% of new tenants receiving support from HBC sustaining their tenancies for 6 months	New indicator introduced 2006-07			90%	Chris Bartleson	
LAA36.1	Number of retail establishments offering Fairtrade as an alternative	New indicator introduced 2006-07				Sylvia Tempest	
LAA36.2	Number of catering establishments offering Fairtrade as an alternative	New indicator introduced 2006-07				Sylvia Tempest	
HSSA SECTION A1 and 6	The percentage of total private sector homes vacant for more than 6 months	New indicator introduced 2006-07			1.58%	John Smalley	

## Performance Indicators

Cleveland Emergency Planning Indicators – Indicators reflect the work carried out across the Tees Valley Authorities by the Cleveland Emergency Planning Unit.

Indicator No	Indicator Description	Future Target 2006/7	Responsible Officer	Comments / Links
CEPU1	Develop and review emergency planning arrangements in each local authority	<ul style="list-style-type: none"> <li>Each Local Authority MI Response Plan to be reviewed at least once</li> <li>75% of all departmental / service area plans produced or reviewed</li> </ul>	Denis Hampson	
CEPU5	Provision of an effective Cleveland Community Risk Register	<ul style="list-style-type: none"> <li>Complete risk register by 30.06.06</li> <li>Put risk register on web site and review 6 monthly</li> <li>Hold 4 meetings of Risk Sub Group to monitor and review the register</li> <li>Report to Local Resilience Forum annually</li> </ul>	Denis Hampson	
CEPU6	Provision of an effective internet website for the Cleveland Emergency Planning Unit	<ul style="list-style-type: none"> <li>Web site reviewed at least every 28 days</li> <li>Improved design completed by 30.06.06</li> <li>Project leader to place new items on website within 5 days of receipt.</li> </ul>	Denis Hampson	
CEPU8	Provide information to the public / residents on responding to and dealing with emergencies	<ul style="list-style-type: none"> <li>Produce 3 pieces of information material</li> <li>Material made available on CEPU website</li> <li>2 CEPU Newsletters to be produced which will be disseminated within the 4 councils and placed on CEPU &amp; council websites</li> </ul>	Denis Hampson	
CEPU12	Effective partnership working on a multi-agency basis across the Tees Valley area, with particular reference to the Cleveland Local Resilience Forum	<ul style="list-style-type: none"> <li>4 meetings of the Local Resilience Forum</li> <li>4 meetings of the Local Resilience Working Group</li> <li>4 meetings of the Media Emergency Forum</li> <li>4 Ad hoc meetings</li> <li>Meet the milestones and targets set in the LRF implementation plan for the Civil Contingencies Act</li> </ul>	Denis Hampson	
CEPU15	Promote Business Continuity Management to medium and small enterprises (SME's)	<ul style="list-style-type: none"> <li>Create working relation with Tees Valley Business Link</li> <li>Produce 5 pieces of literature for dissemination to SME's</li> <li>Form and hold 4 meetings of a Business Continuity Sub Group</li> <li>Hold seminar / conference for SME's</li> </ul>	Denis Hampson	

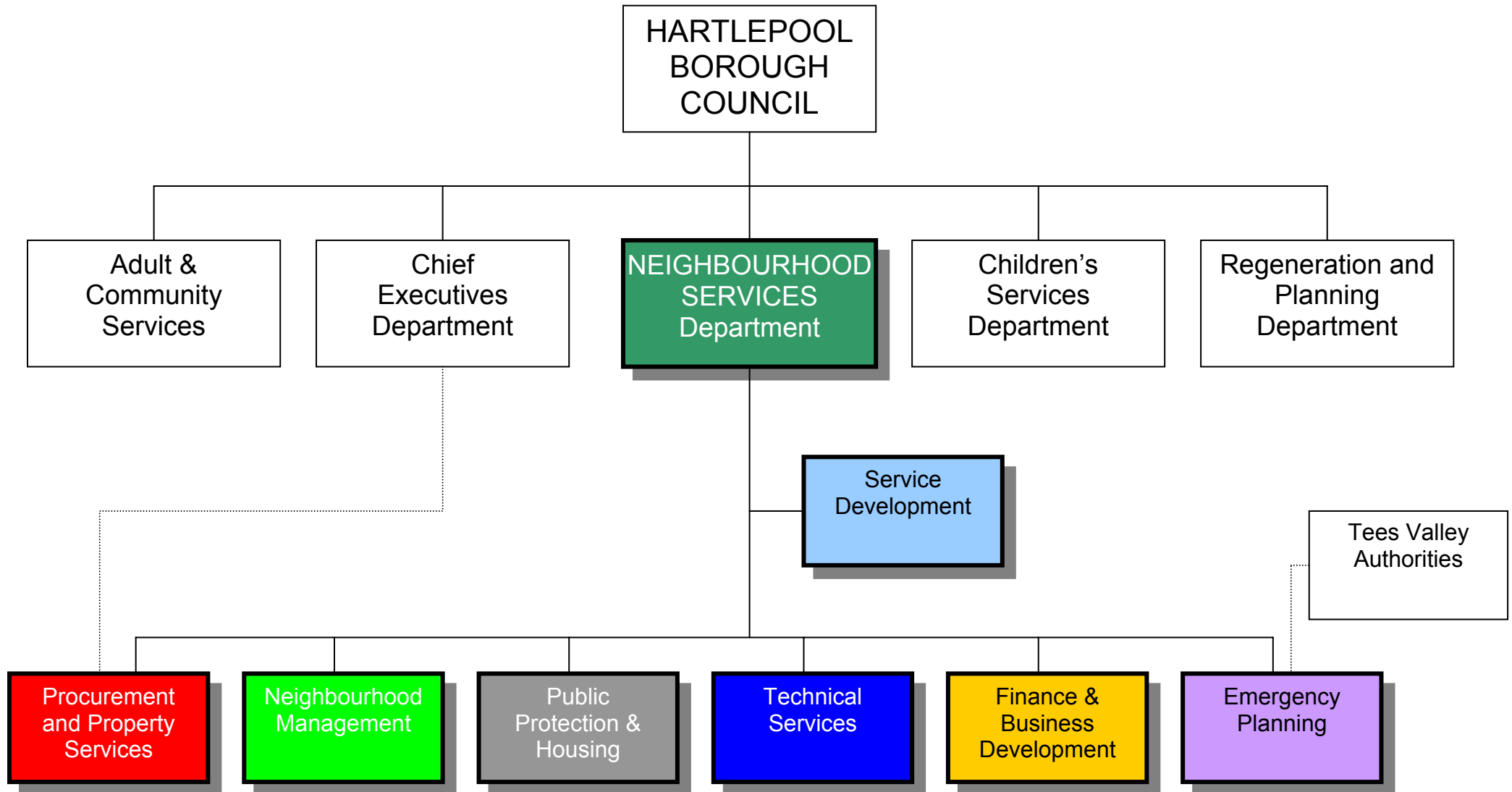
## Appendix 1 – Neighbourhood Services Service Plans

