

PLEASE NOTE VENUE

PERFORMANCE MANAGEMENT PORTFOLIO

DECISION SCHEDULE



Monday, 27th November, 2006

at 9.00 a.m.

in Training Room 3, Municipal Buildings, Church Square, Hartlepool

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

1. **KEY DECISIONS**

None

2. **OTHER ITEMS REQUIRING DECISION**

- 2.1 Viewpoint – Citizens' Panel Results – *Assistant Chief Executive*
- 2.2 Corporate Complaints – July to September 2006 – *Assistant Chief Executive*
- 2.3 Chief Executive's Departmental Plan 2006/07 – 2nd Quarter Monitoring Report – *Assistant Chief Executive and Chief Personnel Services Officer*
- 2.4 Legal Services Division – Re-Accreditation to the Law Society's Lexcel Practice Management Standard – *Chief Solicitor*
- 2.5 Review of Strategic Risk Register – *Assistant Chief Executive*
- 2.6 Extended Career Grade Scheme for Environmental Health and Trading Standards Officers (EHOs and TSOs) – *Head of Public Protection & Housing and Chief Personnel Services Officer*
- 2.7 Wayleave Agreement for Development at Seaton Carew – *Head of Procurement and Property Services*
- 2.8 2 Lansdowne Road, Hartlepool – *Head of Procurement and Property Services*
- 2.9 Partnering Arrangements for Corporate Planned Maintenance and Minor Works – *Head of Procurement and Property Services*
- 2.10 Children's Centres – *Head of Procurement and Property Services*
- 2.11 73 Jutland Road, Hartlepool – *Head of Procurement and Property Services*
- 2.12 E Procurement Strategy Review – *Head of Procurement and Property Services*
- 2.13 Neighbourhood Services Departmental Plan 2006/07 – 2nd Quarter Monitoring Report – *Director of Neighbourhood Services*
- 2.14 5 Year Procurement Plan – *Head of Procurement and Property Services*

PLEASE NOTE VENUE

3. **REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**
None

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

4. **KEY DECISION**
None

5. **OTHER ITEMS REQUIRING DECISION**

- 5.1 Burn Valley Pupil Referral Unit, Elwick Road – *Head of Procurement and Property Services (para 3)*
- 5.2 Town Moor Bowls Pavilion, Headland – *Head of Procurement and Property Services and Assistant Director (Community Services) (para 3)*

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27th November 2006



Report of: Assistant Chief Executive

Subject: VIEWPOINT – CITIZEN'S PANEL RESULTS

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1. To inform the Portfolio Holder of the results of the 20th phase of Viewpoint, Hartlepool Borough Council's Citizen's Panel that was distributed in June 2006.

2.0 SUMMARY OF CONTENTS

- 2.1 A report of the results achieved in the latest View point questionnaire that included Local Heritage; Council Buildings & Properties; and Policing & Crime.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The Portfolio Member has responsibility for consultation issues.

4.0 TYPE OF DECISION

- 4.1 Non-key.

5.0 DECISION MAKING ROUTE

- 5.1 Portfolio Holder meeting 27th November 2006.

6.0 DECISION (S) REQUIRED

- 6.1 Results of the survey be noted.

Report of: Assistant Chief Executive

Subject: 20th PHASE OF VIEWPOINT – CITIZEN'S
PANEL RESULTS

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the results from the 20th phase of View point that was distributed to panel members in June 2006.

2. BACKGROUND

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

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

- 3.1 The latest survey was carried out in June 2006, using a self-completion questionnaire returned via the Royal Mail postal system. Panel members had four weeks to complete the questionnaire and return it in the post paid envelope provided. A reminder letter was sent out to those who had not returned their questionnaire after a set period of time.
- 3.2 A questionnaire was sent out to all active members of the panel, which in this instance equated to 1227 individuals. A response rate of 71 per cent was achieved with 862 questionnaires being returned.
- 3.3 A small number of cases (13) were excluded from the sample because they were ineligible, due to either the panel member having moved away from the area or having died. A further group indicated that they no longer wished to participate in the Viewpoint initiative, often due to ill health.
- 3.4 Viewpoint 20 was the first citizen panel survey where members were given the option to answer on-line using the Council's new e-consultation system: Your Town, Your Say. In total, over 150 members have expressed an interest in filling out their surveys on-line, and 32 members completed their surveys on-line, and a further 20 Viewpoint members registered on the system. The on-line response rate is expected to increase in subsequent surveys, as we perfect the timetabling of the paper mail out and the email invitation for Viewpoint, and as on-line Viewpoint surveys become more established. This is part of the development of the Council's new e-consultation system.

Local Heritage

- 3.5 Viewpoint members were told that 'local heritage' is the special features that surround us which makes Hartlepool unique. This includes buildings and open spaces, such as terraces of houses, parks and gardens, churches and town halls. The Landscape Planning & Conservation team at Hartlepool Borough Council wanted to find out what Viewpoint members thought 'heritage' refers to and what members think about local heritage and archaeology in Hartlepool. They also wanted to know if Viewpoint members thought heritage in Hartlepool helps improve the local economy.
- 3.6 Respondents were presented with a list of different buildings and areas and were asked to tell us which they think 'heritage' refers to? Viewpoint members were most likely to think that 'heritage' referred to historic buildings and stately homes/castles (88%), ancient monuments (84%) and local history (82%).

- 3.7 Members were presented with twelve statements about heritage, and were asked to indicate whether they agreed or disagreed with these statements. Overall, they were more likely to agree or strongly agree with the statement 'It is important to educate children about their heritage' (97%) and were least likely to agree or strongly agree with the statement 'Heritage is not relevant to me or my family' (6%).
- 3.8 Members were then presented with three statements about heritage, regeneration and the local economy, and were asked to indicate whether they agreed or disagreed with these statements. Overall, Viewpoint members were more likely to agree or strongly agree with the statement 'Heritage is important in promoting regeneration and the appearance of Hartlepool' (91%).
- 3.9 Viewpoint members thought that the local heritage and archaeology of Hartlepool is very or fairly important in attracting tourists (95%) and to Hartlepool residents (82%).
- 3.10 Eighty-four per cent of Viewpoint members said they were very or fairly interested in the local heritage and archaeology of Hartlepool, and three per cent said they were disinterested or not interested.
- 3.11 Viewpoint members were asked if they thought there is enough information available for the public on local heritage and archaeology in Hartlepool. Just under half (47%) answered positively. However, a quarter (24%) of respondents answered 'No', and a similar number (27%) said they did not know or had no opinion.
- 3.12 The 287 respondents who said they did not think there is enough information available for the public on the local heritage and archaeology of Hartlepool were asked what information would they like to be made available. One-hundred and twenty-one respondents said they would like events to be better advertised or lists of places to visit.
- 3.13 Respondents were presented with a list of heritage issues and were asked, if money was to be spent on heritage issues in Hartlepool, which two things from this list would they choose to spend it on? Two thirds of respondents (67%) said they would choose to spend money on reusing and saving historic buildings, and a third (36%) said they would choose to spend money on historic public parks and gardens.

Council Buildings & Properties

- 3.14 Viewpoint members were told how the Council is responsible for many public buildings and properties and that it needs to complete a five yearly programme setting out plans for all Council properties and land. It was also explained that this could include properties of significant historical importance, including the Carnegie Building, Municipal Buildings, Leadbitter Buildings and the Archives Store.

- 3.15 These questions have been asked in a previous Viewpoint survey, which allows comparisons to be made with 2001 survey results. The information will be fed into the new plan and help prioritise the Council's work.
- 3.16 Viewpoint members were presented with a list of properties and land, and were asked to indicate how well they thought the Council looks after them. Overall, Viewpoint members were more likely to think the Council looks after Tourism (Historic Quay, Museum, Art Gallery) very or fairly well (93% in 2006 and 95% in 2001) and were least likely to think the Council looks after youth centres very or fairly well (22% in 2006 and 31% in 2001).
- 3.17 Members were asked, in their opinion, what three buildings or areas the Council should be concentrating on. Members were most likely to think in both 2006 and 2001 that the Council should be concentrating on parks and tourism. Public opinion has changed since 2001 as to what the third most important building or area should be, from libraries in 2001 to historic buildings in Council ownership in 2006.

Policing & Crime

- 3.18 Viewpoint members were asked a range of policing and crime questions, including questions about Neighbourhood Police Teams, alcohol and licensing laws, and receiving information about Cleveland Police and policing. These questions were included in this phase of Viewpoint on behalf of the Community Safety and Prevention team and Cleveland Police Authority.

Neighbourhood Police Teams

- 3.19 In April 2006 Neighbourhood Policing was launched in every ward in Hartlepool to bring communities, police and partners closer together. As part of Neighbourhood Policing, Neighbourhood Police Teams have been set up, which consists of at least one Police Officer and one Police Community Support Officer (PCSO) per ward.
- 3.20 Viewpoint members were first asked if they know who their Neighbourhood Police Officer and local PCSO is? The majority of Viewpoint members said they did not know who their Neighbourhood Police Officer (74%) or PCSO (80%) is.
- 3.21 Members were then asked if they know where their local Neighbourhood Police Office or drop in centre is where they can speak to Police staff. Responses were split with just under half of respondents (44%) answering 'Yes' and just over half (56%) saying they don't know where their local Neighbourhood Police Office or drop-in centre is.

- 3.22 Next, members were asked if they know a contact number that allows them to speak directly to their Neighbourhood Police Team. Three quarters (75%) of respondents answered negatively.
- 3.23 Viewpoint members were asked if they had seen or had contact with their local Neighbourhood Police Team in the past three months. Forty-four per cent of members said they had seen their local Neighbourhood Police Team in the past three months, but only 12 per cent had had contact with them.
- 3.24 The next question asked Viewpoint members how easy do they think it is to have access to the Police in a non-emergency situation, and responses were mixed. Overall, a third (33%) thought it was either very easy or easy, and 43 per cent thought it was either not easy or not at all easy to access the police in a non-emergency situation. A quarter of respondents (23%) thought it was neither easy nor not easy.
- 3.25 Viewpoint members were asked if they think they have a say about what happens with local policing. Three out of five members said they do not think they have a say at all about local policing, and only 16 per cent thought they have a big or a bit of a say about what happens with local policing.
- 3.26 Next, members were asked how well do they feel the local police understand the problems of their area. Over half (53%) of respondents thought that the local police have some understanding of the problems in Viewpoint member's local areas. Only a quarter (26%) thought the police had little or no understanding of local problems.
- 3.27 Viewpoint members were then asked how well do they feel the police are dealing with the problems in their local area. Overall, a third (36%) of Viewpoint members thought that the police are dealing very well or well with local problems, and a quarter (24%) thought the police were doing a poor or very poor job. Two out of five thought the police were dealing with problems in local areas neither well nor poorly.

Alcohol & Licensing Laws

- 3.28 Viewpoint members were told that in November 2005 new licensing laws came into effect which introduced tougher penalties for premises that contribute to alcohol related disorder. Members were asked whether they thought drunkenness and drunken behaviour in Hartlepool had increased, stayed the same or reduced since these new licensing laws came into effect. Overall, the majority of respondents (63%) thought it had stayed the same since the new licensing laws came into effect.
- 3.29 Next, Viewpoint members were asked what concerns them most about public drunkenness and drunken behaviour. Viewpoint members were

most likely to say they are concerned about intimidating behaviour (83%) and violence towards others (81%).

Receiving Information about Cleveland Police and Policing

- 3.30 Cleveland Police Authority wanted to find out how Viewpoint members would like to receive information about Cleveland Police and Policing. Overall, Viewpoint members were more likely to say they would like to receive information by leaflets distributed to their home or in local newspapers. Members were least likely to say they would like to receive information through local radio.

4. THE LYONS INQUIRY

- 4.1 On 1st August 2006, forty Viewpoint Members were invited to attend a discussion group event at the Historic Quay. This event was organised on behalf of OPM Research for the Lyons Inquiry into Local Government, and was one of nine events being held around the country. This event asked Viewpoint members to think about and discuss the following key issues:

- Their current understanding of the role of local government and other key players;
- Improvements that they would like to see in their local area and what they saw as being local government's role in making these improvements happen;
- How any desired improvements should be funded;
- The balance of power between local and central government – in particular how much flexibility people would like local government to have;
- Local government's role in place-shaping and as a convener;
- Who should have the final say on decisions relating to a range of issues.

Current understanding of local government

- 4.2 Residents were generally only partly aware of the wide range of activities carried out by local authorities and were often unclear of the difference between different tiers of government and the role of regions in particular. However, a majority of people were able to identify who was responsible for delivering key services including libraries, social services, parking controls and housing. There was generally more confusion as to whether local councils had responsibility or not for GP services and policing.
- 4.3 Most people were surprised to learn that on average only 26% of a council's funding comes from Council Tax, with many thinking the proportion was more than half.

The role of local government

- 4.4 People generally saw local government as having a key role in developing an area and in regenerating town and city centres and deprived areas in particular. Local councils were also seen as having a key role in tackling crime and anti-social behaviour in conjunction with the police. A wider remit in terms of well-being and quality of life issues was also felt to be very important with people variously identifying key council responsibilities as being ensuring that activities are provided for children and young people; that green space is well looked after; and that the environment is kept clean. People also indicated a desire for local councils to have more control over local transport to affect routes, pricing and frequency.
- 4.5 A major role for local councils was seen as being to proactively find out the views of local people and, where necessary, balance competing views to decide on priorities. People felt that local councils are the body which best understands the needs of local areas and will put those needs first. Where there are multi-tiers of local government people generally felt that the lowest tier was best placed to represent their views and look after the interests of their particular area. People also look to the local council to represent their views to other bodies such as the police.
- 4.6 Participants also expressed a view that there is a major role for councils to play in working with local people to help encourage changes in behaviour that will save money or improve efficiency. This might include encouraging people to recycle more, walk to school or to 'adopt' a local park.
- 4.7 A wide range of improvements for the local area were discussed. These ranged from supporting job creation in the town to working with local people on environmental issues. The three issues that were seen as most important were:
- Increase and improve facilities for young people;
 - Council to listen more to local people;
 - More visible enforcement by police and wardens.

5. RECOMMENDATIONS

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

CORPORATE STRATEGY



HARTLEPOOL
BOROUGH COUNCIL

Twentieth Viewpoint Survey Results Overall Report

Lisa Anderson

September 2006

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1. INTRODUCTION

Background

- 1.1 Viewpoint, Hartlepool Borough Council's Citizens' Panel, is one of the ways that the Council consults and involves local people in the governance of Hartlepool. It is a statistically balanced panel of local people who receive questionnaires at regular intervals throughout the year, asking for their views on a variety of local issues facing the Council and Hartlepool as a whole.
- 1.2 The panel was refreshed in 2005 with one third of the panel being replaced to ensure that each member only serves for a limited period of time. The refreshment was done by sending out a recruitment questionnaire to a number of Hartlepool residents who were selected at random from the electoral roll. From the returns approximately 1200 local residents, with characteristics matching the profile of the local population, were selected for Viewpoint. The panel members are kept informed of the findings of the Viewpoint project, and what the Council is doing in response, via a regular newsletter. A section of the panel is refreshed on a regular basis to ensure that each member serves for a limited time.
- 1.3 This report details the results from the latest questionnaire, which was distributed in June 2006.

Aims of Viewpoint

- 1.4 The aims of the survey are:
 - To listen to the community
 - To involve local people in the Council's decisions and in its policy planning and reviews
 - To consult the panel regularly on important local issues
 - To discover what are the community priorities for future Council activities
 - The specific areas covered in this phase of Viewpoint included:
 - Local Heritage
 - Council Buildings & Properties
 - Policing & Crime

2. METHODOLOGY

- 2.1 Viewpoint was launched in August 1999 with a recruitment campaign under the original name of Viewpoint 1000. A random sample of 10,000 residents was selected from the electoral register and each resident was sent the self-completion recruitment questionnaire. The recruitment questionnaire was developed to capture all the necessary background information needed to obtain a representative sample of the total population.
- 2.2 Just under 2,500 people from the 10,000 sample volunteered to take part in Viewpoint 1000 and from this group, the panel of 1,000 was selected to mirror the Hartlepool community as closely as possible. A range of variables was used to produce a balanced sample including gender, age and geographical location.
- 2.3 The panel is refreshed at regular intervals and in 2005 a third of the panel was refreshed. We sent out 4,200 recruitment questionnaires to a random selection of people from the edited electoral register, from which we received an adequate number of returns. We also contacted Viewpoint members who were on the pool and asked them if they still wanted to take part. In 2003, when the BVPI survey was completed, respondents were asked if they would be interested in taking part in the Viewpoint panel and during this recruitment exercise they were invited to join the refreshed panel. We envisage repeating this recruitment process when refreshing the panel in 2006/07. This re-recruitment process helps avoid the problems of drop-out, consultation fatigue and respondents becoming local government “experts”. The panel currently stands at approximately 1200 members.
- 2.4 The setting up of this type of panel gives the authority the advantage of access to a large group of people from across the community who have agreed to be involved in consultation exercises several times a year. The disadvantage that this type of consultation brings is that, because all panel members are volunteers, there is a possibility that they may not be typical of the community as a whole. However, every effort has been made to ensure that the panel members represent the demographic make up of the area and to include all sectors of the community.
- 2.5 In practice most surveys are weighted as it is rare to achieve samples of population that are perfectly representative of a community. It was therefore decided that the data would be weighted for analysis purposes. The main potential weakness of the survey is differential response rates, because although the full panel is statistically balanced, not all Viewpoint members return the questionnaire at each phase. There is a tendency for certain groups to be less likely to respond than other e.g. young male respondents. Therefore to achieve a better representative result the data was weighted slightly by age, gender and geographical location. However when the weighted and unweighted results were compared there was very little difference in the overall results and the weighting did not come into effect until small minority groups were examined.

- 2.6 In June 2006, the latest survey was carried out using a self-completion questionnaire returned via the postal system. Panel members had four weeks to complete the questionnaire and return it in the post paid envelope provided. A reminder letter was sent out to those who had not returned the questionnaire after a set period of time.
- 2.7 When Viewpoint surveys are weighted, they are usually weighted to 1200 residents. However, with this survey we had no responses from male viewpoint members aged between 17 and 24, who live in the North of Hartlepool. Therefore, for this group there were no responses to weight. This resulted in a loss of 22 weighted responses and the weighted total for this survey stands at 1178.

The Sample

- 2.8 A questionnaire was sent out to all active members of the panel, which equated to 1227 individuals.

Response Rates

- 2.9 A response rate of 71 per cent was achieved. A small number of cases were excluded from the sample because they were ineligible, due to either the panel member having moved house or having died. A further group indicated that they no longer wished to participate in the Viewpoint initiative, often due to ill health. These exclusions resulted in a possible sample of 1214 with a total of 862 questionnaires being returned.

Table 2.1 Response Rates

	Number of Cases
Total Sample	1227
Unsuitable/Ineligible Cases	13
Total Possible Sample	1214
Completed Questionnaires	862
No Response	352
Response Rate	71%

The Report

- 2.10 All percentages in all tables are rounded to the nearest whole number. In some tables the total number of respondents may be less than the total number of returned questionnaires. This is because some respondents may choose not to answer a particular question. In some instances the number of responses is greater than 100 per cent due to the fact that respondents have been asked to choose multiple answers.

3. LOCAL HERITAGE

KEY FINDINGS

- Respondents were most likely to think that ‘heritage’ referred to historic buildings and stately homes/castles, ancient monuments and local history.
- When presented with a list of 12 statements about heritage, Viewpoint members were more likely to agree or strongly agree with the statement ‘It is important to educate children about their heritage’ and were least likely to agree or strongly agree with the statement ‘Heritage is not relevant to me or my family’.
- Viewpoint members were more likely to think that the local heritage and archaeology of Hartlepool is important to tourists than to residents.
- Overall, 84 per cent of Viewpoint members said they were very or fairly interested in the local heritage and archaeology of Hartlepool.
- Respondents were asked which two heritage issues would they choose to spend money on. Members were most likely to say reusing and saving historic buildings (67%) and historic public parks and gardens (36%).

- 3.1 Viewpoint members were told that local heritage is the special features that surround us which makes Hartlepool unique, which include buildings and open spaces such as terraces of houses, parks and gardens, churches and town halls. The Landscape Planning & Conservation team at Hartlepool Borough Council wanted to find out what Viewpoint members thought ‘heritage’ refers to and what members think about local heritage and archaeology in Hartlepool. They also wanted to know if Viewpoint members thought heritage in Hartlepool helps improve the local economy.

What does ‘heritage’ refer to?

- 3.2 Viewpoint members were presented with a list of different buildings and areas and were asked to tell us which of these do they think ‘heritage’ refers to? Viewpoint members thought that ‘heritage’ referred to the majority of these different buildings and areas. However, they were most likely to think that ‘heritage’ referred to historic buildings and stately homes/castles (88%), ancient monuments (84%) and local history (82%). See Table 3.1 for more information.

Table 3.1 When you think of heritage, what sort of thing do you think it refers to?

	%	(No.)
Historic buildings and stately homes/castles	88	(1033)
Ancient monuments	84	(992)
Local history	82	(971)
Historic gardens, parks and cemeteries	78	(914)
Archaeology, e.g. Roman remains	74	(869)
Art galleries/museums	71	(837)
Countryside/landscapes	62	(729)
Industrial buildings (e.g. coal mines, shipyards, warehouses, mills)	60	(704)
Places of worship	56	(656)
Houses	35	(407)
Canals and rivers	35	(406)
Tourism	27	(317)
Modern buildings	21	(243)
Regeneration	19	(220)
Shops and pubs	17	(201)
Sports stadiums	11	(131)
Don't know	6	(72)
(N=1178)		

Heritage Related Statements

- 3.3 Viewpoint members were presented with twelve statements about heritage, and were asked to indicate whether they agreed or disagreed with these statements. Overall, members were more likely to agree or strongly agree with the statement 'It is important to educate children about their heritage' (97%) and were least likely to agree or strongly agree with the statement 'Heritage is not relevant to me or my family' (72%).

'I am interested in learning about the heritage of other cultures'

- 3.4 Over half (51%) of Viewpoint members agreed or strongly agreed with this statement and 14 per cent disagreed or strongly disagreed. Over a third (35%) of respondents neither agreed nor disagreed with the statement 'I am interested in learning about the heritage of other cultures'.

- Strongly agree - 11 per cent (126 respondents)
 - Agree - 40 per cent (444 respondents)
 - Neither agree nor disagree - 35 per cent (390 respondents)
 - Disagree - 12 per cent (131 respondents)
 - Strongly disagree - 2 per cent (23 respondents)
- 3.5 The detailed results show that respondents from AB socio-economic groups were more likely to agree or strongly agree with this statement (62%) than respondents from DE socio-economic groups (37%).

‘Heritage can mean modern as well as old buildings’

- 3.6 Over half (52%) of respondents agreed or strongly agreed with the statement ‘Heritage can mean modern as well as old buildings’ and a quarter of Viewpoint members (24%) disagreed or strongly disagreed with this statement. A similar number (24%) neither agreed nor disagreed.

- Strongly agree - 7 per cent (75 respondents)
- Agree - 46 per cent (499 respondents)
- Neither agree nor disagree - 24 per cent (261 respondents)
- Disagree - 22 per cent (236 respondents)
- Strongly disagree - 2 per cent (25 respondents)

- 3.7 The detailed results show that respondents living in the North of Hartlepool are less likely to agree or strongly agree with this statement (48%) than respondents living in Central (54%) or South (55%) Hartlepool.

‘It is important to keep historic features wherever possible when trying to improve villages, towns and cities’

- 3.8 The vast majority (95%) of respondents agreed or strongly agreed with this statement, and only two per cent disagreed or strongly disagreed.

- Strongly agree - 49 per cent (566 respondents)
- Agree - 46 per cent (527 respondents)
- Neither agree nor disagree - 4 per cent (41 respondents)
- Disagree - 1 per cent (16 respondents)
- Strongly disagree - Less than 1 per cent (2 respondents)

- 3.9 The detailed results show that respondents are more likely to agree or strongly agree with the statement ‘It is important to keep historic features wherever possible when trying to improve villages, towns and cities’ the longer they have lived in Hartlepool. For example, 97% of respondents who have lived in Hartlepool for more than 40 years agreed or strongly agreed with this statement compared to 89% of respondents who have lived in Hartlepool up to five years.

‘The heritage in my local area is worth saving’

3.10 The majority of Viewpoint members agreed or strongly agreed with this statement (93%) and only two per cent disagreed.

- Strongly agree - 44 per cent (502 respondents)
- Agree - 49 per cent (561 respondents)
- Neither agree nor disagree - 4 per cent (6 respondents)
- Disagree - 2 per cent (20 respondents)
- Strongly disagree - 0 per cent (0 respondents)

3.11 Respondents aged between 17 and 34 were less likely to agree or strongly agree with this statement (88%) than respondents from other age groups (between 93% and 99%).

‘It is important to educate children about their heritage’

3.12 Ninety-seven per cent of Viewpoint members agreed or strongly agreed with the statement ‘It is important to educate children about their heritage’. Viewpoint members were more likely to agree or strongly agree with this statement out of all 12 statements. Only one per cent of respondents disagreed or strongly disagreed with this statement.

- Strongly agree - 50 per cent (578 respondents)
- Agree - 47 per cent (545 respondents)
- Neither agree nor disagree - 2 per cent (24 respondents)
- Disagree - Less than 1 per cent (5 respondents)
- Strongly disagree - Less than 1 per cent (2 respondents)

3.13 Respondents aged between 17 and 24 were less likely to agree or strongly agree with this statement (92%) than respondents from other age groups (between 96% and 99%).

‘My local area would not be the same without its heritage’

3.14 Eight out of ten Viewpoint members (81%) agreed or strongly agreed with this statement and three per cent disagreed or strongly disagreed. Sixteen per cent of members neither agreed nor disagreed with the statement ‘My local area would not be the same without its heritage’.