Division / Service Plan	Lead Officer / Contact Number	Areas covered
<b>Emergency Planning</b>		
Emergency Planning	Denis Hampson (01642 221121)	Plan produced by Cleveland Emergency covering all Tees Valley Authorities
<b>Finance &amp; Business Development</b>		
Finance & Business Development	Keith Smith (3104)	Finance support; Information and Communication Technology, Admin support within Church Street Depot
<b>Neighbourhood Management</b>		
Clean & Green	Albert Cope (3811)	Horticulture, street cleansing, public conveniences
Waste Management	Colin Ogden (3806)	Refuse collection & disposal
Neighbourhood Enforcement	Craig Thelwell (3370)	Environmental action, community wardens
Highway Services	Paul Mitchinson (3706)	Street Lighting, Road & Footpath repairs
Neighbourhood Management	Karen Oliver (3680)	Area based services
School Catering	Doreen Wilkinson (3850)	School catering
Client Services	John Brownhill (3807)	Building Cleaning, Plant & Vehicle training, Schools horticulture, Civic attendants
<b>Procurement &amp; Property Services</b>		
Logistics	Fred Davison (3813)	Depot, Stores and Security Services
Building Management & Maintenance	Albert Williams (3396)	Maintenance and management of public buildings
Building Consultancy	Colin Bolton (3399)	Architects, M&E, QS Services
Estates & Asset Management	Keith Lucas (3237)	Valuation, estates and property management

Division / Service Plan	Lead Officer / Contact Number	Areas covered
<b>Public Protection &amp; Housing</b>		
Consumer Services	Sylvia Pinkney (3315)	Food standards and safety, infectious disease, health & safety at work, animal health, port health, water quality, trading standards, licensing
Environmental Standards	Sylvia Tempest (3316)	Pollution, noise, pest control, environmental stewardship, open markets, health promotion, cemeteries and crematorium
Strategic Housing	Penny Garner-Carpenter (4117)	Private sector housing, supporting people, homelessness housing advice, enabling, strategic housing, special need housing, home energy conservation
<b>Service Development</b>		
Service Development	Carol Davis (3854)	Admin support, workforce development, performance management, customer Services
<b>Technical Services</b>		
Engineering Consultancy	Alan Coulson (3242)	Civil and structural engineering, Environmental issues (including coastal protection, contaminated land and land drainage), safety camera partnership, road safety, project management
Traffic & Transportation	Mike Blair (3252)	Traffic, transportation, car parking, traffic management, asset management
Finance & Administration	Sue Ayre (3574)	Finance and administration for Technical Services and Public Protection
Transport Services	Jayne Brown (3526)	Workshop, vehicle procurement, welfare transport, vehicle hire



Appendix 2 – Council/Neighbourhood Services Department structure



## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

24<sup>th</sup> July 2006



**Report of:** Assistant Chief Executive

**Subject:** COMPLAINTS TO THE LOCAL GOVERNMENT  
OMBUDSMAN IN 2005/06

---

### **SUMMARY**

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

To report to the Portfolio Holder on the annual letter from the Local Government Ombudsman.

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

The report covers the Local Government Ombudsman's Annual Letter reviewing complaints received about Hartlepool Borough Council in 2005/06.

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

The Portfolio Member has responsibility for performance management issues.

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

Non-key

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

Portfolio Holder meeting on 24<sup>th</sup> July 2006

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

That the report be noted.

**Report of:** Assistant Chief Executive

**Subject:** COMPLAINTS TO THE LOCAL GOVERNMENT  
OMBUDSMAN IN 2005/06

---

## 1. PURPOSE OF REPORT

To inform the Portfolio Holder of the Local Ombudsman's Annual Letter which reviews the complaints received against the authority in 2005-06.