- Strongly agree - 36 per cent (402 respondents)
- Agree - 46 per cent (517 respondents)
- Neither agree nor disagree - 16 per cent (183 respondents)
- Disagree - 2 per cent (27 respondents)
- Strongly disagree - Less than 1 per cent (4 respondents)

3.15 Respondents living in the South of Hartlepool were less likely to agree or strongly agree with this statement (78%) than respondents living in Central (84%) or North

(81%) Hartlepool. Also, Viewpoint members aged between 17 and 24 were less likely to agree or strongly agree with this statement (67%) than respondents from other age groups (between 82% and 87%).

‘Celebrating heritage is important’

- 3.16 Three quarters (76%) of Viewpoint members agreed or strongly agreed with the statement ‘Celebrating heritage is important’. Only two per cent disagreed with this statement, and one in five (22%) neither agreed nor disagreed.

• Strongly agree	-	26 per cent (289 respondents)
• Agree	-	50 per cent (567 respondents)
• Neither agree nor disagree	-	22 per cent (247 respondents)
• Disagree	-	2 per cent (27 respondents)
• Strongly disagree	-	0 per cent (0 respondents)

- 3.17 Respondents living in South Hartlepool are less likely to agree or strongly agree with this statement (70%, compared to 79% for Central and North Hartlepool). Again, Viewpoint members aged between 17 and 24 were less likely to agree or strongly agree with this statement (65%) than respondents from other age groups (between 74% and 84%).

‘Heritage can mean my local area as well as historic castles and stately homes’

- 3.18 Nine out of ten (92%) Viewpoint members agreed or strongly agreed with this statement and only two per cent disagreed or strongly disagreed.

• Strongly agree	-	34 per cent (383 respondents)
• Agree	-	58 per cent (664 respondents)
• Neither agree nor disagree	-	6 per cent (70 respondents)
• Disagree	-	2 per cent (19 respondents)
• Strongly disagree	-	Less than 1 per cent (2 respondents)

- 3.19 Respondents living in North Hartlepool were less likely to agree or strongly agree with this statement (90%) than respondents living in Central (94%) or South (92%) Hartlepool.

‘Heritage is not relevant to me or my family’

- 3.20 Only six per cent of members agreed or strongly agreed with the statement ‘Heritage is not relevant to me or my family’, and three quarters (76%) disagreed or strongly disagreed. One in five (18%) neither agreed nor disagreed.

• Strongly agree	-	1 per cent (15 respondents)
• Agree	-	5 per cent (54 respondents)
• Neither agree nor disagree	-	18 per cent (202 respondents)
• Disagree	-	45 per cent (503 respondents)
• Strongly disagree	-	31 per cent (340 respondents)

- 3.21 Viewpoint members who live in South Hartlepool are less likely to disagree or strongly disagree with this statement (72%) than respondents living in Central (78%) or North (77%) Hartlepool. The detailed results also show that respondents from AB socio-economic groups were more likely to disagree or strongly disagree with this statement (83%) than members from DE socio-economic groups (67%).

‘There’s never any information available on the heritage topics that interest me’

- 3.22 One in ten (11%) Viewpoint members agreed or strongly agreed with this statement, and less than half (46%) disagreed or strongly disagreed. Forty-four per cent of members neither agreed nor disagreed with the statement ‘There’s never any information available on the heritage topics that interest me’.

• Strongly agree	-	1 per cent (15 respondents)
• Agree	-	9 per cent (99 respondents)
• Neither agree nor disagree	-	44 per cent (472 respondents)
• Disagree	-	40 per cent (428 respondents)
• Strongly disagree	-	6 per cent (68 respondents)

- 3.23 Women were more likely to disagree or strongly disagree with this statement than men (50% and 41% respectively). Also, Viewpoint members aged between 17 and 24 were less likely to disagree or strongly disagree with this statement (32%) than respondents from other age groups (between 36% and 59%).

‘I don’t know what heritage activities are taking place in my area’

- 3.24 Four out of ten (43%) Viewpoint members agreed or strongly agreed with this statement and three out of ten (31%) disagreed or strongly disagreed. A quarter (26%) of respondents neither agreed nor disagreed with this statement.

• Strongly agree	-	5 per cent (51 respondents)
• Agree	-	39 per cent (422 respondents)
• Neither agree nor disagree	-	26 per cent (286 respondents)
• Disagree	-	28 per cent (306 respondents)
• Strongly disagree	-	3 per cent (32 respondents)

- 3.25 Respondents living in South Hartlepool were less likely to agree or strongly agree with this statement (40%) than respondents living in Central (43%) or North (46%) Hartlepool. Also, Viewpoint members aged between 17 and 34 were more likely to agree or strongly agree with this statement (64%) than respondents from other age groups (between 28% and 45%).

‘I think heritage can be fun’

- 3.26 Finally, Viewpoint members were asked how much they agreed or disagreed with the statement ‘I think heritage can be fun’. Seven out of ten (71%) Viewpoint members agreed or strongly agreed with this statement and only three per cent

disagreed or strongly disagreed. A quarter of respondents (26%) neither agreed nor disagreed with this statement.

- Strongly agree - 13 per cent (143 respondents)
- Agree - 58 per cent (653 respondents)
- Neither agree nor disagree - 26 per cent (294 respondents)
- Disagree - 3 per cent (29 respondents)
- Strongly disagree - Less than 1 per cent (1 respondents)

- 3.27 Viewpoint members with children under the age of 18 living in the household were slightly more likely to agree or strongly agree with this statement (73%) than respondents without (70%).

Heritage, Regeneration & the Local Economy

- 3.28 Viewpoint members were presented with three statements about heritage, regeneration and the local economy, and were asked to indicate whether they agreed or disagreed with these statements. Overall, Viewpoint members were more likely to agree or strongly agree with the statement 'Heritage is important in promoting regeneration and the appearance of Hartlepool' (91%).

'Heritage is important in promoting regeneration and the appearance of Hartlepool'

- 3.29 Nine out of ten (91%) respondents agreed or strongly agreed with this statement and two per cent disagreed.

- Strongly agree - 36 per cent (417 respondents)
- Agree - 55 per cent (626 respondents)
- Neither agree nor disagree - 7 per cent (79 respondents)
- Disagree - 2 per cent (22 respondents)
- Strongly disagree - 0 per cent (0 respondents)

- 3.30 Members living in South Hartlepool were less likely to agree or strongly agree with this statement (88%) than those living in Central or North Hartlepool (93%). Also, members aged between 17 and 24 were less likely to agree or strongly agree (85%) than members from other age groups (between 90% and 96%).

'Heritage is important in attracting investors and developers to Hartlepool'

- 3.31 Eighty-five per cent of respondents agreed or strongly agreed with this statement and four per cent disagreed or strongly disagreed. Twelve per cent of respondents neither agreed nor disagreed with this statement.

- Strongly agree - 39 per cent (444 respondents)
- Agree - 46 per cent (529 respondents)
- Neither agree nor disagree - 12 per cent (134 respondents)
- Disagree - 4 per cent (40 respondents)
- Strongly disagree - 2 per cent (2 respondents)

- 3.32 Women are more likely to agree or strongly agree with this statement than men (88% and 81% respectively).

‘Heritage can help create jobs and boost the economy in Hartlepool’

- 3.33 Finally, Viewpoint members were asked how much they agreed or strongly agreed with the statement ‘Heritage can help create jobs and boost the economy in Hartlepool’. Eight out of ten (80%) respondents agreed or strongly agreed with this statement and only three per cent disagreed or strongly disagreed.

- Strongly agree - 35 per cent (402 respondents)
- Agree - 45 per cent (513 respondents)
- Neither agree nor disagree - 16 per cent (186 respondents)
- Disagree - 3 per cent (37 respondents)
- Strongly disagree - Less than 1 per cent (1 respondents)

- 3.34 Respondents living in North Hartlepool were more likely to agree or strongly agree with this statement (84%) than respondents living in Central (78%) or South (79%) Hartlepool.

Importance of Local Heritage and Archaeology of Hartlepool

- 3.35 Viewpoint members were asked how important do they think that the local heritage and archaeology of Hartlepool is to the residents of Hartlepool and to attracting tourists. Respondents were more likely to think that the local heritage and archaeology of Hartlepool is very or fairly important to tourists (95%), than to residents (82%). However, Viewpoint members indicated that they thought local heritage and archaeology of Hartlepool was either very or fairly important to both residents and tourists. See Table 3.2 for full results.

Table 3.2 How important do you think that the local heritage and archaeology of Hartlepool is to:

	a) residents		b) tourists	
	%	(No.)	%	(No.)
Very important	38	(431)	64	(717)
Fairly important	44	(497)	31	(345)
Neither important nor unimportant	13	(143)	4	(42)
Fairly unimportant	5	(55)	1	(12)
Very unimportant	1	(7)	Less than 1 per cent	(2)
(N=1133)		(N=1119)		

- 3.36 The detailed results show that men were less likely to think that the local heritage and archaeology of Hartlepool is very or fairly important to residents than women (78% and 85% respectively). Also, Viewpoint members aged between 17 and 24 were less likely to think this is very or fairly important (69%) than respondents from other age groups (between 79% and 96%). The detailed results showed no real differences in the proportion of respondents who thought that the local heritage and archaeology of Hartlepool is very or fairly important to tourists.

Interest in Local Heritage and Archaeology of Hartlepool

- 3.37 The next question asked Viewpoint members how interested they are in the local heritage and archaeology of Hartlepool. Overall, 84 per cent of Viewpoint members said they were very or fairly interested in the local heritage and archaeology of Hartlepool, and three per cent said they were disinterested or not interested. See Table 3.3 for full results.

Table 3.3 How interested are you in local heritage and archaeology of Hartlepool?

	%	(No.)
Very interested	32	(369)
Fairly interested	53	(608)
Neither interested nor disinterested	13	(149)
Fairly disinterested	2	(23)
Not interested at all	1	(9)
(N=1178)		

- 3.38 The detailed results show that respondents living in Central Hartlepool were more likely to say they were very or fairly interested in the local heritage and archaeology of Hartlepool (89%, compared to 83% for North and 80% for South). Also, Viewpoint members aged between 17 and 24 were less likely to think the local heritage and archaeology of Hartlepool is very or fairly interesting (64%) than respondents from other age groups (between 79% and 92%).

Information on Local Heritage and Archaeology of Hartlepool

- 3.39 Viewpoint members were asked if they thought there is enough information available for the public on local heritage and archaeology in Hartlepool. Just under half (47%) answered positively. However, a quarter (24%) of respondents answered no, they did not think there is enough information available for the public on local heritage and archaeology, and a similar number (27%) said they did not know or had no opinion.
- 3.40 The 287 respondents who said they did not think there is enough information available for the public on the local heritage and archaeology of Hartlepool were asked what information would they like to be made available. One-hundred and

twenty-one respondents said they would like events to be better advertised or lists of places to visit. See Table 3.4 for full results.

Table 3.4 If no [Do you think that there is enough information available for the public on local heritage and archaeology in Hartlepool], what information would you like to be available?

	Number of Comments
Better advertised events/lists of places to visit/mail shots	121
More at an Information Centre	14
Websites	13
Posters/Billboards	13
More education in schools	10
More history books	9
Local radio/TV	8
Have more in Hartbeat	6
More in libraries	4
Other	11
Don't know/no answer	92
(N=287)	

Spending Money on Heritage Issues in Hartlepool

- 3.41 Respondents were presented with a list of heritage issues and were asked, if money was to be spent on heritage issues in Hartlepool, which two things from this list would they choose to spend it on? Two thirds of respondents (67%) said they would choose to spend money on reusing and saving historic buildings, and a third of respondents (36%) said they would choose to spend money on historic public parks and gardens. See Table 3.5 for full results.

Table 3.5 If money was to be spent on heritage issues in Hartlepool, which two of these things would you choose to spend it on?

	%	(No.)
Reusing and saving historic buildings	67	788
Historic public parks and gardens	36	419
Education	28	328
Improving local shops and streets	22	255
Improved public access to historic buildings and areas	20	232
Improving homes	11	127
An exhibition on the local environment	8	98
None of these	Less than 1 per cent	2
Don't know	4	47
Other	1	11
(N=1178)		

- 3.42 Respondents living in Central Hartlepool were more likely to choose to spend money on reusing and saving historic buildings (70%) than respondents living in South (67%) or North (63%) Hartlepool. Also, respondents who have lived in Hartlepool for more than 40 years were more likely to choose this (70%) than respondents who have lived in Hartlepool up to five years (54%).

Other Heritage Thoughts and Comments

- 3.43 Members were asked if they have any other thoughts and comments about heritage in Hartlepool, and in total 211 suggestions were made. These have been summarised in Table 3.6.

Table 3.6 Do you have any other thoughts and comments about heritage in Hartlepool? If so, please use the space below to tell us about them.

	Number of Comments
Heritage should be maintained/too much lost already	75
Heritage attracts tourists to the town	23
Should be more education about heritage in schools	20
Should be emphasis on ship building/maritime history	16
Regeneration is a good idea/need to move forward	11
Should renew old buildings, not build new ones	9
Keeping heritage can prove to be expensive	8
Other	49
(N=211)	

4. COUNCIL BUILDINGS & PROPERTIES

KEY FINDINGS

- Viewpoint members were presented with a list of properties and land, and were asked to indicate how well they thought the Council looks after them. Overall, members were more likely to think the Council looks after Tourism well (93%) and were least likely to think the Council looks after youth centres well (22%).
- Members were asked to tell us what three buildings or areas the Council should concentrate on. Respondents were most likely to think that the Council should concentrate on parks (60%), tourism (52%) and historic buildings (40%)

- 4.1 Viewpoint members were told how the Council is responsible for many public buildings and properties and that it needs to complete a five yearly programme setting out plans for all Council properties and land. It was also explained to Viewpoint members that this could include properties of significant historical importance, including the Carnegie Building, Municipal Buildings, Leadbitter Buildings and the Archives Store.
- 4.2 These questions have been asked in a previous Viewpoint survey, which allows comparisons to be made with 2001 survey results.

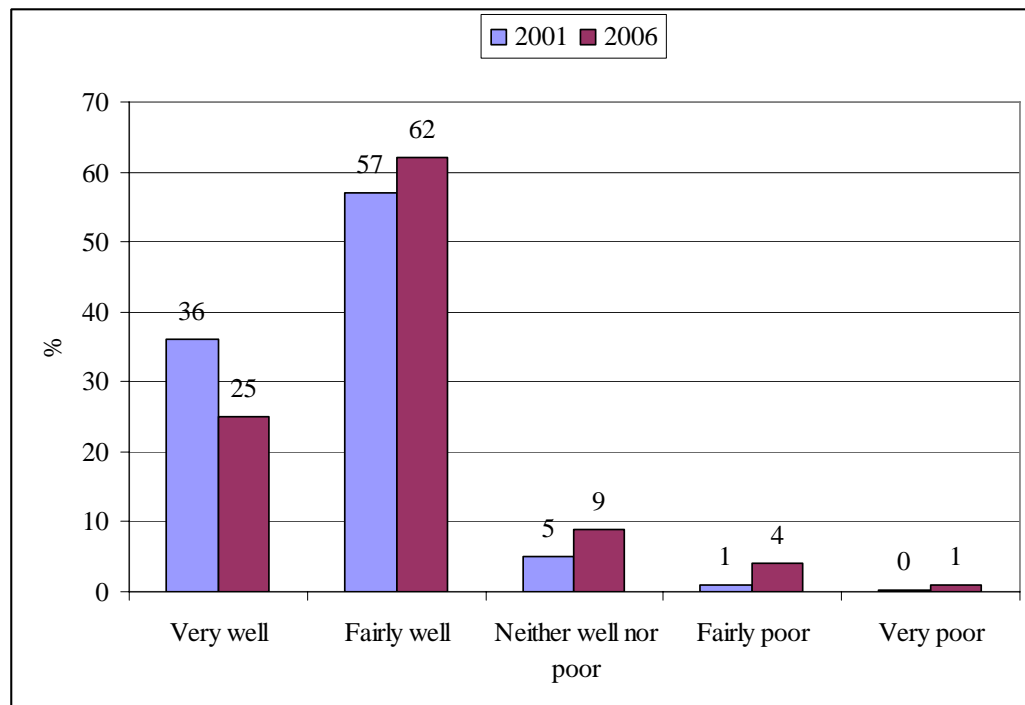
How Well the Council Looks after Property & Land

- 4.3 Viewpoint members were presented with a list of properties and land, and were asked to indicate how well they thought the Council looks after them. Overall, Viewpoint members were more likely to think the Council looks after Tourism (Historic Quay, Museum, Art Gallery) very or fairly well (93% in 2006 and 95% in 2001) and were least likely to think the Council looks after youth centres very or fairly well (22% in 2006 and 31% in 2001).

Libraries

- 4.4 In 2006, 87 per cent of Viewpoint respondents thought that the Council looks after libraries very or fairly well. This is a slight decrease from 93 per cent in 2001. There were no real differences in the detailed results. See Chart 4.1 for full results.

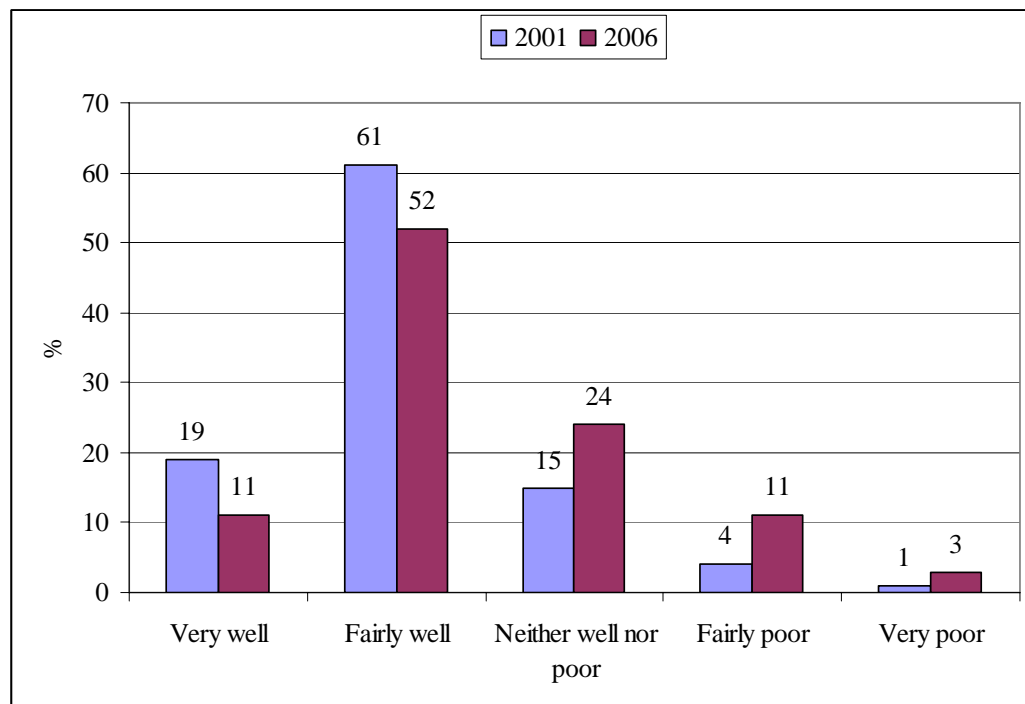
Chart 4.1 How well do you think the Council looks after Libraries



Community Centres

- 4.5 In 2006, 232 respondents answered this question as 'don't know'. Out of the Viewpoint members who told us how well they thought the Council looks after community centres, 62 per cent answered very or fairly well. This is a decrease from 80 per cent in 2001. See Chart 4.2 for full results.

Chart 4.2 How well do you think the Council looks after Community Centres

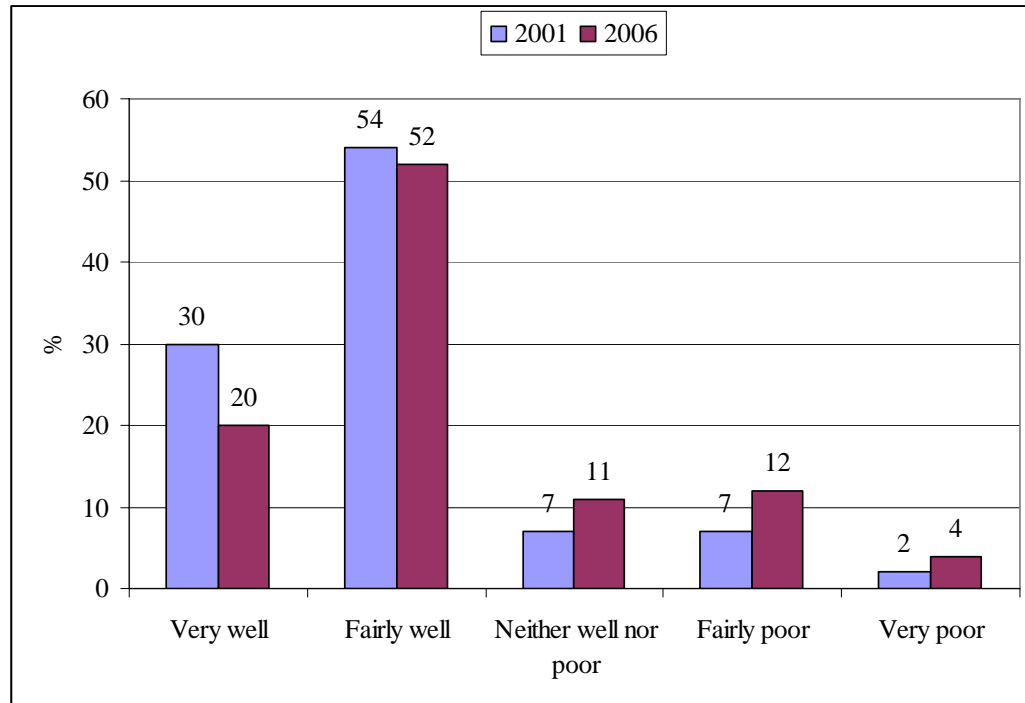


- 4.6 The detailed results show that Viewpoint members aged between 17 and 34 were less likely to think the Council looks after community centres very or fairly well (52%) than respondents aged 65 and over (77%). Also, respondents with children under the age of 18 were less likely to think the Council looks after community centres very or fairly well (54%) than respondents without children under the age of 18 living in the household (67%).

Parks

- 4.7 In 2006, 72 per cent of Viewpoint members thought that the Council looks after parks very or fairly well. This is a decrease from 84 per cent in 2001. There has also been an increase in the proportion of members thinking that the Councils care of parks is very or fairly poor, which has increased from nine per cent in 2001 to 17 per cent in 2006. See Chart 4.3 for full results.

Chart 4.3 How well do you think the Council looks after Parks

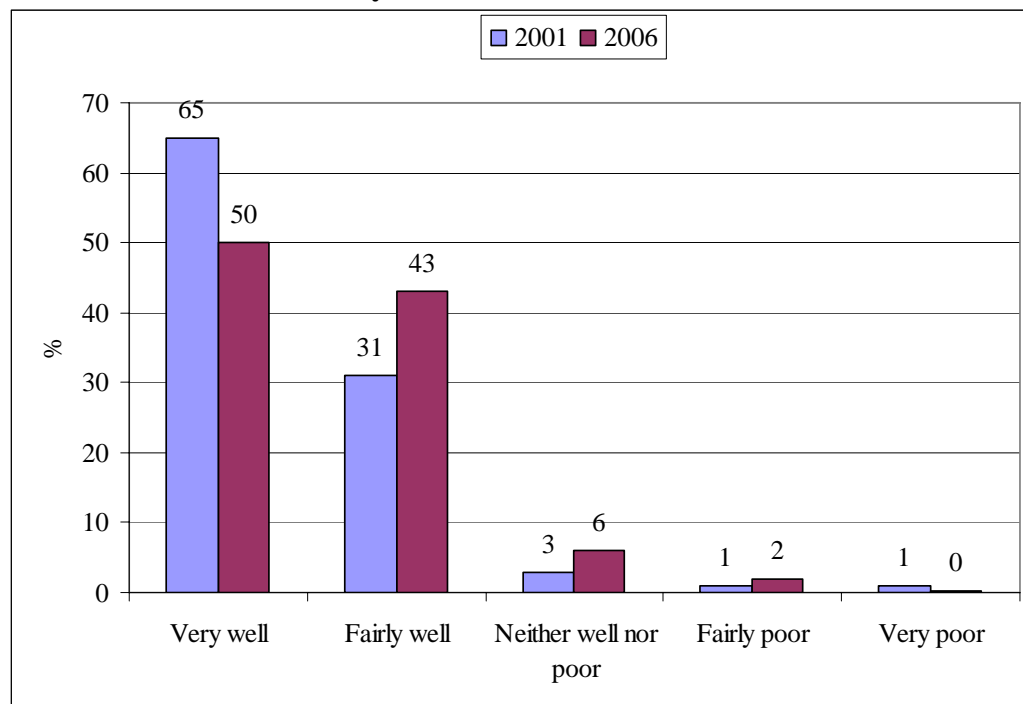


- 4.8 The detailed results show that Viewpoint members living in North Hartlepool were more likely to think the Council looks after parks very or fairly well (78%, compared to 71% for South and 69% for Central). Also, Viewpoint members aged between 17 and 24 were less likely to think the Council looks after parks very or fairly well (53%) than respondents from other age groups (between 69% and 85%).

Tourism (Historic Quay, Museum, Art Gallery)

- 4.9 Out of the eight properties and land areas listed in this question, Viewpoint members were most likely to think the Council looks after tourism (Historic Quay, Museum, Art Gallery) very or fairly well, both in 2006 (93%) and in 2001 (95%). Only two per cent of respondents thought that the Council looks after tourism fairly or very poorly (2% in both 2006 & 2001). See Chart 4.4 for full results.