## 2. BACKGROUND

The Local Government Ombudsman (LGO) has introduced a system of reporting complaints performance to local authorities. All councils now receive an annual letter from the LGO which details:

- the complaints received by the Ombudsman and the outcome of her investigations;
- comments on the Council's performance; and
- comments on liaison arrangements with the Council.

The details of complaints handled in 2005/06 with comparative figures for 2003/04 and 2004/05 are provided in **Appendix 1**, as is the full text of the Ombudsman's Annual Letter (**Appendix 2**)

## 3. ANNUAL LETTER FROM THE LOCAL GOVERNMENT OMBUDSMAN – 2005/06

### Complaints received

Overall, the number of complaints received by the Ombudsman has increased slightly, from 13 in 2004/05 to 16 in 2005/06. Half the complaints (8) were about planning issues, an increase from 2 complaints in 2004/05. However there were no complaints about education, Council Tax or social services.

### Complaints decisions

The Ombudsman made decisions about 14 complaints in 2005/06. Not all complaints received in a year can be resolved within that period and this is reflected in the difference between the number of complaints received and the number of decisions made.

In 6 cases the Ombudsman chose not to investigate the complaints because they were deemed to be premature. They were referred back to the Council for local investigation. Complainants still have the option

to complain again to the Ombudsman if they are unhappy with the outcome of the Council's investigation and five of these complaints have indeed been re-submitted.

### **Formal reports by the Ombudsman**

In 2005/06, there was 1 critical report issued against the Council with a finding of Maladministration with Injustice. This complaint related to the proposed change of use of the Briarfields allotments site and associated planning issues. In accordance with the Ombudsman's recommendations, plans are in hand to re-instate an allotments site at Briarfields.

### **Local settlements**

Three complaints were settled locally by the Council agreeing to take action to deal with a complaint without need for further investigation. For example, double yellow lines that had been installed in error were removed.

### **Complaints handling**

Councils are asked to respond to initial enquiries from the Ombudsman within 28 days. The average for Hartlepool's responses was 25 days. This is an improvement from the figure of 32 days for 2004/05. The Ombudsman commented favourably on this improved performance.

This third Annual Letter from the Local Government Ombudsman is generally positive and does not highlight any areas of concern.

## **4. RECOMMENDATIONS**

That the report be noted.

## **5. BACKGROUND PAPERS**

Annual Letter from the Local Government Ombudsman 2004/05

## **6. CONTACT OFFICER**

**Liz Crookston, Principal Strategy & Research Officer,  
Chief Executive's Department, Corporate Strategy Division  
Hartlepool Borough Council**

**Tel No: (01429) 523041**

**Email: [liz.crookston@hartlepool.gov.uk](mailto:liz.crookston@hartlepool.gov.uk)**

Complaints received by subject area	Education	Highways	Housing (not incl. HB)	Housing Benefit	Local Taxation	Other	Planning	Social Services	Total
01/04/2005 - 31/03/2006	0	3	1	3	0	1	8	0	16
2004 / 2005	2	0	2	2	1	4	2	0	13
2003 / 2004	4	3	2	5	3	7	2	5	31

**Note:** these figures will include complaints that were made prematurely to the Ombudsman and which we referred back to the authority for consideration.

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Premature complaints	Total excl premature	Total
01/04/2005 - 31/03/2006	1	3	0	0	3	1	0	6	8	14
2004 / 2005	1	1	0	0	5	5	3	0	15	15
2003 / 2004	2	6	0	0	3	9	4	6	24	30

See attached notes for an explanation of the headings in this table.

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
01/04/2005 - 31/03/2006	6	25.7
2004 / 2005	1	32.0
2003 / 2004	11	22.3

**Average local authority response times 01/04/2005 to 31/03/2006**

Types of authority	<= 28 days %	29 - 35 days %	> = 36 days %
District Councils	53.2	25.3	21.5
Unitary Authorities	41.3	34.8	23.9
Metropolitan Authorities	41.7	30.5	27.8
County Councils	55.9	26.5	17.6
London Boroughs	39.4	39.4	21.2
National Park Authorities	100.0	0.0	0.0

June 2006



The Commission for  
Local Administration in England

Mr P Walker  
Chief Executive  
Hartlepool Borough Council  
DX 60669  
HARTLEPOOL

Anne Sees  
Local Government Ombudsman

Nell Hobbs  
Deputy Ombudsman

Our ref: Annual Letter 06/AS/jib  
(Please quote our reference when contacting us)

**If telephoning contact: Mr Cobley's Personal Assistant on 01904 380238**  
**If e-mailing: [st2york@lgo.org.uk](mailto:st2york@lgo.org.uk)**

Dear Mr Walker

### **Annual Letter 2005/06**

I am writing to give you my reflections on the complaints received against your authority and dealt with by my office over the last year. I hope that in reviewing your own performance you will find this letter a useful addition to other information you hold highlighting how people experience or perceive your services.

This year we will publish the letters on our website and share them with the Audit Commission as there was widespread support from authorities for us to do this. We will wait for four weeks after this letter before making it more widely available in these ways to give you an opportunity to consider and review the letter first. If a letter is found to contain any factual inaccuracy we will reissue it.

In addition to the narrative below there are two attachments which form an integral part of this letter: statistical data covering a three year period and a note to help the interpretation of the statistics.

### **Complaints received**

Last year (2005/6) 16 complaints were received against Hartlepool Council, a marginal increase upon the 13 complaints received during the previous year (2004/5). Half of these complaints were about planning, and four-fold rise upon the number received during the last two years. However, no complaints were received about education, council tax or social services last year.

/...

Beverley House 17 Shipton Road York YO30 5LZ  
Tel 01904 380200 Fax 01904 380269  
DX 65201 York 5  
[www.lgo.org.uk](http://www.lgo.org.uk)

### **Decisions on complaints**

I made decisions on 14 complaints last year, one less than in the previous year (2004/5). 6 of these I chose to close because they were premature, in the sense that they had not previously been considered by the Council, as the law requires.

### ***Reports and local settlements***

When we complete an investigation we must issue a report. One report was issued against the Council last year where the Council refused to relet allotments to allotment holders with a view to selling the allotment site without establishing first the likelihood of a planning application for housing on the site being successful. As a result the allotments became run down and the allotment holders lost their allotments disrupting long established friendships among them.

There are a significant proportion of investigations that do not need to be completed because a 'local settlement' is reached during the course of the investigation and it is therefore discontinued. Three complaints were locally settled during the last year. One related to the Council's error in putting double yellow lines outside the house of the complainant's son which were subsequently removed by the Council. In another case the Council initially failed to act promptly upon a report of nuisance by a neighbour, and subsequently agreed to pay £50 to the complainants to compensate them for the delay. The third involved the deduction of an incorrect amount of arrears from the compulsory purchase price of the complainant's home to which the Council readily agreed to reimburse one set of liability order costs.

### ***Other findings***

### **Your council's complaints procedure and handling of complaints**

During the previous year (2004/5) the Council took 32 days to respond to the single complaint upon which I made first enquiries. I am pleased to note that the Council responded within less than 26 calendar days on average to the 6 complaints where I made enquiries of the Council last year. Last year the target time for such responses from councils was increased from 21 to 28 calendar days. I am pleased to note that the Council has comfortably met this new target as do the majority of all district councils.

### **Training in complaint handling**

Our training in complaint handling is proving very popular with authorities and we continue to receive very positive feedback from participants. Over the last year we have delivered more than 100 courses from the range of three courses that we now offer as part of our role in promoting good administrative practice.

Effective Complaint Handling was the first course we developed, aimed at staff who deal with complaints as a significant part of their job. Since then we have introduced courses in complaint handling for front line staff and in handling social services complaints.

All courses are presented by an experienced investigator so participants benefit from their knowledge and expertise of complaint handling.

I have enclosed some information on the range of courses available together with contact details for enquiries and bookings.

I am pleased to note that during the last year your Council has taken advantage of these courses and arranged an effective complaint handling course for your staff. I understand from the evaluation of this event that staff generally found the event to have been very useful, and I hope that you may consider inviting our staff to present further courses for your Council.

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

You may remember that a series of Liaison Officer Seminars was convened by this office in 2004/5 within York for those officers liaising directly with my staff. It may be that the officers with that responsibility were then unable to attend or that new staff now fulfil that function. I should be grateful to learn therefore whether one or two members of your staff would be interested to attend such a seminar if a second series was convened towards the end of this year or early in 2007. If so, please let me know or contact the Assistant Ombudsman whose team covers your Council, which as you may know is currently Chris Copley.

#### **Conclusions/general observations**

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services. I would again very much welcome any comments you may have on the form and content of the letter.

I would again be happy to consider requests for myself or a senior colleague to visit the Council to present and discuss the letter with councillors or staff. We will do our best to meet the requests within the limits of the resources available to us.



Page 4  
Mr P Walker

I am also arranging for a copy of this letter and its attachments to be sent to you electronically so that you can distribute it easily within the council and post it on your website should you decide to do this.

Yours sincerely

A handwritten signature in cursive script, appearing to read 'Anne Seex'.

Anne Seex  
Local Government Ombudsman

Enc: Statistical data  
Note on interpretation of statistics  
Detail of training courses

## PERFORMANCE MANAGEMENT PORTFOLIO

24 July 2006



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

**Subject:** COMMUNICATING WITH YOUR COUNCIL –  
PROGRESS REPORT

---

### SUMMARY

#### 1. PURPOSE OF REPORT

To report on the progress and impact of the Communication with your Council suite of strategies during 2005/06.

#### 2. SUMMARY OF CONTENTS

This report details progress made in respect of the Communication with your Council suite of strategies during 2005/06

#### 3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issue

#### 4. TYPE OF DECISION

Non-key decision

#### 5. DECISION MAKING ROUTE

Portfolio holder only

#### 6. DECISION(S) REQUIRED

To note the report

**Report of:** Chief Personnel Services Officer

**Subject:** COMMUNICATING WITH YOUR COUNCIL –  
PROGRESS REPORT

---

**1. Purpose of Report**

- 1.1** To report on the progress and impact of the Communicating with your Council suite of strategies during 2005/06.

**2. Background**

- 2.1** At the Performance Portfolio meeting on 31 October 2005 a suite of strategies were agreed with the aim of presenting a coherent and complementary message. The four strategies of Corporate Communications, Customer Services, Consultation and Complaints and Comments have similarities and overlapping content and therefore were presented as one suite.
- 2.2** The strategies had either been updated or drafted under the heading of an introductory document which presented a summary of the overarching aims and objectives, showing how in diagrammatical format all four strategies fitted together and summarised the purpose of each strategy. Each strategy was then presented in the same consistent format.