Chart 4.4 How well do you think the Council looks after Tourism

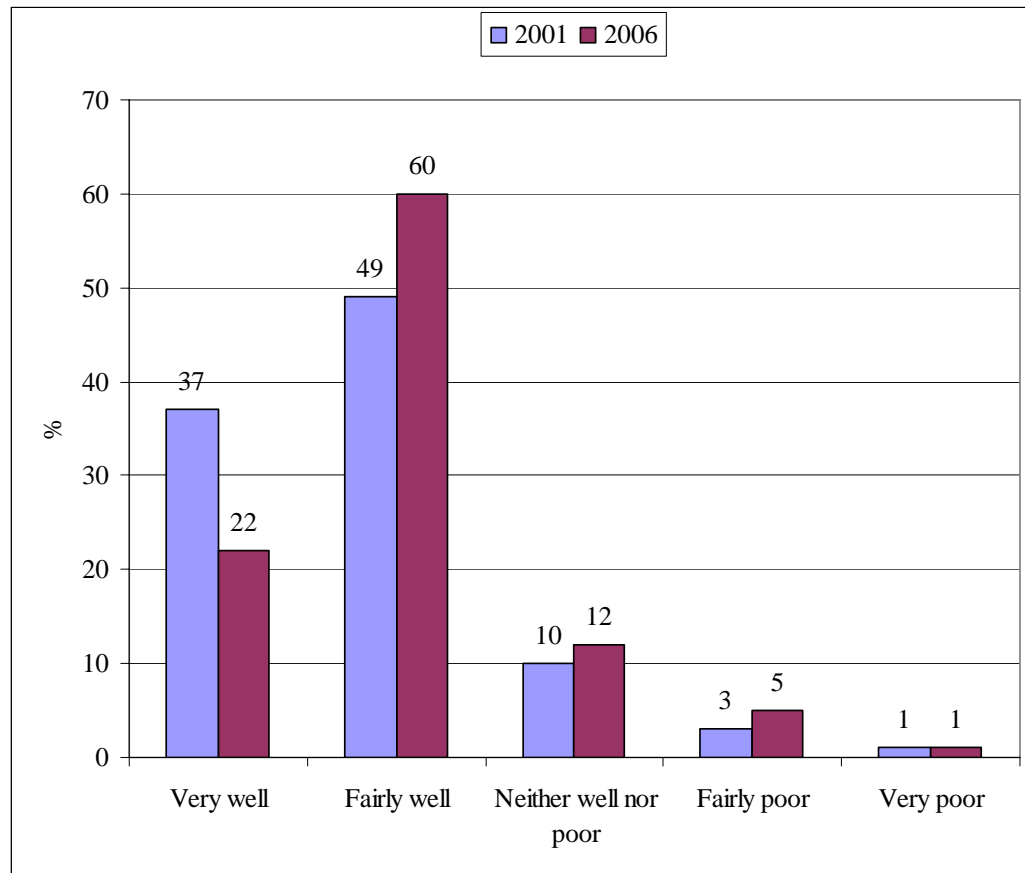


- 4.10 Respondents aged between 17-24 were less likely to think that the Council looks after tourism (Historic Quay, Museum, Art Gallery) very or fairly well (87%) compared to respondents aged 65 years and over (97%).

Public Halls (Town Hall, Theatre, Borough Hall)

- 4.11 In 2006, 82 per cent of Viewpoint members thought that the Council looks after public halls (Town Hall, Theatre, Borough Hall) very or fairly well. This is a decrease from 87 per cent in 2001. See Chart 4.5 for full results.

Chart 4.5 How well do you think the Council looks after Public Halls

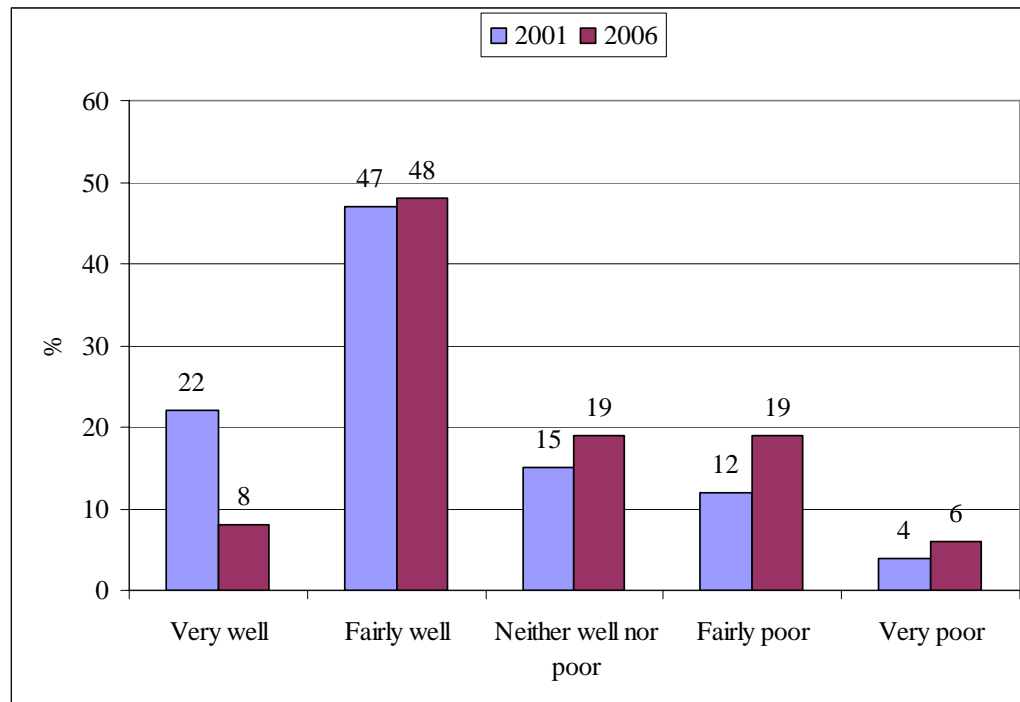


- 4.12 Respondents from North Hartlepool were more likely to think that the Council looks after public halls very or fairly well (88%) than respondents from Central (79%) or South (78%) Hartlepool.

Cemeteries

- 4.13 In 2006, 56 per cent of Viewpoint members thought that the Council looks after cemeteries very or fairly well. This is a decrease from 69 per cent in 2001. There has also been an increase in the proportion of members thinking that the Council's care of parks is very or fairly poor, which has increased from 16 per cent in 2001 to 25 per cent in 2006. See Chart 4.6 for full results.

Chart 4.6 How well do you think the Council looks after Cemeteries

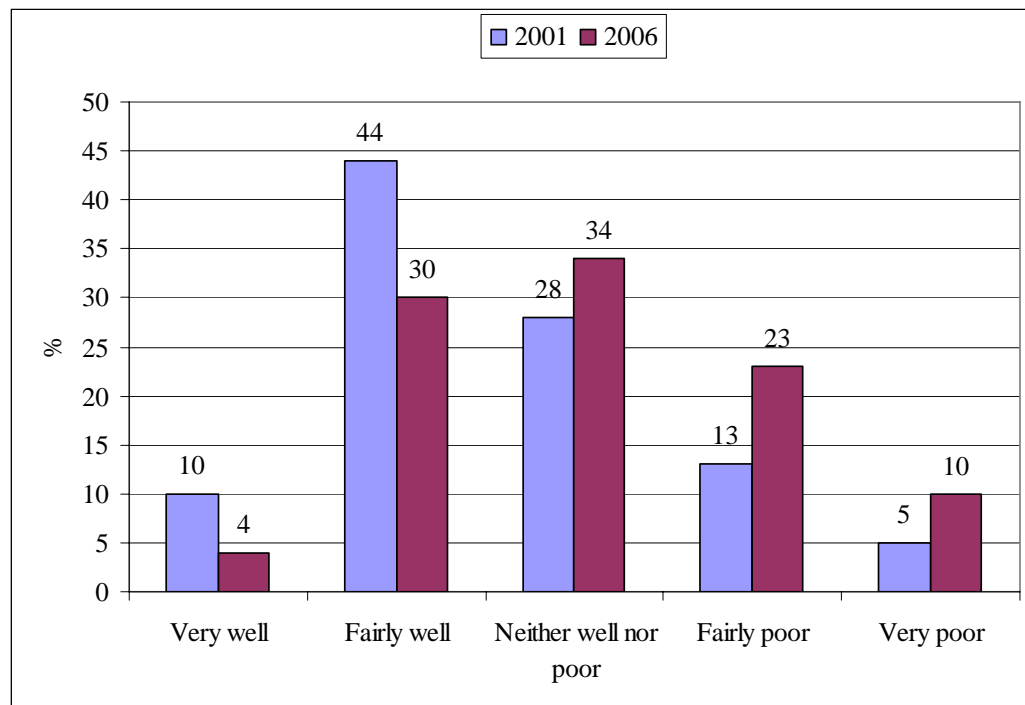


- 4.14 The detailed results show that respondents living in North Hartlepool were more likely to think the Council looks after cemeteries very or fairly well (61%) than respondents from Central (55%) or South (53%) Hartlepool. Also, respondents aged between 17 and 24 were less likely to think that the Council looks after cemeteries very or fairly well (31%) compared to respondents aged 65 years and over (64%). Finally, the detailed results show that respondents with children under the age of 18 living in the household were less likely to think that the Council looks after cemeteries very or fairly well (49%) than respondents without children under the age of 18 living in the household (60%).

Youth Centres

- 4.15 In 2006, 385 respondents answered this question as 'don't know'. Out of the Viewpoint members who told us how well they thought the Council looks after youth centres, 34 per cent answered very or fairly well. This is a decrease from 54 per cent in 2001. See Chart 4.7 for full results.

Chart 4.7 How well do you think the Council looks after Tourism

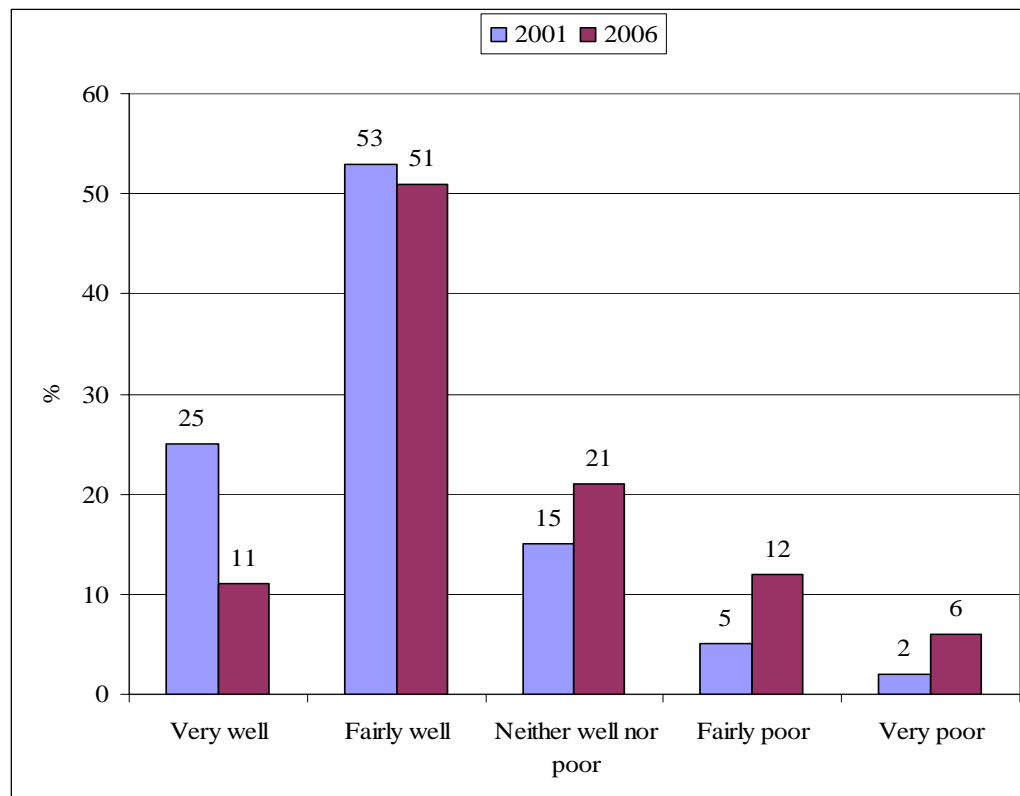


- 4.16 Viewpoint members aged between 17 and 24 were less likely to think the Council looks after youth centres very or fairly well (15%) than respondents from other age groups (between 21% and 64%).

Historic Buildings in Council ownership

- 4.17 In 2006, 151 respondents answered this question as 'don't know'. Out of the Viewpoint members who told us how well they thought the Council looks after historic buildings in Council ownership, 62 per cent answered very or fairly well. This is a decrease from 78 per cent in 2001. See Chart 4.8 for full results.

Chart 4.8 How well do you think the Council looks after Historic Buildings in Council Ownership



- 4.18 Women were more likely to think that the Council looks after historic buildings in Council ownership very or fairly well (69%) than men (53%). Also, respondents living in North Hartlepool were more likely to think this (65%) than respondents living in Central (62%) or South (57%) Hartlepool.

What Buildings or Areas the Council should Concentrate on

- 4.19 Viewpoint respondents were asked, in their opinion, what three buildings or areas should the Council be concentrating on. This question was repeated from 2001. Respondents were most likely to think in both 2006 and 2001 that the Council should be concentrating on parks (60% in 2006), and tourism (54% in 2006). Public opinion has changed since 2001 as to what the third most important building or area should be, from libraries in 2001 to historic buildings in Council ownership in 2006 (40%). See Table 4.1 for full results.

Table 4.1 To help the Council plan for the future, which, in your opinion, are the THREE most important buildings or areas that the Council should be concentrating on:

	2006		2001	
	%	(No.)	%	(No.)
Parks	60	(711)	66	(424)
Tourism	54	(641)	51	(326)
Historic buildings in Council ownership	40	(468)	26	(166)
Public Halls	37	(437)	28	(178)
Libraries	24	(286)	33	(209)
Cemeteries	23	(265)	31	(200)
Community Centres	22	(264)	26	(165)
Youth Centre	22	(257)	27	(172)
Other	2	(24)	1	(8)
Don't know	3	(37)	3	(19)
No answer	0	(0)	Less than 1 per cent	(1)
		(N=1178)	(N=644)	

- 4.20 The detailed results show that respondents living in Central Hartlepool were more likely to think that the Council should be concentrating on Parks (66%) than respondents living in North (56%) or South (58%) Hartlepool. Also, respondents with children under the age of 18 were more likely to choose parks (66%) than respondents without children under the age of 18 (58%).
- 4.21 The detailed results also show that Viewpoint members aged between 17 and 24 were less likely to think the Council should concentrate on tourism (25%) than respondents from other age groups (between 53% and 63%). Also, respondents from AB socio-economic groups were more likely to choose tourism (62%) than respondents from DE socio-economic groups (42%).
- 4.22 Finally, the detailed results show that respondents with children under the age of 18 living in the household were less likely to say the Council should concentrate on historic buildings in Council ownership (33%) than respondents without children under the age of 18 living in the household (44%).

5. POLICING & CRIME

KEY FINDINGS

- The majority of Viewpoint members said they did not know who their Neighbourhood Police Officer or PCSO is, and three quarters did not know a contact number that allows them to speak direct to their Neighbourhood Police Team.
- Three out of five Viewpoint members said they do not think they have a say at all about local policing and only 16 per cent thought they have a big or a bit of a say about what happens with local policing.
- Cleveland Police Authority wanted to find out how Viewpoint members would like to get information about Cleveland Police and Policing. Overall, Viewpoint members were more likely to say they would like to receive information about Cleveland Police and Policing by leaflets distributed to their home or in local newspapers and were least likely to say local radio.

- 5.1 Viewpoint members were asked a range of policing and crime questions, including questions about Neighbourhood Police Teams, alcohol and licensing laws, and receiving information about Cleveland Police and policing. These questions were included in this phase of Viewpoint on behalf of the Community Safety and Prevention team and Cleveland Police Authority.

Neighbourhood Police Teams

- 5.2 Viewpoint members were told how Neighbourhood Policing has been launched in every ward in Hartlepool to bring communities, police and partners closer together. As part of Neighbourhood Policing, Neighbourhood Police Teams have been set up, which consists of at least one Police Officer and one Police Community Support Officer (PCSO) per ward.

Neighbourhood Police Officer and PCSO

- 5.3 Viewpoint members were first asked if they know who their Neighbourhood Police Officer and local PCSO is? The majority of Viewpoint members said they did not know who their Neighbourhood Police Officer (74%) and PCSO (80%) is. See Table 5.1 for full results.

Table 5.1 Do you know who a) your Neighbourhood Police Officer is and b) your local PCSO is?

	a) Neighbourhood Police Officer		b) PCSO	
	%	(No.)	%	(No.)
Yes	26	(287)	20	(209)
No	74	(832)	80	(835)
		(N=1044)		
			(N=1044)	

- 5.4 Respondents aged between 55 and 74 were more likely to answer yes, they know who their Neighbourhood Police Officer is (37%) and PCSO is (30%) than respondents from other age groups (between 14% and 29% for Neighbourhood Police Officer and between 11% and 24% for PCSO).

Neighbourhood Police Office

- 5.5 Viewpoint members were then asked if they know where their local Neighbourhood Police Office or drop in centre is where they can speak to Police staff. Responses were split with just under half of respondents (44%) answering yes and just over half (56%) saying they don't know where their local Neighbourhood Police Office or drop-in centre is where they can speak to Police staff.

- Yes - 44 per cent (503 respondents)
- No - 56 per cent (628 respondents)

- 5.6 Respondents living in South Hartlepool were more likely to answer this question positively, with 63 per cent answering yes, compared to 47 per cent in North Hartlepool and 28 per cent in Central Hartlepool. Also, respondents with children under the age of 18 living in the household were less likely to answer this question positively (39%) than respondents without children under the age of 18 living in the household (47%).

Neighbourhood Police Team Contact Number

- 5.7 Next, Viewpoint members were asked if they know a contact number that allows them to speak direct to their Neighbourhood Police Team. Three quarters (75%) of respondents said no, they did not know a contact number that allows them to speak direct to their Neighbourhood Police Team.

- Yes - 25 per cent (503 respondents)
- No - 75 per cent (628 respondents)

- 5.8 Respondents aged 55 years and over were more likely to answer this question positively (39%) than respondents from other age groups (between 11% and 32%).

Contact with Neighbourhood Police Team in Past Three Months

- 5.9 Viewpoint members were asked if they had seen or had contact with their local Neighbourhood Police Team in the past three months. Forty-four per cent of Viewpoint members said they had seen their local Neighbourhood Police Team in the past three months, but only 12 per cent had had contact with them. See Table 5.2 for full results.

Table 5.2 Have you seen or had any contact with your local Neighbourhood Police Team in the past three months?

	a) Seen		b) Had contact	
	%	(No.)	%	(No.)
Yes	44	(475)	12	(116)
No	57	(617)	89	(892)
		(N=1092)	(N=1008)	

- 5.10 Respondents were more likely to say they had seen their local Neighbourhood Police Team in the past three months if they lived in North Hartlepool (51%, compared to 47% for South and 35% for Central). Also, Viewpoint members with disabilities were twice as likely to say they had had contact with their local Neighbourhood Police Team in the past three months (20%, compared to 10% for Viewpoint members without a disability).

Access to Police in a Non-Emergency Situation

- 5.11 The next question asked Viewpoint members how easy do they think it is to have access to the Police in a non-emergency situation, and responses were mixed. Overall, a third (33%) of Viewpoint members thought that it was either very easy or easy, and 43 per cent thought it was either not easy or not at all easy to access the police in a non-emergency situation. A quarter of respondents (23%) thought it was neither easy nor not easy.

- Very easy - 7 per cent (72 respondents)
- Easy - 26 per cent (253 respondents)
- Neither easy nor not easy - 23 per cent (226 respondents)
- Not easy - 27 per cent (264 respondents)
- Not at all easy - 16 per cent (159 respondents)

- 5.12 Viewpoint members aged between 17 and 34 were more likely to think it was not easy or not at all easy to contact the police in a non-emergency situation (51%) than members from other age groups (between 27% and 46%).

Having a Say about Local Policing

- 5.13 Viewpoint members were asked if they think they have a say about what happens with local policing. Three out of five Viewpoint members (57%) said they do not think they have a say at all about local policing, and only 16 per cent thought they have a big or a bit of a say about what happens with local policing. See Table 5.3 for full results.

Table 5.3 Do you think you have a say about what happens with local policing?

	%	(No.)
Yes, I think I have a big say about what happens with local policing	4	(43)
Yes, I think I have a bit of a say about what happens with local policing	12	(126)
Maybe have a little say over local policing, but not much	28	(302)
No, don't think I have a say at all about local policing	57	(612)
(N=1084)		

- 5.14 Respondents with children under the age of 18 living in the household were more likely to think that they do not have a say at all about local policing (61%) than respondents without children living in the household (54%).

How well the Police Understand Local Problems

- 5.15 Next, members were asked how well do they feel the local police understand the problems of their area. Over half (53%) of respondents thought that the local police has some understanding of the problems in Viewpoint members local areas. Only a quarter (26%) of respondents thought the police had little or no understanding of local problems.

- Understands most issues - 21 per cent (205 respondents)
- Some understanding - 53 per cent (521 respondents)
- Little understanding - 17 per cent (169 respondents)
- No understanding - 8 per cent (82 respondents)

How well the Police Deal with Local Problems

- 5.16 Viewpoint members were then asked how well do they feel the police are dealing with the problems in their local area. Overall, a third (36%) of Viewpoint members thought that the police are dealing very well or well with local problems, and a quarter (24%) thought the police were doing a poor or very poor job of dealing with problems in Viewpoint members local areas. Two out of five respondents thought the police were dealing with problems in local areas neither well nor poorly.

- Very well - 4 per cent (39 respondents)
- Well - 32 per cent (310 respondents)
- Neither well nor poorly - 40 per cent (389 respondents)
- Poor - 15 per cent (149 respondents)
- Very poor - 8 per cent (79 respondents)

- 5.17 There was only a slight difference between responses from North, South and Central Hartlepool. Respondents from South Hartlepool were less likely to think that the police are dealing very well or well with local problems (34%, compared to 37% for Central and 36% for North).

Other Neighbourhood Police Teams Thoughts and Comments

- 5.18 Members were asked if they have any other thoughts and comments about Neighbourhood Policing, and in total 291 suggestions were made. These have been summarised in Table 5.4.

Table 5.4 Do you have any other thoughts and comments about Neighbourhood Policing? If so, please use the space below to tell us about them.

	Number of Comments
Never see Police in local area / need to see more often	101
Its good / working well	30
Need 24 hour policing / need to be able to contact at night, not just 9am – 5pm	29
Tackle anti-social behaviour	22
Need to sort out gangs of youths	20
Need more Police not PCSO's / PCSO's are policing on the cheap	16
Need to see more action	8
It's a good idea	7
Not many problems in local area	6
Need more information	6
Other	46
(N=291)	

Alcohol & Licensing Laws

- 5.19 Viewpoint members were told how in November 2005 new licensing laws came into effect which introduced tougher penalties for premises that contribute to alcohol related disorder.

5.20 Viewpoint members were asked whether they thought drunkenness and drunken behaviour in Hartlepool had increased, stayed the same or reduced since these new licensing laws came into effect. Two-hundred and seventy-three Viewpoint members said they did not know how drunkenness and drunken behaviour had changed since November 2005. Out of the Viewpoint members who told us how they thought drunkenness and drunken behaviour had changed since November 2005, the majority of respondents (63%) thought it had stayed the same since the new licensing laws came into effect.

- Increased - 31 per cent (274 respondents)
- Stayed the same - 63 per cent (562 respondents)
- Reduced - 7 per cent (60 respondents)

5.21 Next, Viewpoint members were asked what concerns them most about public drunkenness and drunken behaviour. Viewpoint members were most likely to say they are concerned about intimidating behaviour (83%) and violence towards others (81%). Only two per cent of respondents said they have no concerns about public drunkenness and drunken behaviour.

Table 5.5 Which of the following, if any, concern you most about public drunkenness and drunken behaviour?

	%	(No.)
Intimidating behaviour	83	(960)
Violence towards others	81	(944)
Disorderly behaviour, e.g. urinating in the street	79	(913)
Vandalism	75	(866)
Violence towards yourself	53	(610)
Have no concerns about public drunkenness and drunken behaviour	2	(26)
(N=1162)		

Receiving Information about Cleveland Police and Policing

5.22 Cleveland Police Authority wanted to find out how Viewpoint members would like to receive information about Cleveland Police and Policing. Overall, Viewpoint members were more likely to say they would like to receive information about Cleveland Police and Policing by leaflets distributed to their home or in local newspapers. Members were least likely to say they would like to receive information through local radio.

Policing Priorities for the Year Ahead

5.23 The majority of Viewpoint members said they would like to get information about policing priorities for the year ahead via leaflets delivered to their homes (40%) or through local newspapers (32%). See Table 5.6 for full results.

Table 5.6 Receiving information about policing priorities for the year ahead

	%	(No.)
Leaflets distributed to your home	40	(428)
Local newspapers	32	(345)
Council magazines/newspapers	17	(180)
Internet/email	6	(68)
Leaflets and posters distributed in public places	4	(38)
Local radios	1	(11)
(N=1071)		

- 5.24 Respondents living in South Hartlepool were more likely to say they would like to receive this information through local newspapers (36%) than respondents living in North (31%) or Central Hartlepool (30%).

How to contact the police and other partners responsible for community safety

- 5.25 Viewpoint members were most likely to say that they would like to get information about how to contact the police and other partners responsible for community safety via leaflets delivered to their homes (58%). See Table 5.7 for full results.

Table 5.7 Receiving information about how to contact the police and other partners responsible for community safety

	%	(No.)
Leaflets distributed to your home	58	(631)
Local newspapers	18	(194)
Council magazines/newspapers	10	(109)
Internet/email	8	(82)
Leaflets and posters distributed in public places	5	(51)
Local radios	2	(20)
(N=1087)		

- 5.26 Respondents living in South Hartlepool (61%) and Central Hartlepool (59%) were more likely to say they would like to receive this information through leaflets delivered to their home than respondents living in North Hartlepool (53%).

Consultation results and outcomes

- 5.27 A third of Viewpoint members said they would like to get information about consultation results and outcomes through local newspapers (34%) or through leaflets delivered to their homes (32%). See Table 5.8 for full results.