**3. Progress To Date**

- 3.1** To emphasise the ties between the four strategies, the current individual strategy action plans have been amalgamated into a single action plan. **Appendix A** sets out the 2005/6 action plan with progress made by March 2006. It was anticipated that there was unlikely to be significant change to the principles of individual strategies, but the action plan will require regular review and amendment to reflect progress and other strategy developments.
- 3.2** There are a total of 79 actions within the 2005/6 action plan, of which 37 are due to be reported to the portfolio holder, of which 27 have been completed. Highlighted below is a summary of the progress that has been made.

**Corporate Communications**

A 64-page Hartbeat has now been introduced which includes supplements. A View point survey shows that 97% of readers read “some or most” of the magazine’s content.

The last Employee Survey indicates that Newline, the internal newsletter for employees, is well received and reflects that employees are well informed of what is going on in the Council.

### **Customer Services**

Each department has nominated an officer as their Customer Service Champion and the Performance Management Portfolio holder has been nominated as the Member Customer Service Champion. A set of minimum customer service standards has been compiled using the National eService Standards to benchmark against. A customer service guide/handbook is currently being compiled and customer service training will commence from September onwards for all staff.

### **Consultation**

The new e-consultation system has made good progress. The website for employees, Your Council Your Say, was used for the Employee Survey in November 2005. The site for the general public, Your Town, Your Say was launched in May 2006 and is being used for consultation on the Community Strategy Review. The Talking with Communities group of members of diverse communities in Hartlepool has met successfully five times. Viewpoint results and their outcomes have been reported regularly to the Performance Management Portfolio Holder.

### **Complaints and Comments**

The review of the Corporate Complaints Procedure is due for completion in summer 2006. Progress on this has been delayed awaiting the introduction of the corporate complaints element of the new Electronic Document Retrieval and Management System. The development of this system has been delayed and the decision has now been made to progress the corporate procedure and other linked activities without this new system. Complaint performance reports have been made regularly to the Performance Management Portfolio Holder.

## **4. Recommendations**

The Portfolio Holder notes the progress made.

That in future years the Portfolio Holder receives a report on progress and impact at the same time as the year-end report of the Chief Executive's Service Plan.

## Communicating with your Council Action Plan 2005/06

**Table A**

### Communications

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Employee engagement	<ul style="list-style-type: none"> <li>Implement employee focus groups as appropriate</li> </ul>	W Stagg	Ongoing	No	In progress
	Improve employee engagement	<ul style="list-style-type: none"> <li>Develop and implement employee reward and recognition scheme</li> <li>Promote staff discounts to employees</li> </ul>	W Stagg W Stagg	Sept 05 Sept 05	No No	Complete Complete
	Measure effectiveness of employee and manager communication arrangements	<ul style="list-style-type: none"> <li>Respond to employee communications issues arising from Employee Survey.</li> </ul>	W Stagg	In accordance with Employee survey Action Plan	No	Ongoing
	Improve individual communications between managers and employees	<ul style="list-style-type: none"> <li>Managers have their own communication plans</li> </ul>	Individual Managers	Ongoing	No	No progress
	Departmental communications	<ul style="list-style-type: none"> <li>Ensure that all directors have departmental communication plans.</li> </ul>	A Atkin	Dec 05	No	Deferred
	Ensure managers have appropriate communication skills	<ul style="list-style-type: none"> <li>Include Communications within leadership development programme. LMDP Project being considered</li> </ul>	R Wood	In accordance with leadership development programme arrangements	No	Future projects being considered
	Monitoring and	<ul style="list-style-type: none"> <li>Determine and implement appropriate</li> </ul>	A Atkin/	Sep 05	Yes	Complete

Ref	Key Issue	Tasks	Responsibility	By when?/ milestones	Report to Portfolio Holder?	Progress
	reporting	monitoring and reporting arrangements. Need to be rescheduled and reconsidered for 06/07 plan	J Machers			
	Raise the profile of Hartlepool regionally, nationally and internationally	<ul style="list-style-type: none"> <li>Target certain sectors of the media to ensure that Hartlepool stories get maximum coverage.</li> <li>Target specialist publications to raise awareness of Hartlepool Council and the town as a whole.</li> </ul>	A Rae  A Rae	Ongoing  Ongoing	No  No	Good progress has been made here  Good progress with positive publicity around Tall Ships successful bid

## Communicating with your Council Action Plan 2005/06

**Table B**

### **Customer Services**

Ref	Key Issue	Tasks	Responsibility	By when?/ <u>milestones</u>	Report to <u>Portfolio</u> <u>Holder?</u>	Progress
	Service Standards	<ul style="list-style-type: none"> <li>Develop a set of minimum customer service standards for use across the Council.</li> <li>Develop a customer service guide/handbook to distribute to all employees.</li> <li>Appoint a Member Customer Service Champion.</li> <li>Appoint an Officer Customer Service Champion in each department.</li> <li>Refresh the corporate image and promote across all locations.</li> <li>In conjunction with service providers, access suitable locations to provide additional services with extended opening hours.</li> </ul>	C Armstrong  C Armstrong  J Machers  CMT  C Armstrong/ A Rae  C Armstrong/ D Owens	Dec 05  Mar 06  Dec 05  Dec 05  Mar 06  Mar 06	No  No  Yes  Yes  No  No	Complete  Currently being compiled  Complete  Complete  Currently being considered  Further consultation to be included in future Viewpoint 1000
	Customer Feedback (with reference to the Complaints and Comments Strategy)	<ul style="list-style-type: none"> <li>Ensure recording system for feedback, complaints and comments etc is operational.</li> <li>Ensure hard to reach groups are consulted.</li> </ul>	C Armstrong  C Armstrong	Mar 06  Mar 06	No  No	Complete  Complete

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Contact Centre (in conjundion with the Contact Centre Project Plan)	<ul style="list-style-type: none"> <li>• Review accommodation requirements</li> <li>• Progress roll out programme.</li> </ul>	C Armstrong  C Armstrong/ D Owens	Oct 05  Mar 06	No  No	Complete  Ongoing



## Communicating with your Council Action Plan 2005/06

**Table C**

**Consultation**

Ref	Key Issue/Objective	Tasks	Responsibility	By when?/ <u>milestones</u>	Report to <u>Portfolio</u> <u>Holder?</u>	Progress
	Implementing Consultation Strategy	<ul style="list-style-type: none"> <li>Finalise strategy.</li> <li>Disseminate strategy.</li> </ul>	CMG & Cabinet  Corporate Strategy	Oct 2005  Nov 2005	No  No	Completed  Completed
	Ensuring high standards of consultation	<ul style="list-style-type: none"> <li>Develop Consultation Guidelines– general.</li> <li>Develop Consultation Guidelines– detailed.</li> <li>Explore Employee Panel/Focus Groups system.</li> </ul>	Corp Strat & Corp Cons Group  Corp Strat & Corp Cons Group  Corp Strat & Corp Cons Group	Nov 2005  On-going  Oct 2005	No  No  No	Completed  Ongoing  Completed

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Promote the use of e-consultation	<ul style="list-style-type: none"> <li>• Activate and test e-consultation system.</li> <li>• Train key staff in use of e-consultation system.</li> <li>• Carry out 2005 Staff Survey on-line.</li> <li>• Enable on-line consultation with the public and partner organisations.</li> <li>• Develop consultation database.</li> </ul>	<p>Corp Strat, Northgate, i Novem</p> <p>Corp Strat, Northgate, i Novem</p> <p>Corp Strat, Northgate, i Novem</p> <p>Corp Strat &amp; Northgate</p> <p>Corp Strat &amp; Corp Cons Group</p>	<p>Sep 2005</p> <p>Sep 2005</p> <p>Nov 2005</p> <p>Dec 2005</p> <p>Oct 2005</p>	<p>No</p> <p>No</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
	Promote consultation with "hard to reach" groups	<ul style="list-style-type: none"> <li>• Set up BME community panel.</li> </ul>	Corp Strat & Diversity Officer	Nov 2005	No	Completed
	Promote feedback of consultation outcomes	<ul style="list-style-type: none"> <li>• Report to Portfolio holder on Viewpoint outcomes.</li> <li>• Include "Consultation News" items in Hartbeat magazine.</li> </ul>	<p>Corp Strat</p> <p>Corp Strat</p>	<p>Oct 2005</p> <p>Quarterly</p>	<p>Yes</p> <p>No</p>	<p>Quarterly reports done</p> <p>Consultation work reported</p>

## Communicating with your Council Action Plan 2005/06

**Table D**

### Corporate Complaints

<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
Review the Corporate Comments and Complaints Procedure	<ul style="list-style-type: none"> <li>Revise Corporate Complaints procedure.</li> <li>Disseminate procedure.</li> </ul>	<p>Corp Strat &amp; Corp Comps Officer Group</p> <p>Corp Strat &amp; Corp Comps Officer Group</p>	<p>Feb 2006</p> <p>March 2006</p>	<p>No</p> <p>Yes</p>	<p>Delays due to wait for implementation of EDRMS</p> <p>See above</p>
Ensure the accessibility of the complaints and comments procedure for all groups	<ul style="list-style-type: none"> <li>Monitor satisfaction with complaints procedure.</li> </ul>	Corp Strat	Mar 2006 & Oct 2006	No	Still under consideration
Maximise use of complaints and comments information.	<ul style="list-style-type: none"> <li>Ensure regular reporting of complaints and comments information to DMTs &amp; elected member.</li> </ul>	All departments	On-going	Yes – quarterly to PfH	Quarterly reports completed

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

24 July 2006



**Report of:** CHIEF PERSONNEL SERVICES OFFICER

**Subject:** POSTAL ARRANGEMENTS

---

### **SUMMARY**

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

To advise the Portfolio holder on the processes relating to postal arrangements.

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

This report details the existing arrangements for receipt and issue of post for departments of the Council and Elected Members. Included in the report are details of number of items received and sent each day together with details about Royal Mail's changes to their pricing structure that is being implemented in August this year. The processes relating to postal services have been identified as part of the Electronic Document and Records Management Systems project and Contact Centre development. Information on the work that has commenced in re-engineering the business processes is also included.

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

Corporate issue

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

Non-key decision

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

Portfolio holder only

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

To note the report

**Report of:** CHIEF PERSONNEL SERVICES OFFICER

**Subject:** POSTAL ARRANGEMENTS

---

## 1. PURPOSE OF REPORT

- 1.1 To advise the Portfolio holder on the processes relating to postal arrangements.