Table 5.8 Receiving information about consultation results and outcomes

	%	(No.)
Local newspapers	34	(349)
Leaflets distributed to your home	32	(321)
Council magazines/newspapers	20	(202)
Internet/email	8	(78)
Leaflets and posters distributed in public places	5	(51)
Local radios	1	(12)
(N=1012)		

Local policing community events

- 5.28 Viewpoint members were most likely to say they would like to get information about local policing and community events via leaflets delivered to their homes (38%) or through local newspapers (35%). See Table 5.9 for full results.

Table 5.9 Receiving information about local policing and community events

	%	(No.)
Leaflets distributed to your home	38	(396)
Local newspapers	35	(364)
Council magazines/newspapers	14	(143)
Leaflets and posters distributed in public places	6	(65)
Internet/email	6	(60)
Local radios	2	(15)
(N=1043)		

- 5.29 Respondents living in North Hartlepool were more likely to say they would like to receive this information through leaflets delivered to their homes (41%, compared to 37% for South and Central) than through local newspapers (31%, compared to 38% for South and 36% for Central).

How the police are performing against set targets over the last year

- 5.30 Viewpoint members were more likely to say they would like to get information about how the police are performing against set targets over the last year through leaflets delivered to their homes (40%) or through local newspapers (32%). One in five Viewpoint members said they would like to receive this information in Council magazines or newspapers. See Table 5.10 for full results.

Table 5.10 Receiving information about how the police are performing against set targets over the last year

	%	(No.)
Local newspapers	40	(407)
Leaflets distributed to your home	27	(276)
Council magazines/newspapers	22	(221)
Internet/email	6	(64)
Leaflets and posters distributed in public places	4	(48)
Local radios	Less than 1 per cent	(3)
(N=1018)		

- 5.31 Viewpoint members living in South Hartlepool were more likely to say they would like to receive this information through local newspapers (45%) than respondents from Central or North Hartlepool (38%).

How you can volunteer your time to work with police

- 5.32 Three hundred and thirty-two respondents answered this question as 'don't know / not interested'. Out of the Viewpoint members who selected a method to receive information about how they can volunteer their time to work with police, over a third of Viewpoint members said they would like to get information via leaflets delivered to their homes (35%). Three out of ten members said they would like to receive this information local newspapers (27%). See Table 5.11 for full results.

Table 5.11 Receiving information about how you can volunteer your time to work with police

	%	(No.)
Leaflets distributed to your home	35	(260)
Local newspapers	27	(198)
Council magazines/newspapers	15	(113)
Leaflets and posters distributed in public places	13	(93)
Internet/email	8	(58)
Local radios	3	(21)
(N=745)		

- 5.33 Viewpoint members living in South Hartlepool were more likely to say they would like to receive this information through leaflets delivered to their home (38%) than respondents from Central (34%) or North (33%) Hartlepool.

How to register a complaint against the police

- 5.34 One-hundred and twelve respondents answered this question as ‘don’t know / not interested’. Out of the Viewpoint members who selected a method to receive information about how to register a complaint against the police, two out of five members said they would like to get the information through leaflets delivered to their homes (41%). A quarter of respondents said they would like to receive this information through local newspapers (23%). See Table 5.12 for full results.

Table 5.12 Receiving information about how to register a complaint against the police

	%	(No.)
Leaflets distributed to your home	41	(401)
Local newspapers	23	(223)
Council magazines/newspapers	14	(137)
Internet/email	12	(119)
Leaflets and posters distributed in public places	8	(81)
Local radios	1	(9)
(N=970)		

- 5.35 Viewpoint members aged between 17 and 24 were more likely to say they would like to receive this information through local newspapers (38%) than respondents from other age groups (between 18% and 28%).

Information on where your local police office is

- 5.36 Over half of Viewpoint members said they would like to get information on where their local police office is through leaflets delivered to their homes (56%). One in five members said they would like to receive this information through local newspapers (20%). See Table 5.13 for full results.

Table 5.13 Receiving information on where your local police office is

	%	(No.)
Leaflets distributed to your home	56	(601)
Local newspapers	20	(217)
Council magazines/newspapers	12	(124)
Internet/email	6	(67)
Leaflets and posters distributed in public places	4	(47)
Local radios	1	(9)
(N=1066)		

- 5.37 Viewpoint members living in South Hartlepool were more likely to say they would like to receive this information through local newspapers (24%) than respondents from Central (18%) or North (20%) Hartlepool.

APPENDIX 1

BACKGROUND INFORMATION ON RESPONDENTS

Table A1 Age of respondent

	Weighted		Unweighted	
	%	(No.)	%	(No)
17 to 24	10	(112)	5	(42)
25 to 34	17	(197)	12	(100)
35 to 44	20	(238)	18	(158)
45 to 54	18	(211)	18	(159)
55 to 64	14	(165)	23	(196)
65 to 74	13	(148)	17	(148)
75+	9	(107)	7	(58)
No answer	/	/	Less than 1 per cent	(1)
Total	100	(1178)	100	(862)

Table A2 Sex of respondent

	Weighted		Unweighted	
	%	(No.)	%	(No)
Female	54	(634)	54	(465)
Male	46	(544)	46	(397)
Total	100	(1178)	100	(862)

Table A3 Location of respondent

	Weighted		Unweighted	
	%	(No.)	%	(No)
North	31	(360)	28	(238)
Central	39	(457)	39	(332)
South	31	(361)	34	(292)
Total	100	(1178)	100	(862)

Table A4 Economic activity of respondent

	Weighted		Unweighted	
	%	(No.)	%	(No)
Employed full-time	42	(497)	40	(343)
Employed part-time	10	(116)	10	(84)
Unemployed	3	(35)	3	(24)
Retired	24	(281)	28	(241)
Full-time student	6	(74)	3	(27)
Self employed	4	(46)	4	(34)
Permanently sick or disabled	5	(54)	6	(49)
Other (inc. housewife/husband)	6	(71)	7	(58)
No answer	Less than 1 per cent	(4)	Less than 1 per cent	(2)
Total	100	(1178)	100	(862)

Table A5 Car ownership of respondent

	Weighted		Unweighted	
	%	(No.)	%	(No)
One car	57	(669)	60	(514)
Two or more cars	24	(277)	24	(207)
No car	19	(226)	16	(136)
No answer	1	(6)	1	(5)
Total	100	(1178)	100	(862)

Table A6 Disability of respondent

	Weighted		Unweighted	
	%	(No.)	%	(No)
Yes – disabled	14	(167)	17	(143)
No – not disabled	85	(1000)	82	(711)
No answer	1	(11)	1	(8)

Total	100	(1178)	100	(862)
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Table A8 Socio Economic Group of respondent

	Weighted		Unweighted	
	%	(No.)	%	(No)
AB	24	(277)	24	(207)
C1	25	(292)	24	(211)
C2	24	(284)	25	(213)
DE	20	(237)	20	(174)
Don't Know / No Answer	7	(88)	7	(57)
Total	100	(1178)	100	(862)

Social Group Definitions:

<i>Social group</i>		<i>Occupation of Chief wage earner</i>
A	Upper middle class	Higher managerial, administrative or professional
B	Middle class	Intermediate managerial, administrative or professional
C1	Lower middle class	Intermediate or clerical and junior managerial, administrative or professional
C2	Skilled working class	Skilled manual workers
D	Working class	Semi and unskilled manual workers
E	Those at the lowest levels of subsistence	Long term unemployed (6+ months), State pensioners, etc. with no earnings, Casual workers and those without a regular income

APPENDIX 2

FULL RESULTS

Viewpoint



Viewpoint Your Views are Important

This latest Viewpoint questionnaire seeks your views on a variety of local issues. It aims to find out what you and others from across the community think about these matters so that we can take your views into account when making decisions that affect your daily life. The questionnaire should only take about 10 to 15 minutes to complete. The issues covered this time include:

**Local Heritage
Council Buildings & Properties
Policing & Crime**

There are no right or wrong answers to any of the questions; we just want to find out what you think of our services and other important issues that affect your daily lives. If you can't complete a question or feel you don't want to answer a particular question, don't worry, just leave it blank and move on to the next one.

When you have completed the questionnaire please return it to us in the enclosed reply paid envelope, no stamp required, by **21st July 2006**

We will look at what the Viewpoint members say and the Council's response in the next Viewpoint Newsletter, which you receive with your next Viewpoint questionnaire.

All the information you provide is confidential and we will never pass your name or address to any other organisation. What's more, if at any time you wish to leave Viewpoint, for whatever reason, simply let us know.

**If you require any further information, need a large print questionnaire or
any help filling it in then please contact Lisa Anderson**

at

**Hartlepool Borough Council
Civic Centre, Hartlepool, TS24 8AY
Telephone: (direct line) 01429 523584**

VP20 71% response rate, 862 completed questionnaires

Local Heritage

Local heritage is the special features that surround us which make Hartlepool unique. These include the buildings and open spaces that we see everyday such as terraces of houses, parks and gardens as well as larger properties like churches and town halls.

We would like to know what you think 'heritage' refers to and what you think about local heritage and archaeology in Hartlepool. We would also like to know if you think heritage in Hartlepool helps improve the local economy.

If you would like any further information on this topic please contact Sarah Scarr on
(01429) 523275 or via e-mail sarah.scarr@hartlepool.gov.uk

1. When you think of heritage, what sort of thing do you think it refers to?
(PLEASE TICK ALL THAT APPLY)

Ancient monuments	84.2%
Archaeology, e.g. Roman remains	73.7%
Art galleries/museums	71.1%
Canals and rivers	34.5%
Sports stadiums	11.1%
Countryside/landscapes	61.9%
Shops and pubs	17.1%
Houses	34.6%
Historic buildings and stately homes/castles	87.7%
Industrial buildings (e.g. coal mines, shipyards, warehouses, mills)	59.8%
Local history	82.4%
Modern buildings	20.6%
Historic gardens, parks and cemeteries	77.6%
Places of worship	55.7%
Tourism	26.9%
Regeneration	18.7%
Don't know	6.1%
None of these	0%

2. Please say whether you agree or disagree with the following statements.
(PLEASE TICK ONE BOX ON EACH LINE)

	Strongly agree %	Agree %	Neither agree nor disagree %	Disagree %	Strongly disagree %	Don't know %	No answer %
I am interested in learning about the heritage of other cultures	10.7	37.7	33.1	11.1	1.9	2	3.7
Heritage can mean modern as well as old buildings	6.4	42.3	22.1	20.1	2.1	3.9	3.1
It is important to keep historic features wherever possible when trying to improve villages, towns and cities	48.1	44.7	3.5	1.4	0.2	0.6	1.5
The heritage in my local area is worth saving	42.6	47.6	5.4	1.7	0	0.6	2
It is important to educate children about their heritage	49.1	46.3	2	0.4	0.2	0.2	1.9
My local area would not be the same without its heritage	34.1	43.9	15.5	2.3	0.3	1.2	2.7
Celebrating heritage is important	24.5	48.1	20.9	2.3	0	1	3.1
Heritage can mean my local area as well as historic castles and stately homes	32.5	56.4	6	1.6	0.2	0.9	2.4
Heritage is not relevant to me or my family	1.3	4.6	17.1	42.7	28.9	1.9	3.5
There's never any information available on the heritage topics that interest me	1.2	8.4	40.1	36.3	5.8	4.3	3.9
I don't know what heritage activities are taking place in my area	4.4	35.9	24.3	26	2.7	3	3.8
I think heritage can be fun	12.1	55.4	25	2.5	0.1	2.3	2.6

3. We would now like to know your thoughts about whether you think heritage in Hartlepool can improve regeneration of the area. Please say whether you agree or disagree with the following statements. (PLEASE TICK ONE BOX ON EACH LINE)

	Strongly agree %	Agree %	Neither agree nor disagree %	Disagree %	Strongly disagree %	Don't know %	No answer %
Heritage is important in promoting regeneration and the appearance of Hartlepool	35.4	54	6.7	1.8	0	1	1.1
Heritage is important in attracting investors and developers to Hartlepool	37.7	44.9	11.3	3.4	0.2	1.3	1.1
Heritage can help create jobs and boost the economy in Hartlepool	34.2	43.6	15.8	3.1	0.1	2.2	1.1

4. How important do you think that the local heritage and archaeology of Hartlepool is to:

- a) the residents of Hartlepool
b) attracting tourists

(PLEASE TICK ONE BOX IN EACH COLUMN)

	a) To residents	b) To tourists
Very important	36.5%	60.9%
Fairly important	42.2%	29.2%
Neither important nor unimportant	12.1%	3.6%
Fairly unimportant	4.6%	1.1%
Very unimportant	0.6%	0.2%
Don't know	0.9%	1.3%
No answer	3%	3.8%

5. How interested are you in the local heritage and archaeology of Hartlepool?
(PLEASE TICK ONE BOX ONLY)

Very interested	31.3%
Fairly interested	51.6%
Neither interested nor disinterested	12.7%
Fairly disinterested	1.9%
Not interested at all	0.8%
Don't know/have no opinion	1%
No answer	0.7%

6. Do you think that there is enough information available for the public on local heritage and archaeology of Hartlepool? (PLEASE TICK ONE BOX ONLY)

Yes	47%	GO TO Q8
No	24.4%	GO TO Q7
Don't know/have no opinion	27.2%	GO TO Q8
No answer	1.4%	

7. If no, what information would you like to be available? (If answered 'No' to Q6, N = 198)

Better advertised events/lists of places to visit/mailshots	42%
Don't know/no answer	32.2%
More at an Information Centre	4.9%
Websites	4.4%
Posters/Billboards	4.4%
More Education in schools	3.5%
More history books	3.1%
Local radio/tv	3%
Have more in Hartbeat	2.2%
More in libraries	1.4%
Other	3.7%

8. If money was to be spent on heritage issues in Hartlepool, which two of these things would you choose to spend it on? (PLEASE TICK TWO BOXES ONLY)

Education	27.8%
Improving local shops and streets	21.7%
Improving homes	10.8%
Reusing and saving historic buildings	66.9%
Improved public access to historic buildings and areas	19.7%
Historic public parks and gardens	35.6%
An exhibition on the local environment	8.3%
None of these	0.2%
Don't know	4%
Other (please specify_____)	0.9%

9. Do you have any other thoughts and comments about heritage in Hartlepool? If so, please use the space below to tell us about them.

Don't know/no answer	82.6%
Heritage should be maintained/too much lost already	6.4%
Heritage attracts tourists to the town	2%
Should be more education about heritage in schools	1.7%
Should be emphasis on ship building/maritime history	1.4%
Regeneration is a good idea/need to move forward	0.9%
Should renew old buildings, not build new ones	0.7%
Keeping heritage can prove to be expensive	0.7%
Other	4.2%

Council Buildings & Properties

The Council is responsible for many public buildings and properties and needs to complete a five yearly programme setting out our plans for all council properties and land. These properties are very varied and include such things as community centres, the art gallery and parks. A number of these properties are of significant historical importance and the Council is required to keep them in a good state of repair. These historical properties include the Carnegie Building (former Northgate Library), Municipal Buildings, Leadbitter Buildings (former Central Library) and the Archives Store (former Police Station, Church Street).

If you would like any further information on this topic please contact Keith Lucas on
(01429) 523237 or via e-mail keith.lucas@hartlepool.gov.uk

10. We would now like to find out your views and opinions of how well you think the Council looks after the following properties and land.
(PLEASE TICK ONE BOX ON EACH LINE)

	Very well %	Fairly well %	Neither well nor poor %	Fairly poor %	Very poor %	Don't know %	No answer %
Libraries	23.3	57.9	8	3.8	0.8	4.9	1.3
Community Centres	8.3	39.8	18.7	8.1	2.5	19.7	3.1
Parks	19.6	50.9	10.9	12	4.3	0.6	1.7
Tourism (Historic Quay, Museum, Art Gallery)	48.7	41.2	5.4	1.5	0.2	1.9	1.1
Public Halls (Town Hall Theatre, Borough Hall)	20.3	55.1	11.3	4.8	0.8	6.1	1.6
Cemeteries	7.4	44.1	17.8	17	5.6	6.6	1.6
Youth Centres	2.7	19.1	21.8	14.6	6.4	32.7	2.8
Historic Buildings in Council ownership	9.3	43.3	17.8	10.2	5	12.8	1.8

11. To help the Council plan for the future, which, in your opinion, are the THREE most important buildings or areas that the Council should be concentrating on:
(PLEASE TICK THREE BOXES ONLY)

Libraries	24.3%
Community Centres	22.4%
Parks	60.4%
Tourism (Historic Quay, Museum, Art Gallery)	54.4%
Public Halls (Town Hall Theatre, Borough Hall)	37.1%
Cemeteries	22.5%
Youth Centres	21.8%
Historic Buildings in Council ownership	39.7%
Don't know	3.1%
Other (Please specify _____)	2.1%

Policing & Crime

We would like to find out your views about a range of policing and crime issues, such as Neighbourhood Police Teams and the new alcohol & licensing laws. We would also like to find out where you would like to receive information about Cleveland Police and policing.

Neighbourhood Police Teams

Neighbourhood Policing has been launched in every ward in Hartlepool to bring communities, police and partners closer together. The aim of Neighbourhood Policing is to make communities feel safe and secure by reducing crime and anti-social behaviour. Through Neighbourhood Policing, police staff will be visible and accessible to members of the public.

As part of Neighbourhood Policing, Neighbourhood Police Teams have been set up, which consists of at least one Police Officer and one Police Community Support Officer (PCSO) per ward. The aim is to ensure residents know who their local police officers are, how to contact them and what they are doing to address local crime and disorder priorities.

If you would like any further information on this topic please contact Brian Neale on
(01429) 405584 or via e-mail brian.neale@hartlepool.gov.uk

- 12. Do you know who a) your Neighbourhood Police Officer is and b) your local PCSO is?**
(PLEASE TICK ONE BOX IN EACH COLUMN)

	Neighbourhood Police Officer	PCSO
Yes	24.4%	17.8%
No	70.6%	70.9%
Don't know	4.1%	6%
No answer	0.9%	5.4%

- 13. Do you know where your local Neighbourhood Police Office or drop-in centre, where you can speak to Police staff, is located?**
(PLEASE TICK ONE BOX ONLY)

Yes	42.7%
No	53.3%
Don't know	3.1%
No answer	0.9%

- 14. Do you know a contact number that allows you to speak direct to your Neighbourhood Police Team?**

Yes	24%
No	72.2%
Don't know	2.9%
No answer	0.9%

15. Have you seen or had any contact with your local Neighbourhood Police Team in the past three months? (PLEASE TICK ONE BOX IN EACH COLUMN)

	Seen	Had contact
Yes	40.3%	9.8%
No	52.4%	75.8%
Don't know	2.8%	0.5%
No answer	4.5%	13.9%

16. We would like to know how easy you think it is to have access to the Police in a non-emergency situation. Please let us know your thoughts even if you have not contacted the Police in a non-emergency situation. (PLEASE TICK ONE BOX ONLY)

Very easy	6.1%
Easy	21.5%
Neither easy nor not easy	19.2%
Not easy	22.4%
Not at all easy	13.5%
Don't know	16.4%
No answer	0.8%

17. Do you think you have a say about what happens with local policing?

Yes, I think I have <u>a big say</u> about what happens with local policing	3.6%
Yes, I think I have <u>a bit of a say</u> about what happens with local policing	10.7%
Maybe have <u>a little say</u> over local policing, but not much	25.6%
No, <u>don't think I have any say at all</u> about local policing	52%
Don't know / no opinion	7.4%
No answer	0.6%

18. How well do you feel the local police understand the problems of your area?

Understand most issues	17.4%
Some understanding	44.3%
Little understanding	14.3%
No understanding	7%
Don't know	16%
No answer	1%

19. How well do you feel the police are dealing with the problems in your local area?

Very well	3.3%
Well	26.3%
Neither well nor poorly	33%
Poor	12.6%
Very Poor	6.7%
Don't know	17.4%
No answer	0.5%

20. Do you have any other thoughts comments about Neighbourhood Policing? If so please use the space below to tell us about them.

None/No answer	76%
Never see police in local area/Need to see more often	8.6%
It's good/working well	2.5%
Need 24 hour policing, need to be able to conact at night not just 9am-5pm	2.5%
Tackle anti-social behaviour	1.9%
Need to sort out gangs of youths	1.7%
Need more police not PCSO's/PCSO's are policing on the cheap	1.4%
Need to see more action	0.7%
It's a good idea	0.6%
Not many problems in local area	0.5%
Need more information	0.5%
Other	3.9%

Alcohol & Licensing Laws

In November 2005 new licensing laws came into effect which introduced tougher penalties for premises that contribute to alcohol related disorder, and gave a greater choice of closing times, so premises that serve alcohol don't have to close at 11pm.

If you would like any further information on the Alcohol & Licensing Laws topic please contact Ian Harrison on **(01429) 523354** or via e-mail ian.harrison@hartlepool.gov.uk

21. Since the new licensing laws came into effect in November 2005, do you think drunkenness and drunken behaviour in Hartlepool has...

Increased	23.3%
Stayed the same	47.7%
Reduced	5.1%
Don't know	23.2%
No answer	0.7%

22. Which of the following, if any, concern you most about public drunkenness and drunken behaviour? (PLEASE TICK ALL THAT APPLY)

Violence towards yourself	51.8%
Violence towards others	80.1%
Disorderly behaviour, e.g. urinating in the street	77.5%
Vandalism	73.5%
Intimidating behaviour	81.5%
Have no concerns about public drunkenness and drunken behaviour	2.2%
Don't know	1.4%
No answer	0.1%

Receiving Information about Cleveland Police and Policing

If you would like any further information on this topic please contact Joanne Hodgkinson on (01642) 301635 or via e-mail joanne.hodgkinson@cleveland.pnn.police.uk

23. How would you like to get information about Cleveland Police and Policing? For each of the types of information listed below, please say which ONE method you would prefer for getting information. (PLEASE TICK ONE BOX ON EACH LINE ONLY)

	Internet /email %	Local newspapers %	Council magazines/ newspapers %	Local radio %	Leaflets distributed to your home %	Leaflets and posters distributed in public places % %	Don't know/Not interested %	No answer %
Policing priorities for the year ahead	5.8	29.3	15.3	0.9	36.4	3.3	3.4	5.7
How to contact the police and other partners responsible for Community Safety	6.9	16.5	9.2	1.7	53.6	4.3	2.3	5.4
Consultation results and outcomes	6.6	29.6	17.1	1.1	27.2	4.3	7.6	6.5
Local policing community events	5.1	30.9	12.1	1.3	33.6	5.5	4.6	6.9
How the police are performing against set targets over the last year	5.4	34.5	18.8	0.3	23.4	4.1	7.6	5.9
How you can volunteer your time to work with police	5	16.8	9.6	1.8	22.1	7.9	28.2	8.6
How to register a complaint against the police	10.1	18.9	11.6	0.8	34	6.9	9.5	8.1
Information on where your local police office is	5.7	18.5	10.5	0.8	51	4	2.5	7

Viewpoint

And finally.....

Please use the space below to suggest any subjects that you would like to see covered in future Viewpoint surveys or any further comments you would like to make about Viewpoint in general

Thank you for completing this round of Viewpoint please return the questionnaire in the post-paid envelope by 21st July 2006

*By completing this questionnaire you give Hartlepool Borough Council the authority to collect and retain information about you.
The information collected about you will be held securely and will be processed to produce statistical reports.
No personal data will be disclosed. In order to run Viewpoint Citizens Panel, the Council has entered into a contract with ADTS, and will share the information with that organisation.*

For the purposes of provision of this service, ADTS acts as a department of the Council and is bound by the contract to treat your information confidentially. Hartlepool Borough Council is the Data Controller for the purposes of the Data Protection Act.

Viewpoint



HARTLEPOOL
BOROUGH COUNCIL

CORPORATE STRATEGY
HARTLEPOOL BOROUGH COUNCIL
Civic Centre
Hartlepool TS24 8AY

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27th November 2006



Report of: Assistant Chief Executive

Subject: CORPORATE COMPLAINTS – July to
September 2006

SUMMARY

1. PURPOSE OF REPORT

To report to the Portfolio Holder on corporate complaints performance for the second quarter of 2006/7.

2. SUMMARY OF CONTENTS

The report covers performance information on numbers of complaints, timescales for investigation and outcomes of investigations for formal complaints dealt with in the second quarter of 2006/07.

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 27th November 2006

6. DECISION(S) REQUIRED

That the report be noted.

Report of: Assistant Chief Executive

Subject: CORPORATE COMPLAINTS – July to September 2006

1. PURPOSE OF REPORT

To inform the Portfolio Holder of performance information on formal complaints to the authority for the second quarter of 2006/07.

2. FORMAL COMPLAINTS INFORMATION – July to September 2006

In the second quarter of 2006/07, a total of 90 formal complaints were recorded by departments. This is a substantial increase from the 11 complaints recorded in the first quarter of the year. Most of this increase is accounted for by a group of 69 complaints that were received by the Neighbourhood Services Department on the single issue of alley gates at Mountston Close. When these 69 complaints are excluded from the overall total, there remain 21 other formal complaints received during the quarter. Of these 21 complaints, the Chief Executive's Department had 5 complaints; the Adult and Community Services Department received 5, the Neighbourhood Services Department had 5; the Children's Services Department had 1; and the Regeneration & Planning Services Department had 5 complaints. There has been an increase in the number of complaints across all departments with most departments seeing an increase of one or two complaints. The exception to this is the Regeneration & Planning Services Department where there was an increase from 1 complaint in Quarter One to 5 complaints in Quarter Two. This figure is however skewed by a group of 3 complaints about a single issue. There is no discernable common theme to the increase in complaints from the public with the types and reasons for complaints varying from department to department. However the situation will be monitored. (See Appendix 1 for detailed figures)

Meeting targets

The corporate complaints procedure has a target of 15 days for reporting back to a complainant with a written response to their complaint, after a thorough investigation. Prompt investigation is always a priority but in some cases the complexity of a complaint and/or the number of people to be contacted during the investigation can mean that the target cannot be met. However in the second quarter of 2006/7, the target was achieved in 92 percent of cases. This is similar to the overall figure for 2005/06 of 88% of investigations completed within target times.

Outcomes of complaints investigations

When a complaint investigation has been completed, a judgement is made by the investigating officer as to whether the authority has been at fault and hence the complaint is upheld, either fully or in part. In the second quarter of 2006/07, 4 complaints (4 percent) were fully upheld and 8 cases were partly upheld (9%).

The overall figures for 2005/06 were of 28% fully upheld and 26% partly upheld. The current quarter's figures are skewed by the large group of complaints about alley gates none of which was upheld. Excluding these cases, the current quarter's figures are 23% fully upheld and 38% partly upheld.

Remedies for complaints

Departments are asked to provide information on what remedies have been offered to people whose complaints have been upheld either in part or in full. Depending on the nature of the complaint, complainants have been:

- offered apologies;
- given explanations as to why a problem arose;
- told what action has been taken to prevent the problem recurring;
- issued with a voucher for free use of a service as compensation;
- paid compensation for the time and trouble caused to the complainant. This was as a local settlement of a complaint which had been made to the Local Government Ombudsman.

Learning from complaints

Complaints can provide useful information on how a service is performing and what problems are being experienced by service users. Departments provide information on what lessons have been learnt from the complaints they have received and what actions have been taken to prevent their recurrence. In the second quarter of 2006/07, wherever possible, departments have taken action. For example, public information has been improved; staff have been reminded of/re-trained on procedures and guidelines; systems have been reviewed to prevent recurrence of problems.

3. COMPLAINTS & COMMENTS PROCEDURE

The Corporate Complaints Procedure has recently been updated with input from Complaints Officers in all departments. The aim of the update was to clarify the guidance for officers and to make the procedure as clear as possible for members of the public. The procedure now covers comments as well as complaints, as these can also be useful in monitoring the impact of services. Departments are now updating their own procedures to incorporate the amendments. The new procedure will be placed on the Intranet and on the Council's website.

4. RECOMMENDATIONS

That the report be noted.

5. BACKGROUND PAPERS

Corporate Complaints April to June 2006 - Report to the Performance Management Portfolio Holder, 21st August 2006.

Hartlepool Borough Council Corporate Complaints Procedure.

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**

APPENDIX 1 - COMPLAINTS MONITORING – April 1st 2006 to June 30th 2006

	Total no. of complaints		Reported on within 15 working days		Reported on outside 15 day target		Not upheld		Partly upheld/partially not upheld		Upheld	
	Qtr 1	Qtr 2	Qtr 1	Qtr 2	Qtr 1	Qtr 2	Qtr 1	Qtr 2	Qtr 1	Qtr 2	Qtr 1	Qtr 2
CHIEF EXECUTIVES' DEPT												
Corporate Strategy	-	-	-	-	-	-	-	-	-	-	-	-
Finance	5	5	5	5	-	-	3	2	2	1	-	2
Legal	-	-	-	-	-	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
TOTALS FOR CHIEF EXEC'S	5	5	5	5	-	-	3	2	2	1	-	2
ADULT & COMMUNITY SERVICES	3	5	2	4	1	1	1	1	1	3	1	1
CHILDREN'S SERVICES	-	1	-	1	-	-	-	1	-	-	-	-
REGENERATION & PLANNING SERVICES	1	5	-	-	1	5	1	3	-	2	-	-
NEIGHBOURHOOD SERVICES	2	74	2	73	-	1	-	71	-	2	2	1
TOTAL DEALT WITH UNDER CORPORATE COMPLAINTS PROCEDURE	11	90	9	83	2	7	5	78	3	8	3	4
			82%	92%	18%	8%	45%	87%	27%	9%	27%	4%

N.B. Social care complaints for both adults and children are not included in these statistics. They are statutorily dealt with through separate complaints procedures with different targets and outcomes. Quarterly reports are made to the appropriate portfolio holders.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27th November 2006



Report of: Assistant Chief Executive and Chief Personnel Services Officer,

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2006/07 – 2ND QUARTER MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the Chief Executive's Departmental Plan 2006/07 in the second quarter of the year.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Chief Executive's Departmental Plan 2006/07 and the second quarter outturns of key performance indicators.

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 27 November 2006.

6. DECISION REQUIRED

Achievement on actions and indicators be noted

Report of: Assistant Chief Executive and Chief Personnel Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2006/07 – 2ND QUARTER MONITORING REPORT

PURPOSE OF REPORT

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2006/07 and the progress of key performance indicators for the period up to 30 September 2006.

BACKGROUND

2. The Performance Management Portfolio Holder agreed the Chief Executive's Departmental Plan in May 2006.
3. The Chief Executives Department is split into four divisions, with Corporate Strategy and Human Resources reporting to the Performance Management Portfolio Holder. Issues relating to the Finance and Legal Services Divisions are reported separately to the Finance Portfolio Holder.
4. The Chief Executive's Departmental Plan 2006/07 sets out the key tasks and issues within an Action Plan to show what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development Improvement Priorities as laid out in the 2006/07 Corporate Plan. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
5. The Council recently introduced an electronic Performance Management Database for collecting and analysing corporate performance. In 2006/07 the database will collect performance information detailed in the Corporate Plan and the five Departmental Plans. The aim is that the database will eventually collect performance information for all levels of the Council, including individual service/operational plans in each department.
6. Each Division has also produced a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in the

Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identified in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT.

FIRST QUARTER PERFORMANCE

7. This section looks in detail at how the Corporate Strategy Division and Human Resources Division have performed in relation to the key actions and performance indicators that were included in the Chief Executives Departmental Plan 2006/07.
8. On a quarterly basis officers from across the department are asked, via the Performance Management database, to provide an update on progress against every action contained in the Departmental Plan and, where appropriate, every Performance Indicator.
9. Officers are asked to provide a short commentary explaining progress made to date, and asked to traffic light each action based on whether or not the action will be, or has been, completed by the target date set out in the Departmental Plan. The traffic light system has been slightly adjusted in 2006/07, following a review of the system used previously. The traffic light system is now :-

Red
Amber
Green

- Action/PI not expected to meet target
- Action/PI expected to be meet target
- Action/PI target achieved

10. Within the Corporate Strategy and Human Resources Divisions there were a total of 133 actions and 19 Performance Indicators identified in the 2006/07 Departmental Plan. Table 1, below, summarises the progress made, to the 30 September 2006, towards achieving these actions and PIs.

Table 1 – Corporate Strategy/Human Resources progress summary

	Corporate Strategy		Human Resources	
	Actions	PIs	Actions	PIs
Green	26	1	13	0
Amber	44	4	32	2
Red	7	1	11	1
Annual	n/a	4	n/a	6
Total	77	10	56	9

11. A total of 39 actions (29%) have already been completed, and a further 76 (57%) are on target to be completed by the target date. However, a total of 18 actions have been highlighted as not being on target, an

increase from 9 actions in quarter 1. More information on these actions can be found in the relevant sections below.

12. It can also be seen that 6 of the Performance Indicators have been highlighted as being expected to hit the target, and 1 indicator currently being highlighted as having already achieved the target. It can be seen that 2 indicators have been highlighted as not being expected to hit the year end target, and an explanation for this is given in the relevant sections below. There are 10 indicators that are only collected on an annual basis and therefore no updates are available for those indicators.

Corporate Strategy Division

13. The Plan contained 77 actions that were the responsibility of the Corporate Strategy Division. As at 30 September a total of 26 had been completed (34%), and 44 (57%) were on target to be completed by the target date stated in the plan. However, 7 actions had either not been completed by the due date, or are no longer on target to be completed on time. Table 2 below details these actions, together with a comment explaining why the deadline will not be met and any appropriate remedial action.

Table2: Corporate Strategy Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED102	Conduct annual contract review	Nov 06	As it is now the mid-point of the contract it was agreed to carry out a more substantial review. This increase in scope and involvement of independent advisors (NCC) has caused the milestone to slip. Timetable to be agreed in October.
CED104	New Intranet Operational	Oct 06	Development plan agreed. Some slippage due to discussions around ongoing costs (now resolved) and the delay in appointing the website support officer. Revised date December 2006.
CED006	Report progress of improvement reviews	Monthly from May 06	Strengthening Communities review completed and reported to Cabinet 25/9/06.
CED038	Implement phase 3 of information security plans	Dec 06	Discussion/clarification of Information Classification policy needed before it can be agreed which policies to roll out. This will then allow a revised date to be provided. Now expected to be rolled out by March 2007.
CED090	Consult with Councillors on Existing communication channels	Sep 06	Some progress has been made following the Executive/Scrutiny Joint investigation into relationships. It was felt more time was required to evaluate the effect of these measures. Milestone needs amending to March 2007.
CED057	Implement Complaints Strategy action plan	Apr 06 and ongoing	Departments currently redrafting complaints procedures to align with change in Corporate Complaints

			Procedure. Leaflets and website to be updated. Still no implementation of e-recording of complaints due to delays in EDRMS.
CED037	Implement phase 2 of information security plans	Sep 06	Slipped slightly due to information security group staff availability. Revised date for implementation is now October/November

14. The Plan also contained 10 Performance Indicators that were the responsibility of the Corporate Strategy Division. 4 of these are reported on an annual basis and there is no update at this stage. However, as at 30 September 5 of the remaining 6 PIs were either on target to meet the full year target or had already done so. However, 1 was not on target, and table 3 below details the indicator, together with a comment explaining why the indicator has been adjudged to be below target.

Table3: Corporate Strategy PIs not on target

PI	Target	2 nd Qtr Outturn	Comment
LPI CE9	PIs amended as a result of external audit	2	2 PI's (PLS and HIP) had to be amended. PLS due to using an incorrect cell on the CIPFA return. HIP due to P1E info being superseded. Both PIs identified late and as such not subject to internal scrutiny before submitting.

15. Within the six months to 30 September, the Corporate Strategy Division completed a number of actions, including: -
- Residents can now access online 'e-forms' to report a number of issues, including refuse collection problems, street lighting issues and wheelie bin queries.
 - View point members can now fill out their surveys on-line through the Council's e-consultation system, and the View point (20) survey conducted in June utilised this facility, with over 150 View point Members expressing an interest in the system, and over 30 completing the survey using this method.

Human Resources Division

16. The Plan contained 56 actions that were the responsibility of the Human Resources Division. As at 30 September a total of 13 (23%) had been completed, and a further 32 (57%) were on target to be completed by the target date stated in the plan. However, 11 actions (20%) had either not been completed by the due date, or are no longer on target to be completed on time. Table 4 below details these actions, together with a comment explaining why the deadline will not be met and any appropriate remedial action.

Table4: Human Resources Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED440	Evaluate year 1 of the Leadership and Management Development Programme and report to Guardian's Group	Sep 06	Limited progress due to Officer who was expected to undertake this project obtaining alternative employment
CED446	Devise an action plan to work towards obtaining accreditation for IIP status	Nov 06 and ongoing	The Member Development Group have agreed to put this activity on hold until the Charter for Member Development is achieved.
CED448	Review and revise workforce development and associated action plans	Sep 06	Draft plan expected to go to Portfolio Holder in November 2006.
CED451	Provide initial training to develop knowledge and skills of officers in workforce planning	May 06	LMDP module developed along with a workforce planning guide for managers – to be rolled out Oct 06 – June 07.
CED482	Implement Equal Pay Strategy	Oct 06	Due to be discussed at the October 'Bridging the Gap' meeting
CED486	Develop and gain an initial agreement on the preferred Pay and Grading Option with Trade Unions	Oct 06	Pay modelling preparatory work not progressing as quickly as anticipated
CED487	Undertake Equality Impact Assessment on preferred Pay and Grading option	Oct 06	Delayed as Pay and Grading modelling not yet commenced
CED488	Obtain Member approval to the preferred pay and grading structure	Nov 06	Delayed as Pay and Grading modelling not yet commenced
CED489	Employees informed of allocation to new grades	Feb 07	Dependent on the pay modelling being completed and the revised pay and grading structure agreed.
CED490	Agreement reached with Trade Unions on harmonised terms and conditions	Oct 06	Being considered as part of the work of the Bridging the Gap meetings.
CED433	Improve Productive Time	Mar 07	Improving Productive time requires sickness absence to reduce – see BVPI 12. Improvements being undertaken as part of a rolling programme via Sickness Champions Group.

17. The Plan also contained 9 Performance Indicators that were the responsibility of the Human Resources Division. Two thirds (6) of these are reported on an annual basis and there is no update at this stage. As at 30 September 2 of the remaining 3 PIs were on target to meet the full year target. However 1 was not on target, and table 5 below details the

indicator, together with a comment explaining why the indicator has been adjudged to be below target.

Table5: Human Resources Pls not on target

PI	Target	2 nd Qtr Outturn	Comment
BVPI 12	10.18 days	15.11 days	Performance adversely affected by weighting in schools over the summer holidays. Outturn up to the end of August 2006.

18. Within the six months to 30 September 2006, the Human Resources Division completed a number of actions, including: -
- Members' email accounts promoted across the Council and included on individual webpage
 - Annual Race and Diversity Report has been published, and is available in hard copy and electronic formats, as well as being available on the Internet and Intranet.
 - Almost two thirds (65.7%) of the total jobs identified for evaluation have been evaluated.

Recommendations

19. It is recommended that achievement of key actions and second quarter outturns of performance indicators are noted.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27th November 2006



Report of: Chief Solicitor

Subject: LEGAL SERVICES DIVISION -
RE-ACCREDITATION TO THE LAW
SOCIETY'S, LEXCEL, PRACTICE
MANAGEMENT STANDARD

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder as to the re-accreditation of the Council's Legal Services Division against the Law Society's Lexcel, Practice Management Standard.

2. SUMMARY OF CONTENTS

- 2.1 In December 2003, the Council's Legal Services Division attained accreditation to the Law Society's Lexcel standard, for a period of three years, subject to satisfactory compliance through annual maintenance visits.
- 2.2 On 6th and 7th November 2006, the Division was assessed against the Lexcel standard (for detail, see main report). Following this assessment, the Division have been recommended for continued certification by the Law Society, to the Lexcel, Practice Management Standard.

3. RELEVANCE TO PORTFOLIO HOLDER

- 3.1 The Portfolio Holder oversees the service areas and functions of the Council's Legal Services Division.

4. TYPE OF DECISION

- 4.1 Non-key.

5. DECISION MAKING ROUTE

5.1 None.

6. DECISION(S) REQUIRED

6.1 None.

Report of: Chief Solicitor

Subject: LEGAL SERVICES DIVISION -
RE-ACCREDITATION TO THE LAW
SOCIETY'S, LEXCEL, PRACTICE
MANAGEMENT STANDARD

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder as to the re-accreditation of the Council's Legal Services Division against the Law Society's, Lexcel, Practice Management Standard, following assessment over the period 6th and 7th November, 2006.

2. BACKGROUND

- 2.1 In December, 2003, the Council's Legal Services Division attained accreditation to the Law Society's Lexcel Practice Management Standard. This certification, was subject to satisfactory compliance through annual maintenance visits and thereafter a full reassessment on the third anniversary of the initial accreditation.
- 2.2 On 6th and 7th November, 2006 an assessment was undertaken under the auspice of the Lexcel Standard (revised: 2004) through a representative of SGS United Kingdom Limited. In essence, Lexcel is the Law Society's Practice Management quality mark and is aligned to other "initiatives" such as ISO9000 and Investors in People. The standard looks at all aspects of practice management and is designed to ensure that practices deliver excellent client care and a consistently high quality of service. In attaining Lexcel certification, the following defined benefits can be achieved;
- reduced mistakes and effective risk management
 - establishing a framework to meet legislative compliance eg money laundering
 - improved client care
 - Management efficiency
 - Excellence becoming standard
 - assisting compliance with proposed new practice rules ie business operations and client relation rules
 - assistance with best value compliance

3. LEXCEL STANDARD

3.1 To ensure the practical implementation of the Lexcel standard, Legal Services are assessed against the following eight elements;

1. Structures and policies.
2. Strategy, the provision of services and marketing.
3. Financial management.
4. Facilities and IT.
5. People management.
6. Supervision and operational risk management.
7. Client care.
8. File and case management.

4. SUMMARY

The Lexcel Practice Management Standard, is specifically designed for the legal profession. Further, it has application to the operation of a quality service area. Accordingly, the retention of the Lexcel quality mark is evidence of a well managed practice with a commitment to quality service and practice.

5. RECOMMENDATIONS

5.1 That the information herein be noted.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27th November 2006



Report of: Assistant Chief Executive

Subject: REVIEW OF STRATEGIC RISK REGISTER

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1. To inform the Portfolio Holder of the current position with regard to the Council's Strategic Risk Register.

2.0 SUMMARY OF CONTENTS

- 2.1 Describes amendments to existing strategic risks and any additional strategic risks following a review by Corporate Risk Management Group (CRMG) and Corporate Management Team (CMT). The review primarily involves examining risk ratings in terms of impact and likelihood and effectiveness of control measures in place to mitigate the risk.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The Portfolio Member has responsibility for risk management issues.

4.0 TYPE OF DECISION

- 4.1 Non- key.

5.0 DECISION MAKING ROUTE

- 5.1 Portfolio Holder meeting 27th November 2006.

6.0 DECISION(S) REQUIRED

- 6.1 To note the review and amendments to the Council's strategic risk register and actions being taken.

Report of: Assistant Chief Executive

Subject: REVIEW OF STRATEGIC RISK REGISTER

1. PURPOSE OF REPORT

- 1.1 To review the Council's Strategic Risk Register.

2 BACKGROUND

- 2.1 The Risk Management strategy identifies specific accountabilities and responsibilities for the management of risk at Hartlepool Borough Council. In line with these, at its meeting on 29th September 2006, the Council's Corporate Risk Management Group (CRMG) considered the Strategic Risk Register. A number of recommendations were reported to Corporate Management Team (CMT) on the 23rd October 2006 for their comments and input.
- 2.2 The changes are reported to the Performance Management Portfolio Holder as the cabinet member with the overall responsibility for the Risk Management Strategy Framework.
- 2.3 For your information, and attached as Appendix 1, a brief overview as to how the risks have been developed and how each of the risks have been rated.

3. REVIEW OF STRATEGIC RISK REGISTER OCTOBER 2006

- 3.1 The Council undertook the annual review of its strategic risks with the assistance of its risk adviser Gallagher Bassett. The outcome of this was reported to Cabinet on June 19 2006. The process of regular quarterly reviews is now underway. Following the most recent of these, there remain 36 strategic risks identified across the authority. The updated Strategic Risk Register is attached as Appendix 2.
- 3.2 The table below summarises the changes since the last review in April 2006.

Strategic Risk Ratings without control measure implementation / with control measures implemented	Oct 2005	April 2006	Oct 2006
Red / Red	5	6	6
Red / Amber	9	13	13
Amber / Amber	11	10	10
Red/Green	-	3	4
Amber Green	-	4	3
Total	25	36	36

Red/Red risks

- 3.3 The following 6 risks continue to be identified as category red after control measures have been put in place. These are known as 'red/red' risks, and are of particular importance for the Council given that their impact/likelihood has not been sufficiently mitigated by the control measures in place to date. The Council is constantly striving to seek improvements in the control measures of these red/red risks with the control measures also being monitored and amended along with the risk ratings. The comments in the table above indicate progress.

Risk Ref/Resp. Officer	Risk Description	Comment
PER5-1.3 Denis Hampson	Flu Pandemic	Completion pandemic flu plans by January 2007 in conjunction with the Cleveland Emergency Planning Unit. A multi agency exercise took place in November.
FIN5-1.8 Keith Smith	Financial Viability and capacity of Building Consultancy Services	A procurement process has commenced to provide external support for the service within a framework agreement.
ENV5-1.3 Alan Coulson	Failure to carry out testing and ongoing monitoring of the Anhydrite Mine	Further testing of the Anhydrite Mine site is planned for early in 2007.
FIN5-1.1 Joanne Machers	Future Equal Pay claims	Work continues to progress on the equality proofed pay and grading structure.
FIN5-1.11 Joanne Machers	Current Equal Pay Claims inc settlement of or adverse finding in ET or existing equal pay claims	This is a reactive situation and current measures, including budget provision, legal advice and negotiations continue.
FIN5-1.2 Nicola Bailey	Failure to provide Council services during emergency conditions	Development of document management and business continuity arrangements are continuing.

New Risks

- 3.4 No new risks have been added to the Strategic Risk Register.

Risks with amended risk ratings

- 3.5 Two of the risks within the Strategic Risk Register have been amended within this recent review and explanation of changes can be found in the following table.

Risk Ref/Resp. Officer	Risk	Previous Rating	New Rating	Explanation of change
FIN5-1.6 Mike Ward	Impact upon council from outsourcing of significant service areas	Amber/ Amber	Amber/ Green	This is a financial risk. Likelihood in next 12 months reduced from Likely to Unlikely as a result of additional control measures. These include: <ul style="list-style-type: none"> • Arrangements for service delivery to other places (i.e. Fire Authority) and • Use of reserves to smooth adjustment period
REP5-1.1 Mike Ward	Discretionary services cut or reduced	Amber/ Green	Amber/ Amber	This is a reputational risk. Likelihood in next 12 months increased from Unlikely to Likely as a result of budget pressures anticipated for 2007/8. The consequences of budget proposals will be highlighted at appropriate points in the decision making process and informed by stakeholder views.

Next Review

- 3.5 The Strategic Risk Register is reviewed by the CRMG on a quarterly basis. The findings will then be reported to CMT and to this Portfolio.

4. RECOMMENDATION

- 4.1 To note the review and amendments to the Council's strategic risk register and actions being taken.

Appendix 1 – Risk Register Ratings

In line with the risk management strategy, each risk is categorised to help ensure a systematic and comprehensive approach to risk management, the categories being:

- Political
- Financial
- Social
- Environmental
- Personnel
- Physical assets
- Information and technology
- Contractors/partners/suppliers
- Reputation

The risk rating is calculated on the basis of impact and likelihood – and the greater the degree of severity and probability, the higher the risk rating, in line with the following matrix:

LIKELIHOOD	IMPACT			
	Extreme	High	Medium	Low
Almost certain	RED	RED	RED	AMBER
Likely	RED	RED	AMBER	GREEN
Possible	RED	AMBER	AMBER	GREEN
Unlikely	AMBER	GREEN	GREEN	GREEN

IMPACT

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

LIKELIHOOD

Expectation of occurrence *within the next 12 months* -

- Almost certain
- Likely
- Possible
- Unlikely

Appendix 2 – Strategic Risk Register November 2006

Hartlepool Borough Council Detailed Risk Report

Department	STRATEGIC	Risk	ASS5-1.3
Section	STRATEGIC	Review	31/12/2006
Category	PHYSICAL ASSETS		

Risk Failure to plan school provision appropriately

Resp Officer ADRIENNE SIMCOCK

Rating Without Control Measure Implementation

AMBER

Impact HIGH
Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Monitor population trends
- Manage School Autonomy Agenda
- 3 year planning process
- School Organisation plan in place
- Develop strategy for B.S.F
- Audit surplus places

Planned Risk Control Measures

- None
-
-

Comments

Failure to plan school provision appropriately with declining school numbers could result in being unable to replace & refurbish school buildings.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
 Section STRATEGIC
 Category POLITICAL/LEGISLATIVE

Risk POL5-1.1
 Review 31/12/2006

Risk Failure to appropriately safeguard children

Resp Officer ADRIENNE SIMCOCK

Rating Without Control Measure Implementation

AMBER

Impact HIGH
 Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
 Likelihood POSSIBLE

Existing Risk Control

- Some Data Protection procedures and protocols are in place
- Information sharing protocols in place
- Trailblazers tasked with developing a system and process that will comply with DPA and meet ISA requirement
- Appointed Caldicott Guardian
- Information Governance Audit underway
- Local Children Safeguard Board, procedures, processes and guidance

Planned Risk Control Measures

- Professionals to be identified and establish integrated children's system
-

Comments

Failure to Implement the Information Sharing Agenda correctly with all of the potential consequences
 Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ENV5-1.3
Section	STRATEGIC	Review	31/12/2006
Category	ENVIRONMENTAL		

Risk Failure to carry out testing and ongoing monitoring of the Anhydrite Mine

Resp Officer ALAN COULSON

Rating Without Control Measure Implementation

RED

Impact EXTREME

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

RED

Impact: EXTREME

Likelihood POSSIBLE

Existing Risk Control

- Study carried out in 2001 which identified the need for further monitoring
- Cabinet agreed first stage of investigation
- Further testing to be carried out in late 2006
-
-
-

Planned Risk Control Measures

- None

▪

Comments

Risk of subsidence and cost to Council in monitoring condition. Also problem in determining Planning applications. Exact condition unknown at present

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ICT5-1.1
Section	STRATEGIC	Review	31/12/2006
Category	INFORMATION & TECHNOLOGY		

Risk **Experiencing failure or lack of access to Critical ICT systems**

Resp Officer ANDREW ATKIN

Rating Without Control Measure Implementation

RED

Impact EXTREME

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood POSSIBLE

Existing Risk Control

- Data back up and recovery plans operated by Northgate
- Information security action plan is in place to address the requirements of the Audit Commission audit
- Ind. Prof. ICT advice now in place
- Core system service standards availability added into the SLA - new.
- SLA serv. Stds revised upwards in terms of availab.
- Client Service Officer now in post to monitor N'gate qual/serv stds

Planned Risk Control Measures

- None

▪

Comments

The Council operates a number of critical computer based systems. Major failure of the system or denial of access could cause serious disruption/total loss of service delivery...