## 2. BACKGROUND

- 2.1 Incoming and outgoing post duties were previously carried out by the Organisational Development Section of the HR Division. Following that section's move to the Windsor Officer, these duties, and the staff who perform them, were transferred to the Central Services Section and are carried out by the Contact Centre's Admin Team.

## 3. EXISTING ARRANGEMENTS

### 3.1 Incoming Mail

Each morning Royal Mail delivers envelopes and packets to the Civic Centre. The average number of items received each day is detailed in Table 1. Each department has a ducket in the central post room and, once the initial sorting exercise is complete, they collect their post and follow their own procedures for opening and distributing it within their department. Around 5% of mail that is received is addressed to Hartlepool Borough Council but does not include enough detail for the envelope to be correctly sorted without opening the letters to identify the correct department.

### 3.2 Table 1

INCOMING MAIL BY DEPARTMENT					
Dept	Mon	Tue	Wed	Thu	Fri
Adult & Com Services	165	27	89	96	58
Chief Exec	399	236	401	318	319
Children's Services	92	101	104	97	103
Neighbourhood Services	84	34	49	59	42
Regeneration & Planning	16	8	19	12	14
Incorrect Address	43	0	61	22	31
Total	754	395	723	603	565

- 3.3 The Chief Executive's department post is then sorted by Division, opened and distributed. Post addressed to Elected Members is not opened but is

put to one side to be placed in the packets that are delivered to Members each day via the courier service. Table 2 below shows a breakdown of the average number of items received for each Division in the Chief Executive's Department and Elected Members. Additional items generated by departments are also included in these totals.

3.4 Table 2

INCOMING MAIL FOR CHIEF EXECUTIVE DEPT					
Division	Mon	Tue	Wed	Thu	Fri
Chief Executive Office	111	61	79	86	83
Corporate Strategy	22	29	18	26	22
Finance	353	81	173	217	195
Human Resources	183	51	73	117	95
Members	37	62	100	50	75
Contact Centre	40	10	6	25	16
Legal	123	11	96	67	82
Total	869	305	544	587	566

3.5 Royal Mail also delivers post to the other main administrative buildings ie Bryan Hanson House, Municipal Buildings, Leadbitter Buildings and Aneurin Bevin House as well as service specific buildings. Each has their own procedures for dealing with post.

## 3.6 Outgoing Mail

Each afternoon departments deliver their outgoing mail to the post room. The items are enveloped and sorted into first and second class mail ready for franking. Details of the average number of items franked for each department per month is included in Table 3 below. Outgoing mail for departments/sections located in other buildings can be collected by the couriers for franking at the Civic Centre. In addition to the usual daily franking, departments make their own arrangements with Royal Mail regarding bulk mailings eg council tax bills, benefits letters, postal votes etc. Post for Elected Members is collected by the couriers and included in the daily delivery to councillors.

3.7 Table 3

OUTGOING MAIL BY DEPARTMENT PER MONTH			
Dept	No. of Items	Cost (£)	Av. Cost per Item
Adult & Com Services	9599	3027	0.32
Chief Exec	7111	2377	0.33
Children's Services	4047	1617	0.40
Neighbourhood Services	2178	728	0.33
Regen & Planning	42	9	0.21
Total	22977	7758	0.32

### 3.8 Courier Service

The courier service provides departments with a delivery/collection service to most council premises around the Borough. Along with the main admin buildings, the routes include schools, community centres, social care premises, libraries, area neighbourhood offices and Elected Members. Some journeys are also made to neighbouring boroughs.

### 3.9 Elected Members

The couriers currently deliver wallets to 43 Members every day except Mondays. The Mayor, Chairman and 3 Members deal with their post at the Civic Centre. Urgent additional deliveries are made as required. Most items of post are sent by the Democratic Services team. Proposals are currently being drawn up to improve the provision of ICT infrastructure within the Civic Suite to enable electronic access to information for both Members and officers. These proposals will also include the provision of ICT equipment to enable Members to access information remotely.

## 4. **FUTURE ARRANGEMENTS**

### 4.1 Business Process Re-engineering

The HR Division is currently carrying out a Business Process Re-engineering (BPR) review of its services. This involves detailing the activities carried out within each team so as to identify and eliminate any areas of 'waste'. Process mapping is the first step in reviewing a service and the post tasks have now been mapped. They are currently being reviewed so as to create a more efficient, streamlined postal service. The review ensures that the re-engineered process takes account of other projects being implemented across the Council such as the Electronic Document and Records Management System (EDRMS), the new Financial Management System and the Contact Centre development.

### 4.2 Postage Charges

Currently Royal Mail's charges are based on weight alone; however, in August this year, they are changing their pricing structure. In future charges will be based on weight, size and thickness and this is being marketed as 'Pricing in Proportion'. This change will have implications for franked and pre-paid mail. At present, departments sort their mail ready for franking into 1<sup>st</sup> and 2<sup>nd</sup> class bundles but do not take account of size or thickness. A system is being introduced to ensure that the correct charge is franked onto mail. A number of firms are offering products and technical solutions, some of which are very costly. In the short term, the Contact Centre Admin team are working with departments to implement a cost-effective solution whilst the technical solutions are evaluated.

### 4.3 Bulk Mailings

Each department currently makes its own arrangements for posting high volumes or bulk mailings. Royal Mail offer discounts for bulk mailings although there are a number of restrictions that apply eg minimum numbers, all items post-coded and ready sorted. Since the de-regulation of mail services in April this year, a number of firms have joined the

marketplace and are offering similar or greater discounts than Royal Mail. The Procurement team are assessing these products to provide guidance on possible efficiencies.