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.7
Section	STRATEGIC	Review	31/12/2006
Category	REPUTATION		

Risk **Loss of Council reputation due to both internal and external factors**

Resp Officer ANDREW ATKIN

Rating Without Control Measure Implementation

RED

Impact HIGH
Likelihood LIKELY

Amended Rating with Control Measures Implemented

AMBER

Impact: MEDIUM
Likelihood POSSIBLE

Existing Risk Control

- Strong relationships with all departments/councillors to plan how the Council deals with major/key issues
- Strong relationships with outside bodies to plan how the Council deals with major/key issues
- Emergency Plan in place to deal with major incidents
- Members development prog to ensure members are able to deal with situations that involve external agencies i.e the media
- Officers development programme to ensure officers have the skills to deal with all situations professionally
- Business Continuity Plans in place and development continues

Planned Risk Control Measures

- None

▪

Comments

External factors include agencies such as the media, other local authorities and business. Internal factors include situations where incorrect/inaccurate information is released by officers or members

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	PER5-1.2
Section	STRATEGIC	Review	31/12/2006
Category	PERSONNEL		

Risk **Failure to provide council services during emergency conditions**

Resp Officer DENIS HAMPSON

Rating Without Control Measure Implementation

RED

Impact EXTREME

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: EXTREME

Likelihood UNLIKELY

Existing Risk Control

- High level of planning for an emergency affecting the local community or environment
- Main business continuity plans will be in place by end December 2005
-
-
-
-

Planned Risk Control Measures

- Document Management development
-

Comments

Further consideration should be paid to planning to continue the council's own services should it be affected by any event which denies access or availability of key resources.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category PERSONNEL

Risk PER5-1.3
Review 31/12/2006

Risk Flu pandemic

Resp Officer DENIS HAMPSON

Rating Without Control Measure Implementation

RED

Impact EXTREME
 Likelihood LIKELY

Amended Rating with Control Measures Implemented

RED

Impact: HIGH
 Likelihood LIKELY

Existing Risk Control

- Main Flu pandemic contingency plan in draft and operable
- Bus. Continuity Plan with Deptmntl overarching framework
- Critical Services Identified at a strategic level
- Strategic Incident Response Team
- Disaster Plan with Northgate & remote access plan.
- Exercises conducted with Health agencies

Planned Risk Control Measures

- Mass Vaccination Plan being written by 31.12.06
- Pandemic Flu plan completed by 31.12.06
-

Comments

It is estimated that 25% of the population could be affected at any point resulting in 40% of staff being absent from work both due to illness & carers responsibilities.

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ASS5-1.1
Section	STRATEGIC	Review	31/12/2006
Category	PHYSICAL ASSETS		

Risk **Lack of resources to maintain building stock**

Resp Officer GRAHAM FRANKLAND

Rating Without Control Measure Implementation

AMBER
Impact HIGH
Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER
Impact: HIGH
Likelihood POSSIBLE

Existing Risk Control

- Prudential borrowing arrangements to provide £3M towards replacing the Mill House
- Prudential borrowing arrangements to provide £3m towards the Civic Centre
- Strategic Asset Management group established
- Reviewed Capital Strategy and Asset Management Plan in place
-
-

Planned Risk Control Measures

- Bid for additional funding for asset management being considered in 07/08 budget process
-

Comments

Much of the Council's building stock is in poor condition.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ENV5-1.4
Section	STRATEGIC	Review	31/12/2006
Category	ENVIRONMENTAL		

Risk **Reduction of CO2 emissions/energy consumption & costs not being met**

Resp Officer GRAHAM FRANKLAND

Rating Without Control Measure Implementation

AMBER

Impact HIGH
Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood POSSIBLE

Existing Risk Control

- Environmental partnership is established as a theme partnership in the LSP along with sub groups
- Neighbourhood Services are leading on environmental & energy saving agenda within the Council
- Council has signed up to Tees Valley Climate Change Partnership
-
-
-

Planned Risk Control Measures

- Bid for additional funding for asset management being considered in 07/08 budget process from building stock premises
- Advice through Energy Accreditation Scheme
-

Comments

Not meeting energy consumption savings & reduction in CO2 emission targets could result in negative reporting from the Audit Commission & impact on the Council's reputation

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category FINANCIAL

Risk FIN5-1.3
Review 31/12/2006

Risk Failure to implement National Procurement Strategy

Resp Officer GRAHAM FRANKLAND

Rating Without Control Measure Implementation

AMBER

Impact HIGH

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: MEDIUM

Likelihood UNLIKELY

Existing Risk Control

- Corporate procurement group established to drive implementation of national and local strategy requirements
- Draft procurement strategy developed & baseline developed with progress & performance being monitored
- Collaborative link with NE Centre of Excellence & Tees Valley Authorities
- E procurement needs identified as part of IEG 4
- 5 year Procurement Plan in place with linked projects
- Contract Procedure Rules updated

Planned Risk Control Measures

- Develop capacity and skills in procurement across the Council
- Enhance collaboration with other local authorities
-

Comments

The Implementation of the National Procurement strategy is of increasing importance nationally given the requirements of the efficiency.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category POLITICAL/LEGISLATIVE

Risk POL5-1.5
Review 31/12/2006

Risk Failure to operate vehicles safely

Resp Officer JAYNE BROWN

Rating Without Control Measure Implementation

RED

Impact HIGH

Likelihood LIKELY

Amended Rating with Control Measures Implemented

GREEN

Impact: HIGH

Likelihood UNLIKELY

Existing Risk Control

- 4 weekly monitoring of trading position
- Service Plans. Vehicle overloading monitoring regime in place
- Onboard weighing systems fitted to refuse vehicles.
- Selected driver training.
- Associated risk assessment in place
-

Planned Risk Control Measures

- Establishment of driver training and assessment initiative
- Driving licence database upgrade
-

Comments

None

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category REPUTATION

Risk REP5-1.8
Review 31/12/2006

Risk Loss of O License

Resp Officer JAYNE BROWN

Rating Without Control Measure Implementation

RED

Impact EXTREME

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: EXTREME

Likelihood UNLIKELY

Existing Risk Control

- Review as part of quarterly performance management
- Loading measurement equipment & monitoring process implemented
- Weight readings fed directly to operational manager via email from incinerator
- Awareness presentation given to Env Div by transport services
- Trends notified to environment management if increase detected
- 2 professional staff capable of holding 'O' licence

Planned Risk Control Measures

- Vehicle specification to compliment strategy at time of order.
- Review arrangements for control of vehicles & drivers
-

Comments

If the Council fails to operate the vehicle fleet in line with the conditions of their operating licence the licence could be removed

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.1
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk **Future Equal pay claims**

Resp Officer JOANNE MACHERS

Rating Without Control Measure Implementation

RED

Impact HIGH
Likelihood LIKELY

Amended Rating with Control Measures Implemented

RED

Impact: HIGH
Likelihood LIKELY

Existing Risk Control

- Resources have been factored into the budget strategy for future pay claims
- Consultation & negotiation with staff and unions
- Job Evaluation scheme is progressing
- Bridging the gap arrangements for 1 April 2004 - 31 March 2007
- Manual Workers JE Scheme & Communication Strategy complete
- Settlement agreed (via COT3) of almost 100% of high risk group employees until March 07

Planned Risk Control Measures

- None

▪

Comments

Increased financial burden from successful claims will reduce funds available for service delivery and may threaten jobs.

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.11
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims

Resp Officer JOANNE MACHERS

Rating Without Control Measure Implementation

RED

Impact: HIGH
Likelihood: ALMOST CERTAIN

Amended Rating with Control Measures Implemented

RED

Impact: HIGH
Likelihood: ALMOST CERTAIN

Existing Risk Control

- Potential costs factored into financial planning arrangements
- Counsel's advice received in respect of possible settlement terms
- Ongoing discussions with claimant's solicitors regarding possible settlement terms
- Preliminary legal points resolved
- Favourable ET decisions regarding Aided School employees (subject to appeal)
-

Planned Risk Control Measures

- None

▪

Comments

Current equal pay claims could result in significant additional costs to the Council & a significant impact on the Council's finances & financial planning arrangements.

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	PER5-1.1
Section	STRATEGIC	Review	31/12/2006
Category	PERSONNEL		

Risk **Loss of key staff / Insufficient numbers of staff to match service delivery demands**

Resp Officer JOANNE MACHERS

Rating Without Control Measure Implementation

RED
Impact HIGH
Likelihood UKELY

Amended Rating with Control Measures Implemented

Impact:

AMBER
HIGH
Likelihood UKELY

Existing Risk Control

- Development of career grade structures in Regeneration and Planning
- Use of outside support - Agency & consultants
- Mainstreaming of exit strategies for some posts
- Recruitment & Retention team in place within Human Resources with Recruitment and Retention Strategy agreed
- Corporate Restructure complete & new directors grading structure agreed
- People Strategy and Workforce Development Plan in place

Planned Risk Control Measures

- None

Comments

Further losses of key posts could significantly impact on the ability of the Council to maintain current excellent performance ratings and also meet the overall aims and objectives set by the Council.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category FINANCIAL

Risk FIN5-1.10
Review 31/12/2006

Risk Failure to maintain trading activity

Resp Officer KEITH SMITH

Rating Without Control Measure Implementation

RED

Impact HIGH

Likelihood LIKELY

Amended Rating with Control Measures Implemented

GREEN

Impact: HIGH

Likelihood UNLIKELY

Existing Risk Control

- Four weekly monitoring of trading position
- Business/Service Plans including monitoring of performance of trading activities.
-
-
-
-

Planned Risk Control Measures

- None
-
-

Comments

There is potential over the next 2/3 years for a reduction in trading activity due to increased central overhead costs & charges to services remaining the same therefore operating at a loss.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.8
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk **Financial Viability and capacity of Building Consultancy services**

Resp Officer KEITH SMITH

Rating Without Control Measure Implementation

RED

Impact	HIGH
Likelihood	ALMOST CERTAIN

Amended Rating with Control Measures Implemented

RED

Impact:	HIGH
Likelihood	LIKELY

Existing Risk Control

- Reduction on staffing levels to match work programme
- Increase in TOS budget support
-
-
-
-

Planned Risk Control Measures

- None

▪

Comments

Risk to the financial viability of building consultancy. Initial risk measures inadequate to solve long term problem. Political uncertainty about how to progress.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category FINANCIAL

Risk FIN5-1.9
Review 31/12/2006

Risk Contaminated Land

Resp Officer KEITH SMITH

Rating Without Control Measure Implementation

RED

Impact EXTREME

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood POSSIBLE

Existing Risk Control

- An approved inspection strategy monitored by cabinet
- Framework Consultant Technical Assessments to transfer risks to external companies
-
-
-
-

Planned Risk Control Measures

- None

▪

Comments

The contaminated land process is resource intensive and very sensitive in the community. Pressure to take action on other potential sites could affect the Council's finances, staff and reputation

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	CPS5-1.2
Section	STRATEGIC	Review	31/12/2006
Category	CONTRACTORS, PARTNERS & SUPPLIERS		
Risk	Failure to have adequate governance procedures in partnership/partnership protocol		
Resp Officer	MKE WARD		

Rating Without Control Measure Implementation

AMBER

Impact: MEDIUM
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: LOW
Likelihood: POSSIBLE

Existing Risk Control

- The Council currently has a number of ad hoc arrangements covering various partnership activities.
- These are dependant upon the size complexity & importance of the partnership.
- These cover set up and subsequent monitoring arrangements.
-
-
-

Planned Risk Control Measures

- it is planned that during 2006/07 this will be extended & developed into a comprehensive strategic framework for all partnerships.
-
-

Comments

In some partnerships the council takes as funder takes the role of accountable body.

Report Run By: CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.4
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk **Sustainability of grant funded services / projects**

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

RED

Impact HIGH
Likelihood LIKELY

Amended Rating with Control Measures Implemented

GREEN

Impact: LOW
Likelihood UNLIKELY

Existing Risk Control

- Exit strategies for key time limited programmes
- Flexibility and financial freedoms granted to CPA "excellent" rated authority
- Application made for special resources to meet housing improvement requirements
- Review of affected programmes once ODPM allocations announced
- The Council has included details of reducing and time expiring grant schemes into its budget process
-

Planned Risk Control Measures

- None

Comments

Sustainability of a service once a funding stream comes to an end is a risk in many areas

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.5
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk Failure to achieve (or significant delay in meeting) capital receipt targets

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

AMBER

Impact MEDIUM

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: LOW

Likelihood UNLIKELY

Existing Risk Control

- Disposals managed to prudential guidelines
- Healthy level of Council reserves
- 3-5 Year property disposals strategy
- Prudential Framework mitigates the impact of risk by giving alternative funding options
-
-

Planned Risk Control Measures

- None

▪

Comments

The capital receipts target is based on a small number of large scale planned disposals. Failure to complete these disposals (or a significant delay) could have serious financial implications.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.6
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk **Impact upon the Council from outsourcing of significant service areas**

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

AMBER

Impact MEDIUM

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: MEDIUM

Likelihood UNLIKELY

Existing Risk Control

- Experience of TUPE transfers
- Arrangements for service delivery to others in place (i.e. Fire Authority)
- Arrangements in place to monitor stability of organisations. These will help to anticipate future changes
- Experience of managing outsourced ICT partner
- Use of reserves to smooth adjustment period
-

Planned Risk Control Measures

- None

Comments

Hartlepool BC is a relatively small Unitary Authority. Outsourcing of significant service areas (such as Hartlepool Housing) can have a significant impact on the organisation...

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category REPUTATION

Risk REP5-1.1
Review 31/12/2006

Risk Discretionary services cut or reduced

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

AMBER

Impact MEDIUM

Likelihood LIKELY

Amended Rating with Control Measures Implemented

AMBER

Impact: MEDIUM

Likelihood LIKELY

Existing Risk Control

- Risk and consequences of proposed cuts are highlighted at appropriate points in the decision making process
- Budget strategy includes consultation processes to inform decision making process with stake holder views
-
-
-
-

Planned Risk Control Measures

- None

▪

Comments

Many of the services provided by the Council are non-statutory and are frequently targeted for budget reductions.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	CPS5-1.1
Section	STRATEGIC	Review	31/12/2006
Category	CONTRACTORS, PARTNERS & SUPPLIERS		

Risk Failure to work in partnership with Health Services

Resp Officer NICOLA BAILEY

Rating Without Control Measure Implementation

RED

Impact HIGH

Likelihood ALMOST CERTAIN

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood POSSIBLE

Existing Risk Control

- Individual Partnership agreements covering responsibilities, accountabilities and liabilities
- Local Strategic P/ship each p/ship has a method to manage the p/ship e.g. board responsible for monitoring performance
-
-
-
-

Planned Risk Control Measures

- None

▪

Comments

White paper has set timescales for the Council and Health Services to work in an organisational partnership. Not meeting the timescales could result in a poor CPA rating and social care performance rating.

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.2
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk **Failure to provide council services during emergency conditions**

Resp Officer NICOLA BAILEY

Rating Without Control Measure Implementation

RED

Impact	HIGH
Likelihood	ALMOST CERTAIN

Amended Rating with Control Measures Implemented

RED

Impact:	HIGH
Likelihood	LIKELY

Existing Risk Control

- Some ad hoc continuity plans in some services
- High level of planning for an emergency affecting the local community or environment
- Main business continuity plans will be in place by end December 2005
- Address requirements of Civic Contingencies Bill
-
-

Planned Risk Control Measures

- Document Management development
-

Comments

Further consideration should be paid to planning to continue the council's own services should it be affected by any event which denies access or availability of key resources

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.7
Section	STRATEGIC	Review	31/12/2006
Category	FINANCIAL		

Risk **Contradictory stance between NHS and HBC responsibilities**

Resp Officer NICOLA BAILEY

Rating Without Control Measure Implementation

RED

Impact HIGH
Likelihood LIKELY

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood POSSIBLE

Existing Risk Control

- Vigorous representation within steering group led by Strategic Health Authority
- Requests for clarity and national protocol from the department of Health (CSSI)
- Contingency level of budget impact identified
- Local discussion and negotiation in Panels, with appeals mechanism
- Local Authorities & Health Care providers to review certain cases
- That have been refused NHS Continuing Care in line with recent NHS Ombudsman judgement

Planned Risk Control Measures

- None

▪

Comments

Primary responsibility for clients with social care needs rest with the Council, & for medical/health care needs with the NHS.

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.7
Section	STRATEGIC	Review	31/12/2006
Category	POLITICAL/LEGISLATIVE		
Risk	Potential negative effect of changes in local authority structures on Hartlepool		
Resp Officer	PAUL WALKER		

Rating Without Control Measure Implementation

RED
Impact: EXTREME
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER
Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Promote H/Pool's success at National, Regional and Sub Regional
- Keep abreast of changing/emerging policies and ensuring that the success of H/pool is recognised
- Responding to national consultation on the role & function of local authorities
- Ensuring continued focus on achievement of local priorities
-
-

Planned Risk Control Measures

- None
-
-

Comments

The White Paper Future Funding Local Government - Structures Two Tier Areas to Unitary Authority with between 250,000 and 1.5 million population

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.8
Section	STRATEGIC	Review	31/12/2006
Category	POLITICAL/LEGISLATIVE		
Risk	National & regional needs imposed which may not reflect Hartlepool needs including the creation of City Regions		
Resp Officer	PAUL WALKER		

Rating Without Control Measure Implementation

RED

Impact: HIGH
Likelihood: ALMOST CERTAIN

Amended Rating with Control Measures Implemented

AMBER

Impact: MEDIUM
Likelihood: POSSIBLE

Existing Risk Control

- Ongoing responses to Gov consultation on changes or potential changes at a nat & reg level e.g Lyons Enquiry
- Promoting Hartlepool both within the Region & to a wider audience
- Working with organisations directly & regional Tees Valley Authorities
- Maintain Operation/Management Communications with local and regional agencies
-
-

Planned Risk Control Measures

- None
-
-

Comments

The Council has good relationships with local organisations which enables the Council to be effective in developing local initiatives.

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.2
Section	STRATEGIC	Review	31/12/2006
Category	REPUTATION		

Risk Reduction of CPA rating will lead to adverse publicity and damage to the Council's reputation

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Performance targets regularly reviewed by management teams/Cabinet
- Further improved performance management arrangements for 2006/07
- Implementation of organisational development priorities included in Corp Plan 2006/07
- CPA project plan prepared and regularly discussed with CE & resources have been identified to support CPA process
- Lead Officers identified with regular monitoring & review by CMT to be developed
-

Planned Risk Control Measures

- None

▪

Comments

A reduction in the CPA rating could create an adverse effect on staff morale / recruitment and Retention

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.3
Section	STRATEGIC	Review	31/12/2006
Category	REPUTATION		

Risk **Change programme / Restructuring of the Authority**

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

RED

Impact	HIGH
Likelihood	LIKELY

Amended Rating with Control Measures Implemented

AMBER

Impact:	HIGH
Likelihood	POSSIBLE

Existing Risk Control

- Project management and risk assessment assigned to change programme teams
- Communication with staff e.g. briefings, newsletters, mgt team meeting, CMT monthly meeting, dlr briefings
- Continue regular monitoring of performance through CMT, DMTs, Cabinet & Scrutiny
- Way Forward Board, Steering Group, Quarterly monitoring by CMT
- Temporary staffing arrangements in place to cover vacant posts
-

Planned Risk Control Measures

- None

Comments

The lack of people in post and/or acting up through the Change Programme/Restructuring of the Authority

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.4
Section	STRATEGIC	Review	31/12/2006
Category	REPUTATION		

Risk **Loss of focus on strategic direction and key priorities (political direction)**

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

AMBER

Impact	HIGH
Likelihood	POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact:	HIGH
Likelihood	POSSIBLE

Existing Risk Control

- Members development programme has been developed and will be further enhanced
- Provision of information to inform the budgetary process for 2005/6 (consultation, SIMALTO etc)
- Members seminar programme in operation throughout the year
- Members regular monitoring of performance against priorities

Planned Risk Control Measures

- Review of performance information by CMT

▪

Comments

The previous 12 months have been a period of on-going change at Hartlepool

Report Run By CEC SKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ENV5-1.1
Section	STRATEGIC	Review	31/12/2006
Category	ENVIRONMENTAL		

Risk **Controversy relating to contentious decisions**

Resp Officer PETER SCOTT

Rating Without Control Measure Implementation

AMBER

Impact HIGH
Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood POSSIBLE

Existing Risk Control

- Work closely with other agencies e.g Environment Agency, HSE & GONE
- Professionally qualified staff and the obtaining of professional advice from external specialists
- Early alert to Executive Members and Public Relations office of potential media interest stories
- Ensure requests for specialist information from developers
-
-

Planned Risk Control Measures

- None

▪

Comments

In certain exceptional cases development proposals come forward with potentially wide ranging environmental implications. HBC may not be able to influence decisions which have a negative impact on its reputation/image of area/local economy

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ENV5-1.2
Section	STRATEGIC	Review	31/12/2006
Category	ENVIRONMENTAL		

Risk **Lack of resources for sustainability development**

Resp Officer PETER SCOTT

Rating Without Control Measure Implementation

AMBER

Impact HIGH
Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood POSSIBLE

Existing Risk Control

- Environmental partnership is established as a theme partnership in the LSP along with sub groups
- Lack of resources for sustainable development was raised in recent budget reviews & discussed within CMT
- Local Development Framework has sustainability has been agreed
- The Local Plan has recently been adopted
- Budget bid for as a 'priority' item in 2007/08 round. Awaiting decision.
-

Planned Risk Control Measures

- None

▪

Comments

The risk of sustainability not being strategically driven is that important targets may not be met and financial penalties and adverse inspection outcomes could be received. A strategy was produced but not progressed due to a lack of resources

Report Run By CECST 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.6
Section	STRATEGIC	Review	31/12/2006
Category	POLITICAL/LEGISLATIVE		
Risk	Effective delivery of housing market renewal affected by external decisions		
Resp Officer	PETER SCOTT		

Rating Without Control Measure Implementation

RED
Impact: HIGH
Likelihood: LIKELY

Amended Rating with Control Measures Implemented

AMBER
Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Recognised experts appointed to co-ordinate all necessary processes
- Working with Legal consultants to ensure all statutory requirements are met
- H/pool is a partner with the Tees Valley Living HMR initiative
- Effective Consultation with communities to secure support & manage expectations
- Pship with delivering bodies, H/pool Revival & Housing H/Pool
- HMR Co-ordinator located within regen & forward planning team establishing good strategy & proposals

Planned Risk Control Measures

- None

▪

Comments

HMR is a long, complex and sensitive process which depends on securing funding from the Regional Housing Board and Central Government through Tees Valley Living. Outcomes of funding/legal processes are sometimes uncertain

Report Run By: CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.5
Section	STRATEGIC	Review	31/12/2006
Category	REPUTATION		

Risk Failure to realise plans for Victoria Harbour regeneration scheme

Resp Officer PETER SCOTT

Rating Without Control Measure Implementation

AMBER

Impact	HIGH
Likelihood	POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact:	HIGH
Likelihood	POSSIBLE

Existing Risk Control

- Pship Boards at Tees Valley Regeneration (TVR) for Victoria Harbour Project & Project Teams have H'Pool Council snr rep.
- Close pship working with site owners & TVR to produce master plan & other docs i.e. Section 106 Agreement.
- Close liaison with regional & sub-regional bodies
- Extensive studies undertaken by TVR & site owners
- Representation made on key strat planning docs to identify H/Pod Quays (incl Victoria Harbour) as a regen priority
- Victoria Harbour is reflected in adopted local plan & is included in the Corporate Plan

Planned Risk Control Measures

- None

▪

Comments

The Victoria Harbour scheme is the major regeneration project for the Council. Undue delays or reduced quality of the scheme would impact on the ability of the Council to achieve a step change in the regeneration of the town.

Report Run By CECSKT 13 November 2006

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.2
Section	STRATEGIC	Review	31/12/2006
Category	POLITICAL/LEGISLATIVE		

Risk **Failure to carry out a statutory process**

Resp Officer TONY BROWN

Rating Without Control Measure Implementation

RED

Impact EXTREME

Likelihood POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: EXTREME

Likelihood UNLIKELY

Existing Risk Control

- Management processes for the performance of statutory responsibilities
- Lexcel accreditation of the above processes
- Policy Statement awareness of new legislation guidance to departments
- Monitor progress of white paper

Planned Risk Control Measures

- None

▪

Comments

There are a multitude of statutory processes with which the Council must comply and for which failure could be damaging in terms of significant financial loss and damage to reputation

Report Run By CEC SKT 13 November 2006

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27 November 2006



Report of: Head of Public Protection & Housing and
Chief Personnel Services Officer



Subject: EXTENDED CAREER GRADE SCHEME FOR
ENVIRONMENTAL HEALTH AND TRADING
STANDARDS OFFICERS (EHOs & TSOs)

SUMMARY

1. PURPOSE OF REPORT

To review the extended Career Grade Scheme for Environmental Health and Trading Standards Officers.

2. SUMMARY OF CONTENTS

The report reviews the progress of the scheme, as agreed by the Portfolio Holder in September 2005, and updates the current position on the retention and recruitment of EHOs and TSOs within the Public Protection & Housing Division. Information is included on the national and local situation as to vacant posts.

3. RELEVANCE TO PORTFOLIO HOLDER

The Portfolio Holder is responsible for staff retention and reward matters under Performance Management.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Performance Management Portfolio Holder, 27 November 2006.

6. DECISION(S) REQUIRED

To agree to the continuation of the extended career grade scheme for EHOs and TSOs.

Report of: Head of Public Protection & Housing and
Chief Personnel Services Officer

Subject: EXTENDED CAREER GRADE SCHEME FOR
ENVIRONMENTAL HEALTH & TRADING
STANDARDS OFFICERS (EHOs & TSOs)

1. PURPOSE OF REPORT

- 1.1 To review the extended Career Grade Scheme for Environmental Health Officers (EHO's) and Trading Standards Officers (TSO's) to verify its effectiveness in the recruitment and retention of EHO's and TSO's.

2. BACKGROUND

- 2.1 In response to the ongoing difficulties in recruiting and retaining qualified EHO's and TSO's, the Performance Management Portfolio Holder considered a report on 5 September 2005.
- 2.2 The Portfolio Holder approved a revised career grade scheme for all posts occupied by either qualified EHO's or TSO's – the scheme to be reviewed after 12 months in operation.
- 2.3 Objective and challenging criteria for career progression has been established which includes experience, qualifications, performance and sickness levels.
- 2.4 This report reviews the progress of the scheme and updates the Portfolio Holder on current staffing issues within the Public Protection and Housing Division.

3. REVIEW OF SCHEME: SEPTEMBER 2005 – SEPTEMBER 2006

- 3.1 At the time of the original report in September 2005, the Division had vacancies for two TSO's (out of an establishment of four) and two EHO's (including one part-time post).
- 3.2 Following the Portfolio Holder approval of the extended career grade scheme, vacant posts were advertised, including a reference to the agreed new scheme. As a result, two experienced officers were recruited (one EHO and one TSO). Both the appointees cited the extended career grade scheme as a significant incentive in applying for employment by Hartlepool Borough Council.

- 3.3 Unfortunately, the TSO appointee has recently terminated employment with the Council in favour of a position outside the region in the private sector. That vacant post has again been advertised, but failed to attract any applicants. The post is to be downgraded to a technical officer post on a temporary basis and offered to the existing trainee TSO who has obtained the necessary degree and is working towards the professional qualification of the Institute of Trading Standards Officers. The second vacant TSO post has been filled with a recently qualified officer who trained with this authority.
- 3.4 As regards the vacant EHO posts, one has been filled with an experienced, qualified officer who was previously trained and employed by this authority. The other vacant part time EHO post was enhanced with hours freed by other staff who have opted for part-time working to produce a full time post which has been filled with our newly qualified trainee.
- 3.5 Of the 16 EHO's and TSO's employed by the Council, seven have successfully achieved entry to the extended career grade scheme.
- 3.6 In order to further aid retention and recruitment, the Council now has four trainees in post (two EHO's and two TSO's). These posts are part funded from external sources such as the ODPM. Whilst four student posts is an unusually large training commitment for a small authority, this route has traditionally proved successful for this Council.
- 3.7 The original report also committed to reviewing the various schemes in the Neighbourhood Services Department that apply to Technical Officers, as part of a wider review of career grades. Discussions have taken place with relevant union representatives on this matter and it has been agreed to take no action until the outcome of the job evaluation process is known.

4. NATIONAL & LOCAL SITUATION ON EHO & TSO POSTS

- 4.1 There continues to be a national shortage of both qualified EHO's and TSO's.
- 4.2 The Local Government Pay and Workforce Strategy 2005 document which was produced by the ODPM, Employers Organisations and Local Government Association, includes as its main objectives:

“Ensuring local government has the people capacity required to deliver improved services and better customer focus in front line services”.

- 4.3 Two of the five strategic priorities in the report are:

“Resourcing Local Government – ensuring that authorities recruit, train and retain the staff they need”.

“Pay and Rewards – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving both value for money in service delivery and fairness”.

- 4.4 The report also highlights that in March 2001, 30% of Local Authorities were experiencing some recruitment and retention difficulties. This had increased to 94% of authorities by January 2004.
- 4.5 The report also lists the current top ten occupational shortages as set out below:

Occupation	% of employing councils reporting recruitment problems	
	2003	2004
Social worker – children and families	83	89
Social worker – community care	n/a	75
Occupational therapist	45	73
Environmental health officer	41	67
Trading standards officer	36	63
Social worker – residential	n/a	61
Planning officer	79	60
Building control officer	32	59
Educational psychologist	34	57
Teacher	29	52
Librarian	n/a	48

- 4.6 The table highlights that recruitment and retention problems are increasing in local government. There are signs that increased actions by local authorities, various professional institutes and universities are beginning to address skill shortages, e.g., the number of trainee EHO's has risen from 275 in 2002 to 400 per annum in 2004. However, there is still some distance to go before the skill shortages are satisfactorily addressed.
- 4.7 The national picture is reflected in this region. One adjacent authority reports that two of the eight EHO posts were vacant in the summer despite paying an annual supplement of £2k for staff who remain in their employment with that Council. The same authority also reports that of 3.6 TSO posts, only 0.6 were filled, one was vacant and two were filled with trainees. There is also an increasing trend throughout the region of employing non-qualified officers to posts.

5. FINANCIAL CONSIDERATIONS

- 5.1 The total cost of the extended scheme up to the end of August 2006 for the seven officers currently on the scheme, was £3,612 (inclusive of National Insurance and superannuation).

- 5.2 Costs for continuing the scheme for the current participating officers for a further 12 months is estimated at approximately £14.5k. However, it is likely more officers will be successful during the course of the next 12 months and precise costings are difficult to predict. However, the costs will be within the original estimated costs set out in last years original report (£7,900 for 2005/06, £23,700 for 2006/07 and a maximum of £35,800 by 2007/08 as compared with current salary costs).
- 5.3 These costs will continue to be met from various operational divisional budgets with minimal effect on service provision.

6. CONCLUSION

- 6.1 The revised career grade scheme does appear to have been a benefit in both the recruitment and retention of qualified EHO's and TSO's.
- 6.2 Despite there being ample opportunities to seek employment in other authorities in the region, only one relevant resignation has been received since the summer of 2005. Two trainees whom the Council appointed to permanent full time posts in the previous 12 months, have remained in the authority's employment and it is expected a further 'in house' trainee will accept an offer of the vacant TSO post once qualified.
- 6.3 The revised career grade scheme has successfully demonstrated the authority's commitment to attracting and retaining a skilled professional workforce and provides the Council with good value for money.
- 6.4 It is therefore recommended that the scheme be continued and that it be reviewed again after a further 12 months with a subsequent report to the Performance Management Portfolio Holder.

7. RECOMMENDATION

- 7.1 That the Portfolio Holder agrees to continuing the extended career grade scheme for EHO's and TSO's.
- 7.2 That the scheme be reviewed in a further 12 months and a report be prepared for the consideration of the Performance Management Portfolio Holder.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

27th November 2006



Report of: Head of Procurement and Property Services

Subject: WAYLEAVE AGREEMENT, FOR
DEVELOPMENT AT SEATON CAREW

SUMMARY

1.0 PURPOSE OF REPORT

To obtain authorisation for the granting of a wayleave agreement for the installation of drainage on the former baths site adjacent to Coronation Drive at Seaton Carew.

2.0 SUMMARY OF CONTENTS

Background detail of this scheme is included which proposes the granting of a wayleave agreement for drainage at Coronation Drive.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Property assets are the Portfolio Holders responsibility.

4.0 TYPE OF DECISION

Non- Key

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

The Portfolio Holder to give approval for the granting of a wayleave agreement under the terms proposed.

Report of: Head of Procurement and Property Services

Subject: WAYLEAVE AGREEMENT, FOR
DEVELOPMENT AT SEATON CAREW

1. PURPOSE OF REPORT

- 1.1 To obtain authorisation for the granting of a wayleave agreement for the installation of drainage on the former baths site adjacent to Coronation Drive at Seaton Carew.

2. BACKGROUND

- 2.1 The owners of the former Baths site were granted permission for the construction of a bar/restaurant by appeal in July 2005. The owners have commenced work on site and as part of the works a sewerage system is required to be put into place.
- 2.2 The proposed sewerage system crosses Council land as shown attached to this report at **Appendix 1**, and the owners have therefore approached the Council in respect of a wayleave agreement. This would formalise the installation of the sewerage and protect the Council from any future liabilities.
- 2.3 The pipeline will be used for the discharge of treated effluent from a septic tank and storm water discharge that passes through an oil interceptor. This process purifies the water, so by the time it reaches the Council owned culverted watercourse the water will meet Environment Agency standards.
- 2.4 In the event of any system failure and possible pollution, the wayleave will ensure that liability lies with the polluter, which in this case would be the owner if it was their system that failed. This is not always easy to prove, but in this case the Environment Agency have advised that in this case it would be clear if the owner was responsible. The council would reserve the right to enter upon any part of the pipeline for testing and inspection purposes, and also for an inspection chamber to be placed in the septic tank.
- 2.5 Unfortunately work has begun on the installation of the sewerage system without the Council's knowledge, and only came to light when the Council's Principal Engineer who deals with environmental issues discovered this and demanded work halted immediately. To secure

the site and ensure that the public were protected and the Council were indemnified, the Estates Manager granted a licence agreement for the pipework to be finished, but a stipulation of this licence was that the pipeline cannot be used until a wayleave has been granted. Should the wayleave not be entered into, the Estates Manager has reserved the right to request that the pipes be removed immediately and the site reinstated.

3. FINANCIAL IMPLICATIONS

- 3.1 Details of financial implications are attached at Confidential **Appendix 2**. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

4. RECOMMENDATIONS

- 4.1 The Portfolio Holder to give approval for the granting of a wayleave agreement under the terms proposed.



PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

27th November 2006



Report of: Head of Procurement and Property Services

Subject: 2 LANSDOWNE ROAD, HARTLEPOOL

SUMMARY

1.0 PURPOSE OF REPORT

To advise Portfolio Holder of the outcome of the recent marketing of this property.

2.0 SUMMARY OF CONTENTS

Summary of marketing process and the outcomes of the marketing with an overview of the bids received.

3.0 RELEVANCE TO PORTFOLIO MEMBER

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

4.0 TYPE OF DECISION

Non key

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

Portfolio Holder's views are sought.

Report of: Head of Procurement and Property Services

Subject: 2 LANSDOWNE ROAD, HARTLEPOOL

1. PURPOSE OF REPORT

- 1.1 To advise Portfolio Holder of the outcome of the recent marketing of this property.

2. BACKGROUND

- 2.1 The Portfolio Holder will recall that at the meeting on 21st August, approval was given for the Council's Estates manager to market 2 Lansdowne Road with a view to the disposal of the property in line with the Asset Management Plan and property rationalisation.
- 2.2 The property was marketed with advertisements in the Hartlepool Mail for a period of 8 weeks with sales particulars including offer form and envelope available for interested parties. A 'for sale' board was placed at the property and open sessions were held to allow prospective purchasers the opportunity to view the property.
- 2.3 During the marketing period 47 sets of property particulars were sent to interested parties. The closing date for receipt of bids was 10th November 2006 at 4pm. By this date, 13 bids were received. These are outlined in the financial implications section of this report.

3. FINANCIAL IMPLICATIONS

- 3.1 The bids received were as follows:

No	Amount bid	Use
1	£75,100	Private dwelling
2	£35,800	Private dwelling
3	£75,000	Private dwelling
4	£76,550	Private dwelling
5	£95,550	Private dwelling
6	£76,500	Private dwelling
7	£75,000	Private dwelling
8	£40,000	Private dwelling
9	£70,000	Private dwelling
10	£80,000	Refurbishment then resale
11	£70,000	Private dwelling
12	£47,500	Private dwelling
13	£83,750	Private dwelling

- 3.2 The highest bid was bid number 5, but this purchaser would need to sell her existing home prior to being able to purchase this property. The purchase would also then be subject to a mortgage. Bidder number 5 has indicated that she has previous experience of refurbishment and that it would be her intention to refurbish this property to a high standard.
- 3.3 The second highest bidder, number 13, has indicated that the purchase of 2 Lansdowne Road is not dependent on the sale of another property as they would seek to sell their existing property to a family member. They consider that they would be in a position to complete the purchase of the property within 4-6 weeks and would fund the purchase through a mortgage. They have stated that they intend to carry out the refurbishment of the property with the assistance of family members.
- 3.4 The third highest bidder, number 10, is proposing that they would purchase the property and carry out refurbishment work immediately, with a view to then selling the property on. The purchase would be a cash purchase and would not require a survey or valuation report. In support of the bid, this bidder attached evidence that they have the cash available to complete the purchase immediately.
- 3.5 The Council's Estates Manager valued this property for entry within the Council's asset register in financial year 2005-6 for £75,000. This took account of the fact that the property has significant structural damage. The Estates Manager is of the opinion that should a mortgage lender require a valuation or other survey of the property, this would be taken into account and the amount lent to a potential borrower would be decreased as a result.

4. RECOMMENDATIONS

- 4.1 Portfolio Holder's views are sought.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

27th November 2006



Report of: Head of Procurement and Property Services

Subject: PARTNERING ARRANGEMENTS FOR
CORPORATE PLANNED MAINTENANCE AND
MINOR WORKS

SUMMARY

1.0 PURPOSE OF REPORT

To update the Portfolio Holder on negotiations with R.I. Construction regarding their appointment as a partner to the Corporate Planned Maintenance and minor Works Contract.

2.0 SUMMARY OF CONTENTS

Confirmation of negotiations with R.I. Construction with regard to them becoming a permanent partner in the Partnering Arrangements for Corporate Planned Maintenance and minor Works Contract. Arrangement to run until the end of the current contract period.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is Procurement Champion.

4.0 TYPE OF DECISION

Non key

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

That the Portfolio Holder notes the report and endorses the appointment of R.I. Construction.

Report of: Head of Procurement and Property Services

Subject: PARTNERING ARRANGEMENTS FOR
CORPORATE PLANNED MAINTENANCE AND
MINOR WORKS

1. PURPOSE OF REPORT

- 1.1 To update the Portfolio Holder on negotiations with R.I. Construction regarding their appointment as a partner to the Corporate Planned Maintenance and minor Works Contract.

2. BACKGROUND

- 2.1 It was reported at the portfolio meeting of July 24th 2006 that MMP Plasline, one of the partners in the Strategic Maintenance Partnership, had gone into administration.
- 2.2 In accordance with the terms of our contract with MMP Plasline once an administrator is appointed the contract is terminated with immediate effect.
- 2.3 As reported in the portfolio report of October 16th 2006 in order to ensure that future projects are delivered in accordance with the clients requirements a permanent solution was required to replace the temporary arrangements previously agreed due to MMP going into administration and to maintain the element of competition within the Strategic Partnership until the end of the current contract.
- 2.4 To this end there was an opportunity to add a replacement third partner R.I. Construction who finished a close third in the original external evaluation process, were part of the first partnership arrangement, still work for the Council on other contracts and had been through the whole selection process.
- 2.5 The Portfolio Holder agreed that the best value option would be to appoint them to the partnership through negotiation to ensure competitive prices.

3. NEGOTIATIONS

- 3.1 Negotiations were held with R.I. Construction on the basis that they would be competitive against original criteria for award.
- 3.2 R.I. Construction have confirmed that their previous tender Submission of August 2004 remains valid and that they are willing to enter into the Partnering Agreement in accordance with the terms and conditions stated therein.
- 3.3 Contract documentation is in the process of being completed.

4. RECOMMENDATIONS

- 4.1 That the Portfolio Holder notes the report and endorses the appointment of R.I. Construction.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

27th November 2006



Report of: Head of Procurement and Property Services

Subject: CHILDREN'S CENTRES

SUMMARY

1.0 PURPOSE OF REPORT

To obtain Portfolio Holder's approval to these projects being procured by competitive tender.

2.0 SUMMARY OF CONTENTS

To outline the reasons for these projects to be procured by competitive tender.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is Procurement Champion.

4.0 TYPE OF DECISION

Non-key decision

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

- i) That the Portfolio Holder agrees to these projects being procured by Competitive tendering rather than via the Strategic partnership partnering procedures.
- ii) That the Portfolio Holder agrees to receive a future report on the comparison of the tender and partnering processes.

Report of: Head of Procurement and Property Services

Subject: CHILDREN'S CENTRES

1. PURPOSE OF REPORT

- 1.1 To obtain Portfolio Holder's approval to these projects being procured by competitive tender.

2. BACKGROUND

- 2.1 There are six projects in the Children's Centres programme, four of which could be procured via the Strategic Partnership as their values are under £100,000.
- 2.2 The Schemes, and the estimated expenditure in respect of each, are listed in the Confidential **Appendix 1. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**
- 2.3 The schemes are funded by the General Sure Start Grant, an external grant from DfES. The capital spend was approved by Cabinet in the Children's Centres and Extended Schools Strategy in June 2006 and the individual proposed projects were approved by the Children's Services Portfolio Holder in October 2006.
- 2.4 The schemes consist of adaptations and extensions to form new Children's Centres and need to commence on site this financial year.
- 2.5 In accordance with Council's Procurement Procedures market testing of selected works within the Strategic Partnership was to be carried out to ensure that over the term of contract competitive prices are maintained.
- 2.6 It must be stressed however that the Strategic Partnership partners were not wholly selected on cost but the overall quality of the service provided.
- 2.7 Another consideration that must be taken into account is the increased cost for Professional Services and the timescale of the procurement process.

- 2.8 All of these issues must be considered during the market testing process to determine whether Best Value is being achieved by the Strategic Partnership.
- 2.9 In discussions with Children's Services and the schools it was proposed that these schemes could be used to market test the Strategic Partnership. The decision for this was twofold, firstly a further test would be timely and secondly the previous phase of Children's Centres were carried out via the Partnership and therefore give us an ideal opportunity for comparison of the main indicators for similar schemes.
- 2.10 The three strategic partners (The Council's in-house team, Gus Robinson Developments Ltd and R.I Construction) will all be given the opportunity to tender for the works in competition with other contractors from the Council's select list of contractors.
- 2.11 In accordance with the Council's Contract Procedure Rules each of the lists for the six contracts will be reported to the Contract Scrutiny Panel

3.0 FINANCIAL IMPLICATIONS.

- 3.1 The works would be carried out within the budget limits set by the Client.

4.0 RECOMMENDATIONS.

- 4.1 That the Portfolio Holder agrees to these projects being procured by Competitive tendering rather than via the Strategic partnership partnering procedures.
- 4.2 That the Portfolio Holder agrees to receive a future report on the comparison of the tender and partnering processes.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

27th November 2006



Report of: Head of Procurement and Property Services

Subject: 73 JUTLAND ROAD, HARTLEPOOL

SUMMARY

1.0 PURPOSE OF REPORT

To seek Portfolio Holder approval for the Council to take a licence of offices at 73 Jutland Road.

2.0 SUMMARY OF CONTENTS

Background and rationale behind the proposal to take a licence and summary of the main terms to which the licence will be subject.

3.0 RELEVANCE TO PORTFOLIO MEMBER

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

4.0 TYPE OF DECISION

Non key

5.0 DECISION MAKING ROUTE

Portfolio Holder only

5.0 DECISION(S) REQUIRED

That Portfolio Holder approve the taking of a Licence at 73 Jutland Road.

Report of: Head of Procurement and Property Services

Subject: 73 JUTLAND ROAD, HARTLEPOOL

1. PURPOSE OF REPORT

- 1.1 To seek Portfolio Holder approval for the Council to take a licence of offices at 73 Jutland Road.

2. BACKGROUND

- 2.1 The Anti-social Behaviour Unit has experienced difficulties with its current location above the Police Office in Jutland Road. This is primarily because it is not centrally located in the town and it does not offer interview facilities to members of the public. This affects the teams' service delivery and efficiency.
- 2.2 The Council's Corporate accommodation pressures mean that the unit cannot be located centrally at the moment. This will change in the near future and is currently being assessed as part of the short/medium term corporate accommodation strategy.
- 2.3 Until the recent closure of the Housing Hartlepool sub-office in Jutland Road the Anti-social Behaviour Unit used the interview facility there for interviewing members of the public which has now been lost causing operational difficulties.
- 2.4 The present accommodation which is three small first floor rooms is too small for the team (8 staff) as a result of staff expansion over the past 12 months. The Unit is hopeful of further increasing in size by two staff members in early 2007 and therefore alternative accommodation needs to be considered.
- 2.5 It is proposed that the former Housing Hartlepool sub-office (73 Jutland Road) be used in the short term to enable the unit to expand and offer improved facilities and public service until more suitable accommodation becomes available centrally.

3. FINANCIAL IMPLICATIONS

- 3.1 It is proposed that the Council take a 6 month licence of the premises as a temporary measure. Terms and conditions can be found attached at the confidential **Appendix 1. This item contains exempt**

information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

- 3.2 The Council's Estates Manager has considered the rental being quoted and is of the opinion that this represents market value.

4. RECOMMENDATIONS

- 4.1 That Portfolio Holder approve the taking of a Licence at 73 Jutland Road.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

27th November 2006



Report of: Head of Procurement and Property Services

Subject: E PROCUREMENT STRATEGY REVIEW

SUMMARY

1.0 PURPOSE OF REPORT

To provide an update on the findings of an E Procurement Review carried out by National e-Procurement Project (NePP).

2.0 SUMMARY OF CONTENTS

The report highlights the areas of good practice and potential for development and for improvement. An action plan brings together the conclusions.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is the procurement champion.

4.0 TYPE OF DECISION

Non key decision

5.0 DECISION MAKING ROUTE

Portfolio Holder only

6.0 DECISION(S) REQUIRED

The Portfolio Holder notes the progress to date and endorses the action plan.

Report of: Head of Procurement and Property Services

Subject: E PROCUREMENT REVIEW

1. PURPOSE OF REPORT

- 1.1 To provide an update on the findings of an E Procurement Review carried out by National e-Procurement Project (NePP)

2. BACKGROUND

- 2.1 As part of our monitoring process and fitness check on e procurement a peer review has been completed by the Improvement and Development Agency (IDeA). The peer review provides a guide for future development. The Council entered into the arrangement voluntarily to assist in our long term ambitions.
- 2.2 The National e-Procurement Project (NePP) has engaged IDeA to support a number of councils with e-procurement. This work is funded by the Department for Communities and Local Government.
- 2.3 The IDeA consultants have been made available to undertake a brief on-site review and report back to the Council on its progress with e-procurement, identifying next steps and further support likely to be required. The report is shared with the NePP for national data-gathering purposes. The findings are shared with the Department for Communities and Local Government, at a non-attributed summary level.
- 2.4 A copy of the E Procurement review is attached at **Appendix 1**.
- 2.5 Northgate have produced an e procurement strategic business case as part of our ICT Strategy approved by Cabinet and the Council has an e procurement strategy approved by the Portfolio Holder at the meeting of 8th August 2005. The strategy was set out at a high level at an early stage so that as our e procurement business case is developed together with the new financial management system a more detailed framework and action plan can be produced. The peer review assists in this process.

3. SUMMARY OF MAIN FINDINGS

- 3.1 By referring to specific evidence the review recognises the Council's positive progress on:-
- 3.1.1 A strong commitment to using procurement to deliver strategic and efficiency benefits.
 - 3.1.2 The strengthening of our ICT services.
 - 3.1.3 The implementation of a new financial management system.
 - 3.1.4 Integration through Business Process Reengineering.
 - 3.1.5 Proactive use of spend analysis to identify key areas of spend and facilitate supplier rationalisation.
 - 3.1.6 The working relationship with the North East Centre of Excellence and North East Purchasing Organisation generally and on e procurement specifically.
 - 3.1.7 Governance through Member and Officer Champions in procurement and e government.
 - 3.1.8 Providing a sound base for implementation of e procurement and gaining further cashable and non-cashable benefits.
 - 3.1.9 A cross-cutting approach with a willingness to change and a business case culture.
- 3.2 The report also highlights areas for development and improvement:-
- 3.2.1 A realistic target should be agreed for the implementation of the e procurement series of the financial management system.
 - 3.2.2 The e procurement strategy needs to reflect the overall vision for e procurement and the specific e procurement solutions that the Council will implement and by when.
- These points are dependent on the development of the new financial system and associated tools, particularly the Electronic Document and Records Management System.
- 3.2.3 A concern was raised on the small number of staff in the corporate procurement function and potential capacity issues although it must be recognised that much of the Council's Procurement takes place within service departments.

4. RECOMMENDATIONS OF THE REVIEW

In summary the recommendations were as follows:-

- 4.1 The Council needs to develop a detailed business case for e procurement from which a revised e procurement strategy should flow.
- 4.2 Take advantage of timescale prior to implementation of e-procurement module within the new FMS to underpin the work on procurement and make 'quick wins'.
- 4.3 Review performance indicators for procurement and e-procurement.
- 4.4 Develop the process for tracking cost and efficiency savings by identifying benefits from e procurement.
- 4.5 Learn from regional e-procurement projects.
- 4.6 Undertake a resource / skills analysis.
- 4.7 Identify further opportunities for collaboration.

5. CONCLUSIONS AND NEXT STEPS

- 5.1 The recommendations of the review are given as guidance for the Council to consider in its future e-procurement development. Although not mandatory, there are some relevant issues raised which have been included in an action plan detailed in **Appendix 2**.
- 5.2 The Action Plan sets out our e procurement priorities which will bring about greatest potential for efficiency savings.
- 5.3 The action plan will form the basis of the development of the Council's e procurement strategy and its delivery will be assisted by the phased introduction of the e procurement series within the new financial management system.

6. RECOMMENDATIONS

- 6.1 That the Portfolio Holder notes the progress to date and endorses the action plan.



**National e-Procurement Project
Support for Authorities**

E-PROCUREMENT REVIEW

Hartlepool Borough Council

FINAL 1.0
25th August 2006

Revision History

<i>Version number</i>	<i>Revision date</i>	<i>By whom</i>	<i>Summary of changes</i>
0.1	12-06-06	Peter Rentell	First draft
0.2	15-06-06	Dr Gordon Murray	QA
1.0	25-08-06	Steven Locker	Final Version

Distribution

NePP Project Manager Copy 1 (File)
Hartlepool Borough Council Copy 2

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Supporting documentation (provided by the consultant)

<i>Document title</i>	<i>Date of issue</i>	<i>Approved by</i>
Scorecard	25-04-06	Peter Rentell
Parts 1 – 9 NePP Guidance on e-procurement	12-05-06	Peter Rentell

Supporting documentation (provided by the Authority)

<i>Document title</i>	<i>Date of issue</i>	<i>Author</i>
Procurement Strategy	2005 Revision	
E-Procurement Strategy		
Annual Efficiency Statement		
IEG6 Return 2006		
Corporate (Best Value Performance) Plan	2005/2006	
Cabinet Report – Integrated ICT Strategy	09-07-05	
CMT E=Procurement Strategic Business Case	13-02-06	

Background

Background to NePP involvement

The National e-Procurement Project (NePP) has engaged IDeA to support a number of councils with e-procurement. This work is funded by the DCLG.

IDeA consultants have been made available to undertake a brief on-site review and report back to the authority on its progress with e-procurement, identifying next steps and further support likely to be required. The report is shared with the NePP for national data-gathering purposes. The findings are confidential, and will not be shared with the DCLG, other than at non-attributed summary level.

The authority has entered into the arrangement voluntarily. The co-operation of the authority in this review is gratefully acknowledged. The review participants are listed in Appendix A.