## **5. STAFFING**

- 5.1 The Contact Centre Admin team comprises 1 full-time clerical officer and 2 full-time clerical assistants. The team are managed by the Development and Performance Officer. Currently 2 members of the team are seconded to other sections of the HR Division and their posts are being covered by temporary staff. During May, 2 of the temporary staff gained permanent positions elsewhere and their posts were filled, on a trial basis, by members of staff from the corporate Redeployment Register. These staff had limited office experience and their training needs were greater than expected meaning that they needed closer supervision. Having a limited number of experienced staff in place, along with the new management arrangements, resulted in a greater impact than expected leading to a number of complaints. The redeployed staff have now been found alternative positions in other departments and the temporary vacancies have been advertised. Training arrangements have been reviewed and detailed written instructions compiled. This has resulted in a reduced number of problems and complaints.

## **6. FINANCIAL CONSIDERATIONS**

- 6.1 As the Electronic Document and Records Management System is rolled out across council departments, efficiencies will be made as items of post are sent electronically reducing the time taken for correspondence to reach the nominated officer/section. By scanning all items at the point of delivery further efficiencies can be achieved in the longer term. Each department will be considering their postal arrangements as part of the BPR review.
- 6.2 Pricing in Proportion could potentially increase the Council's postage costs. Work is currently being undertaken to ensure that those staff who deal with post are clear about the need to ensure that larger envelopes, that attract higher postage charges, are only used in essential cases.
- 6.3 Postal charges in relation to bulk mailing is an area where potential savings can be made. A number of firms have now joined the market and are offering discounts of approximately 11% on postage charges. Based on the information that has been collected regarding franking at the Civic Centre alone, around £8000 per annum could be saved by consolidating our outgoing post. This amount together staffing efficiencies could be realised by centralising the postal functions. Further analysis is needed to quantify these potential efficiencies.
- 6.4 Some of the costs of improving the provision of ICT infrastructure within the Civic Suite and the provision of ICT equipment to Members can be



offset by efficiency savings that would be made by reduced printing and distribution costs.

**7. RECOMMENDATIONS**

- 7.1 That the report be noted.

**8. BACKGROUND PAPERS**

- 8.1 Monthly Franking Reports Apr-Jun 2006

**9. CONTACT OFFICER**

- 9.1 Christine Armstrong, Central Services Manager  
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## PERFORMANCE MANAGEMENT PORTFOLIO

24 July 2006



**Report of:** Scrutiny Co-ordinating Committee

**Subject:** FORMAL RESPONSE TO 'PARISH COUNCIL  
ELECTION RECHARGES' SCRUTINY REFERRAL

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### 1. PURPOSE OF THE REPORT

- 1.1 To report the unanimous decision of the Scrutiny Co-ordinating Committee in relation to the recent scrutiny topic referral by the Performance Management Portfolio Holder on 26 June 2006 to the Overview and Scrutiny Function.

### 2. BACKGROUND INFORMATION

- 2.1 As you will recall, at a meeting of the Performance Management Portfolio on 26 June 2006, consideration was given to a report of the Chief Solicitor in relation whether the costs of the Headland Parish by-elections should be recovered from the Parish Council.
- 2.2 At this meeting, it was subsequently agreed that the Scrutiny Co-ordinating Committee be asked to examine certain aspects touching upon a decision whether the costs of the Parish by-elections should be recovered from the Parish Council (Minute 1 refers).
- 2.3 In line with Council procedures, the Scrutiny Co-ordinating Committee considered the mandatory referral at its meeting on 30 June 2006, together with the Chief Solicitor's report that was presented to the Performance Management Portfolio Meeting on 26 June 2006.
- 2.4 Members of the Scrutiny Co-ordinating Committee acknowledged that whilst the Committee was aware that it had a mandatory obligation to consider referrals from individual Cabinet Members, after much discussion the Committee reached the decision not to undertake the referral on the basis of:-
- (a) That there is sufficient information available within the Chief Solicitor's report to make an informed decision; and

- (b) That the advice of the Chief Solicitor was in line with the Council's policy and any decision made to not recover Parish Council Election Expenses would be contrary to Council policy.

### **3. RECOMMENDATION**

- 3.1 That the Performance Management Holder endorses the decision reached unanimously by the Scrutiny Co-ordinating Committee to not undertake the Scrutiny Referral, for the reasons outlined earlier in paragraph 2.4 of this report (Minute 19 refers).

#### **COUNCILLOR MARJORIE JAMES CHAIR OF SCRUTINY CO-ORDINATING COMMITTEE**

June 2006

Contact:- Charlotte Burnham – Scrutiny Manager  
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### **BACKGROUND PAPERS**

The following background papers were used in the preparation of this report:-

- (i) Report of the Chief Solicitor entitled 'Parish Council Election Recharges' presented to the Performance Management Portfolio on 26 June 2006.
- (ii) Decision Record of the Performance Management Portfolio Meeting held on 26 June 2006.
- (iii) Report of the Scrutiny Manager entitled 'Scrutiny Topic Referral from the Performance Management Portfolio – Parish Council Election Recharges' presented to the Scrutiny Co-ordinating Committee on 30 June 2006.
- (iv) Minutes of the Scrutiny Co-ordinating Committee held on 30 June 2006.