Local context

Established in 1996, Hartlepool Borough Council is the second smallest unitary authority in England with a population of around 91,000, and is one of twelve English authorities with a directly elected mayor. As a unitary authority the council provides a wide range of local government services, from schools and social services to regeneration and refuse collection.

Hartlepool is a labour led council which, together with its directly elected mayor, has 47 elected councillors covering 17 wards. The council employs approximately 4,500 staff across all services. The council's net revenue expenditure for 2006/07 is planned at £130M.

For the past four years the council has been rated as 'Excellent', and latterly 4 star, under the CPA framework.

Procurement context

Hartlepool Borough Council spends around £50m per annum on a range of goods, works and services. Strategic procurement responsibility sits with the Head of Procurement and Property Services, who is also responsible for monitoring delivery of the corporate procurement strategy, and operational responsibility is devolved to the service areas.

The council is a member of the North Eastern Purchasing Organisation (NEPO). NEPO provides the North Eastern councils with a means of pooling purchasing knowledge and expertise and of gaining savings through aggregated contracts and co-ordinated purchasing. Where the council has agreed to be involved in a particular NEPO contract it will not let contracts for similar goods during the lifetime of the NEPO contract.

The 2005/06 Annual Efficiency Statement outlined expected cashable savings of £43K for procurement through the improvement of existing procurement practices, such as bulk buying with other authorities and the development of new arrangements such as e-Procurement. Efficiency gains would also be achieved from market testing existing service delivery methods and determining where outsourcing will deliver efficiencies.

Summary Assessment

Main findings and conclusions

The council recognise the importance of procurement and has a strong commitment to using procurement to deliver strategic and efficiency benefits, this is evidenced by the Corporate Procurement Working Group which is chaired by the Head of Procurement and Property Services with representatives from service areas, HR, Finance and Audit. Cascade groups are formed for strategic procurement initiatives such as e-procurement and these report back to the Corporate Group. There is also an Efficiency Working Group, which cascades down to a number of departmental efficiency groups.

The council's ICT services are currently provided under a 10-year strategic partnership agreement by Northgate (previously known as Sx3), following an outsourcing procurement option, and the agreement is currently about half way through its duration. The relationship is continually monitored and the council have strengthened the ICT client support function by appointing a dedicated member of staff and obtaining professional advice where necessary.

The council has agreed to provide revenue support to the NEPO procurement portal allowing online quotations and tendering although this is currently being reviewed. An established purchasing card programme is in place and this is to be expanded by joining the Government Purchase Card (GPC) scheme and rolling out across the organisation. In addition, the council are working on developing complementary online purchasing options within the FMS and integrating with the Uniclass system.

Hartlepool have a range of back office applications and run a number of applications on behalf of partner organisations including Housing Hartlepool and the Fire Brigade.

The council have implemented a replacement financial management system (INTEGRA) with effect from 1st April 2006, which replaces the previous FMS (CODA). This will phase the introduction of significant process changes including the e-enabling of procurement functions and the provision of an integrated FM and Costing system over the next 12 months. An outline business case for e-procurement has been produced by Northgate but a detailed business case is still to be drafted and approved by cabinet. The target for implementation of the e-procurement system is October 2006. It was noted, from the interviews held, that the perceived target for implementation ranged from October 2006 to January 2007. A realistic target should be agreed to ensure expectations can be managed and realised.

Business process re-engineering is being co-ordinated by one dedicated member of staff across the organisation to ensure optimum integration and use of functionality.

The current e-procurement strategy is very generic and needs to reflect the overall vision for e-procurement at the council and the specific e-procurement solutions that the council will implement and by when. The council are involved in a number of e-procurement initiatives such as the trial on e-tendering via NEPO with Due North. In addition, the council are proactively using the spend analysis tool initiated by the Regional Centre of Excellence (RCE) to identify key areas of spend and facilitate a supplier rationalisation programme.

An e-auction was undertaken 3 years ago for doors resulting in savings of 30% and the council are currently participating with the NE RCE on a regional e-auction for stationery. The council have a good working relationship with the RCE and the chief executive sits on the RCE Steering Group.

The current governance structure for procurement is that the Head of Procurement and Property Services, who is also the officer champion, reports to the chief executive, and politically, on a regular basis, to cabinet. The council have a procurement champion (Councillor Alan Jackson) and also an e-government champion (assistant chief executive).

Hartlepool are starting from a fairly sound base for implementation of e-procurement having already implemented a replacement FMS with an e-procurement module integral to it. This means that the likelihood of gaining further cashable and non-cashable benefits from use of such technology is at a medium level. The NePP calculate that unitary councils such as Hartlepool can, in total, make £3.5m savings in the cost of goods and services along with 15 FTE savings in e-purchasing and procurement card process efficiencies. Many factors will influence the level of actual spend including current level of consolidation on goods and services, having a clearly defined and implemented procurement and e-procurement strategy, having a large number of suppliers and having a large number of steps in the procure-to-pay cycle.

Cashable savings of £300K have been targeted for the procurement function for 2006/07 and these are to be obtained from the stationery contract (regional RCE initiative) and rationalisation of suppliers in areas such as advertising spend.

There was evidence of a cross-cutting approach throughout the organisation with a willingness to change and a business case culture instilled within the council. The only concern was that there are a small number of staff with numerous responsibilities and intelligence could be easily lost if key people moved on or were on long-term absence, therefore, continuity and succession need to be addressed.

Recommendations

The council need to formulate a detailed business case for e-procurement. This should consolidate the councils thinking regarding all forms of e-procurement. The advantages and disadvantages of each solution should be considered in the options appraisal section of the business case. The business case should also include recognition of the implementation costs (may be included in the new FMS budget) and how e-procurement will change the way in which the council selects suppliers, purchases goods, etc. Business process re-engineering, in order to map the complete purchase to pay process, and review of contract standing orders are a key part of this process.

An e-procurement strategy, articulating the overall vision for e-procurement, should flow from the business case. Once this has been completed, the council can then address the introduction of each e-procurement element, such as e-sourcing, e-contract management and e-auctions.

The period between now and the implementation of the e-procurement system should be used wisely to take advantage of any 'quick wins' that may be available and to make arrangements to underpin e-procurement activity such as supplier adoption, increased use of BACS, further spend analysis and ensuring commitment from elected members.

A formal competency framework is required for procurement and it is recommended that specific performance indicators are developed for the procurement function and for the e-procurement system in order to measure the benefits against the business case; a baseline assessment would be helpful.

It is recommended that a resource analysis is undertaken to ensure there is sufficient capacity and competence available to successfully complete roll-out of the system, particularly in the light of the small number of multi-tasked staff who are currently managing this agenda.

The RCE have funded a regional project on e-procurement (all 25 North Eastern authorities). The council need to fully understand the scope of this regional project to determine their own strategy for e-procurement solutions and to avoid any potential duplication of effort.

The council do make use of consortia agreements such as those of NEPO for various commodities and OGC buying solutions for mobile phones and professional services. However,

the council is encouraged to reconsider using these options for low-value low-risk procurements as well as considering wider usage of such arrangements as appropriate.

It is recommended that the council conclude a compact with the third sector at the earliest opportunity, which may also give an opportunity to engage with the sector on e-procurement capability.

3. Review findings in detail

These findings are based on interviews with the limited number of informants seen in the time available (see Appendix A).

Area explored	Findings / Resolution
Procurement and e-procurement Strategy	A procurement strategy is in place that aligns with the council's core values, however, the strategy needs to specifically incorporate the National Procurement Strategy (NPS) milestones. The strategy includes Key Strategic Procurement Objectives, however, a detailed implementation plan needs to be developed. An e-procurement strategy exists, however, it needs to incorporate all individual documents that currently exist on various e-procurement initiatives into one composite strategy.
Governance arrangements	Hartlepool have both a member and officer procurement champions, however, it is considered that the procurement strategy could more clearly set out the roles and responsibilities of cabinet, scrutiny and the procurement champions. In addition there is a Corporate Procurement Working Group chaired by the Head of Procurement and Property Services with representatives from service areas, HR, Finance and Audit, for which the council is commended.
Use of IEG monies and Annual Efficiency Statement	<p>Officer responsible for IEG allocation: Assistant Chief Executive.</p> <p>IEG monies allocation for e-procurement: No IEG monies have been allocated for e-procurement specifically. Funds have been allocated elsewhere.</p> <p>Notes on IEG use: Current projects include recent implementation of a replacement FMS with other priority projects being an update of the CRM system, a new Content Management system, Electronic Document and Records Management rolling out across the authority and home and remote working solutions.</p>
Notes on use of e-procurement solutions	<p>The council implemented its replacement FMS system (INTEGRA) with effect from 1st April 2006. The initial implementation phase included core general, purchase, sales and cash management ledgers together with associated reporting, interfaces and workflows. Included within this is the introduction of centralised scanning and registration of creditor invoices and integration with the corporate EDRMS solution.</p> <p>E-tendering Currently trialling an e-tendering solution (Due North) via NEPO in Property Services.</p>

Area explored	Findings / Resolution
	<p>E-marketplace:</p> <p>Not currently in use. The RCE are currently developing a business case for a regional e-Marketplace using IDEA marketplace and Ukprocure; the council are awaiting the outcome of this. Draft business case has been prepared by Northgate, the council's IT outsourced partner.</p>
	<p>Own-hosted catalogues:</p> <p>Yes as part of the new e-procurement system. Some supplier catalogues are used via NEPO framework arrangements.</p>
	<p>Supplier Catalogues:</p> <p>The council have an on-line contract for the supply of stationery, which incorporates a supplier catalogue.</p>
	<p>E-auctions:</p> <p>Involved in an e-auction for doors three years ago and currently involved in the NE RCE initiative on a regional e-auction for stationery.</p>
	<p>Electronic order generation:</p> <p>The new e-procurement system allows for this.</p>
	<p>Electronic transmission of orders:</p> <p>The new e-procurement system allows for this.</p>
	<p>E-invoicing:</p> <p>Functionality included within the new e-procurement system.</p>
	<p>Workflow for orders:</p> <p>The new e-procurement system allows for this.</p>
	<p>Workflow for invoices:</p> <p>The new e-procurement system allows for this.</p>
	<p>E-payments:</p> <p>BACS payments to suppliers is approximately 80%.</p> <p>On-time payments within 30 days is approximately 97%.</p>
	<p>P-cards:</p> <p>The council have approximately 50 purchase cards in use in neighbourhood services & direct services and will review the situation when the e-procurement system is fully implemented.</p>
	<p>Electronic contract management tools:</p> <p>Not currently in use</p>
	<p>Supplier Portal:</p> <p>The council currently use the NEPO supplier portal but are concerned that it doesn't work well for them due to their geographical situation. The council are considering a sub-regional portal for the Tees Valley councils.</p>
	<p>Selling to the Council guide:</p> <p>A 'Selling to' guide is in place and available on the council website.</p>
	<p>Management Information:</p> <p>Not currently available</p>

Area explored	Findings / Resolution
	Specialist software in use by departments: Care First used for provision of professional services.
Robustness of e-procurement plans	E-procurement is at a fairly advanced base at Hartlepool with an e-procurement system identified as a module to the new FMS (INTEGRA) that went live on 1 st April 2006. The council are encouraged to develop a detailed business case for e-procurement, which in turn will allow a detailed e-procurement strategy to flow from it.
Resources available to procurement	The council have a Head of Procurement and Property Services with responsibility for strategic procurement with a small team comprising two dual Procurement/Finance Officers and an administrative assistant. There is a devolved system, with departments being responsible for their own procurement. No information on the amount of departmental time spent on procurement was available. There is no competency framework available for procurement-related staff, although the importance of this has been recognised.
Regional collaboration, attitudes and opportunities	The council recognises that collaboration is key to success and have made a commitment to partnership working in the Corporate (Best Value Performance) Plan. The council are members of NEPO and are currently involved with 13 other NE councils and the NE RCE on a Regional e-auction for stationery. The council are a member of a Tees Valley sub-regional collaboration procurement group with five other organisations (Redcar & Cleveland, Stockton, Middlesbrough, Darlington and Cleveland Police) who operate a 'lead buyer' approach.
Barriers	The only possible barriers identified to e-procurement in the short-term are the HR view on e-invoicing/payment in terms of consulting with the Trade Unions and the over-reliance on a small number of experienced staff responsible for delivering the e-procurement agenda.
Scope for improvement	See section 4

Recommended outcomes and actions

The following recommendations are proposed. Timescales are indicative elapsed times to progress each recommendation. As part of Recommendation 1, the council should establish firm plans based on priorities and available resources, taking into account the e-Government and NPS milestones.

ID	Recommendation 1			
1	Develop the Business Case and strategy for e-procurement			
1.1	Gain the commitment and support from councillors and senior managers by calculating potential spend savings and collating characteristics of the current procurement process. Use this to evidence the case for e-procurement. Appoint a project sponsor.			
1.2	Use the regional supplier spend analysis to categorise into a defined set of spend categories and capacity for change.			
1.2	Use suggested methodology and guidance from NePP for developing the business case for e-procurement.			
1.3	Investigate patterns of expenditure, aggregation of contracts, low level and maverick spend to prioritise e-procurement focus areas.			
1.4	Identify SME's and impact analysis on local community sustainability.			
1.5	Include this in an updated procurement strategy to reflect findings from study and areas of focus and revise the contract standing orders.			
1.6	Include an implementation plan and timescales.			
T	Timescale: 4 – 6 weeks			
Efficiency potential		High	Medium	Low
Cashable savings			x	
Non-cashable savings				x

ID	Recommendation 2			
2	Take advantage of timescale prior to implementation of e-procurement module within the new FMS to underpin the work on procurement and make 'quick wins'			
2.1	Encourage suppliers to move towards receipt of BACS for invoice payments to increase uptake.			
2.2	Continue with invoice consolidation initiative to reduce the number of invoices received.			
2.3	Make use of the spend analysis being undertaken by the NE RCE to rationalise supply base and identify other potential savings across the council.			
2.4	Map the current P2P process and agree a revised process for e-procurement implementation.			
2.5	Develop and implement a supplier adoption strategy. Encourage suppliers to use the NEPO supplier portal and use supplier open days to communicate the strategy for e-procurement implementation including timescales.			
2.6	Communicate the e-procurement strategy to councillors; gain their support and commitment.			
T	Starting immediately.			
Efficiency potential		High	Medium	Low
Cashable savings			x	
Non-cashable savings		x		

ID	Recommendation 3			
3	Review performance indicators for procurement and e-procurement			
3.1	<p>The two key elements of good procurement are process compliance and value for money. Hartlepool have already made good progress on both these areas, but possible KPIs could include:</p> <ul style="list-style-type: none">• % of spend reviewed for VFM in the past three years• Supplier performance• Progress towards NPS milestones• % spend on-contract• Cost savings achieved per annum• % of SMEs within Supplier base			
3.2	<p>Agree performance indicators to measure the actual benefits, post implementation of the e-procurement system, against the benefits outlined in the Business Case. Possible indicators could include:</p> <ul style="list-style-type: none">• Reduction in contract leakage (off-contract spend)• Increase in retrospective rebates for greater throughput on frameworks• Transfer of resource to front-line services previously involved in the P2P process			
T	6 – 8 weeks			
Efficiency potential		High	Medium	Low
Cashable savings				x
Non-cashable savings				x

ID	Recommendation 4			
4	Develop a process for tracking cost and efficiency savings			
4.1	Identify potential areas of benefits from e-procurement.			
4.2	Move forward with the project on a regional e-auction for stationery and potential for consolidation on advertising spend.			
4.3	Consider other, relatively simple, aggregated cost saving initiatives, such as provision of agency staff.			
T	By October 2006.			
Efficiency potential		High	Medium	Low
Cashable savings			x	
Non-cashable savings			x	

ID	Recommendation 5		
5	Regional e-procurement project (NE RCE)		
5.1	As a participating council clarify the scope of the RCE funded project for a regional e-procurement strategy.		
5.2	If the project is not moving forward satisfactorily, in line with the business case, it is suggested that the project is subjected to a 'gateway review'		
5.3	Learn from experience from other councils that have implemented one or several of the technologies included in the project (Marketplace, e-invoicing, e-sourcing and p-cards). The newly appointed Beacon Councils for procurement may be able to help with this.		
T	6 - 8 weeks		
Efficiency potential		High	Medium
Cashable savings			x
Non-cashable savings		x	

ID	Recommendation 6		
6	Undertake a Resource/Skills Analysis		
6.1	Identify the key stakeholders within the council at present.		
6.2	Develop a resource plan for delivery of the e-procurement implementation.		
6.3	Identify resource/skill gaps from the resource plan and agree a strategy to address the issues.		
6.4	Ensure the provision of resource (from internal and external sources as appropriate) in a timely manner.		
T	4 – 6 weeks.		
Efficiency potential		High	Medium
Cashable savings			X
Non-cashable savings			x

ID	REGIONAL RECOMMENDATION		
7	Identify further opportunities for collaboration		
7.1	Develop a collaboration strategy and associated performance management process to maximise the potential gains from collaboration.		
7.2	Keep closely involved in the work that the Centre of Excellence and NEPO are doing		
7.3	Proactively look for collaboration opportunities around joint contracts and the consolidation of buying power.		
7.4	Benchmark consortia prices for low value/low risk goods using whole life costing criteria instead of purchase price.		
T	Starting immediately		
Efficiency potential		High	Medium
Cashable savings			x
Non-cashable savings			x

APPENDIX A List of participants

Hartlepool Borough Council	Paul Walker, Chief Executive
	Graham Frankland, Head of Procurement and Property Services
	Mike Ward, Chief Financial Officer
	Sharon Bramley, Principal Auditor
	Karen Burke, Senior Procurement & Finance Officer
	Mic Bannister, Principal Procurement & Finance Officer
IDeA	Peter Rentell, Principal Procurement Consultant. IDeA

APPENDIX B Sources of further guidance and support

National Procurement Strategy	<p>The National Procurement Strategy for Local Government sets out the national strategy and targets for all Local Authority procurement, including some guidance on the use of e-procurement:</p> <p>http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/divisionhomepage/029685.hcsp</p>
e-Government Priority Outcomes	<p>The ODPMs 'Priority Outcomes' paper defines the expectations and timetable for all the e-Government outcomes, including the e-procurement outcomes:</p> <p>http://www.odpm.gov.uk/prs/prattach/20040112/1.doc</p> <p>A supplementary guidance paper has been produced by the IDeA.</p> <p>http://www.idea.gov.uk/transformation/Priority_outcomes_notes.rtf</p> <p>Further details on e-procurement outcomes can be found here:</p> <p>http://www.ticon.biz/assets/targets4.pdf</p>
NePP	<p>The National e-Procurement Project (NePP) has published comprehensive guidance on e-procurement. This is disseminated via the <i>IDeA Knowledge</i> web-site</p> <p>www.idea.gov.uk/knowledge/eprocurement</p> <p>The NEPP will also be running regional workshops in early 2005, the content of which will be informed by e-procurement reviews such as this one. Details can be found on the NePP website:</p> <p>www.nepp.org.uk</p>
IDeA	<p>The local government Improvement and Development Agency (IDeA) is local governments improvement agency, set up by and for the local government community to stimulate and support continual and self-sustaining improvement and development within local government. IDeA deliver practical solutions and develop innovative approaches to enable local government to share learning and promote its success. Support with efficiency and procurement is available from services@idea.gov.uk</p>

HARTLEPOOL BOROUGH COUNCIL

E PROCUREMENT STRATEGY

ACTION PLAN



November 2006

APPENDIX 2

Objective	Action	Responsibility	Timescale	Comments
Develop business case for e procurement	<ul style="list-style-type: none"> Produce business case based on FMS operation and options on centralisation and e-enablement. Rationalisation of procurement function. Standardisation of processes. 	G Frankland / M Ward	March 2007	
Produce an updated e procurement strategy	<ul style="list-style-type: none"> Report to Portfolio January 29th 2007. 	G Frankland / M Ward	January 2007	
Put in place a programme of e procurement solutions	<ul style="list-style-type: none"> Identify solutions based on business case and development of e series of FMS / NEPO portal. E.g. e tendering, e ordering / invoices, e auctions, e market place. 	G Frankland / K Shears	February 2007	
Develop and implement a supplier adoption strategy	<ul style="list-style-type: none"> Encourage suppliers to work electronically with the Council. 	K Shears / M Bannister	From February 2007	<ul style="list-style-type: none"> As e procurement solutions are rolled out.
Produce a suite of performance indicators for procurement and e procurement	<ul style="list-style-type: none"> Implement performance indicators based on development of e series of FMS. 	G Frankland	April 2007	<ul style="list-style-type: none"> Based on IDeA guidance on performance indicators.

APPENDIX 2

Identify benefits from e procurement	<ul style="list-style-type: none"> • Identify potential areas of benefit. • Carry out BPR exercises. • Agree process with Procurement/ Efficiency Groups. 	G Frankland	February 2007	<ul style="list-style-type: none"> • Develop links with efficiency strategy.
Review the procurement capacity within the Council	<ul style="list-style-type: none"> • Continue to provide procurement and FMS training. • Consider Centralisation of financial administration and link with procurement. • Review of resources of Procurement Unit. • Prioritise key projects. 	G Frankland / M Ward	May 2007	<ul style="list-style-type: none"> • Centralisation following BPR exercises to achieve savings. • Concentrate on key projects.
Identify further opportunities for collaboration	<ul style="list-style-type: none"> • Work with NECE, NEPO, Tees Valley Authorities. 	G Frankland	December 2006 and onwards	<ul style="list-style-type: none"> • Work with regional e procurement project. • Attending Beacon Council event on 21.11.06.
Review progress on e procurement	<ul style="list-style-type: none"> • Quarterly monitoring from June 07 	G Frankland / M Ward	July 2007 and onwards	<ul style="list-style-type: none"> • Part of service planning and efficiency strategy.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

27th November 2006



Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2006/07 – 2ND
QUARTER MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the key actions identified in the Neighbourhood Services Departmental Plan 2006/07 and the progress of key performance indicators for the period up to 30 September 2006.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Neighbourhood Services Departmental Plan 2006/07 and the second quarter outturns of key performance indicators.

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 27 November 2006.

6. DECISION REQUIRED

It is recommended that achievement of key actions and first quarter outturns of performance indicators are noted.

Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2006/07 – 2ND
QUARTER MONITORING REPORT

1.0 PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the progress made against the key actions identified in the Neighbourhood Services Departmental Plan 2006/07 and the progress of key performance indicators for the period up to 30 September 2006.

2.0 BACKGROUND

- 2.1 The Performance Management Portfolio Holder agreed the Neighbourhood Services Departmental Plan in July 2006.
- 2.2 The Portfolio Holder for Performance Management has responsibility for part of the Neighbourhood Services Departmental Plan.
- 2.3 The Neighbourhood Services Departmental Plan 2006/07 sets out the key tasks and issues along with an Action Plan to show what is to be achieved by the department in the coming year.
- 2.4 The Council recently introduced an electronic performance management database for collecting and analysing performance. In 2006/07 the database will collect performance information detailed in the Corporate Plan, the five Departmental Plans and the Services Plans of the Neighbourhood Services Department.
- 2.5 Each section within the department produces a Service Plan, detailing the key tasks and issues facing them in the coming year. Each plan contains an actions, detailing how each individual section contributes to the key tasks and priorities contained within the Neighbourhood Services Departmental plan and ultimately those of the Corporate plan.

3.0 SECOND QUARTER PERFORMANCE

- 3.1 This section looks in detail at how the Neighbourhood Services Department have performed in relation to the key actions and performance indicators that were included in the Neighbourhood Services Departmental Plan 2006/07 and which the Portfolio Holder for Performance Management has responsibility for.

- 3.2 On a quarterly basis officers from across the department are asked, via the Performance Management database, to provide an update on progress against every action contained in the performance plans and, where appropriate, every performance indicator.
- 3.3 Officers are asked to provide a short commentary explaining progress made to date, and asked to traffic light each action based on whether or not the action will be, or has been, completed by the target date set out in the plans. The traffic light system has been slightly adjusted in 2006/07, following a review of the system used previously. The traffic light system is now: -

Red	- Action/PI not expected to meet target
Amber	- Action/PI expected to be meet target
Green	- Action/PI target achieved

- 3.4 Within the Neighbourhood Services Departmental Plan there are a total of 95 actions and 119 Performance Indicators identified. The Portfolio Holder for Performance Management has responsibility for 33 of these actions and of these performance indicators. Table 1, below, summarises the progress made, to the 30 September 2006, towards achieving these actions and performance indicators.

Table 1 – Neighbourhood Services progress summary

	Departmental Plan		Performance Management Portfolio	
	Actions	PIs	Actions	PIs
Green	25	22	7	-
Amber	61	63	23	-
Red	5	3	3	1
Annual	4	29	-	1
Total	95	117	33	2

- 3.5 Seven of the actions for which the Portfolio Holder has responsibility have already been completed, and a further 23 are on target to be completed by the target date. However, 3 of the actions have been highlighted as not being on target, although one of them in relation to the capital strategy and asset management plan has subsequently been completed with only one month delay. More information on these actions can be found in table 2 below.

Table2: Actions not completed on target/not on target

Ref	Action	Milestone	Comment
NS025	Produce an integrated asset management plan / capital strategy for Cabinet approval	June 2006	This has been completed in July 2006
NS094	Reduce long term sickness absence within the services through innovative attendance management	Mar 07	A reporting mechanism has been introduced for use by divisional management teams. DMT are reviewing all long term sickness absence on a monthly basis. Use of full range of absence management procedures being implemented
NS087	Develop and implement Geographical Information System solution on a phased basis.	Nov 06	There is some potential for delay in progressing the approach to delivery.

- 3.6 It can also be seen that 1 of the Performance Indicators has been highlighted as not expected to hit the target although there may be potential to catch up (detailed in table 3 below). One further indicator relating to access to buildings (BVPI156) is collected on an annual basis and therefore no update is available for this at present although improvement projects have been commissioned.

Table3: Performance Indicators not completed on target/not on target

Ref	Action	Target	Outturn	Comment
PL102	Complete 25% of asset valuations per quarter	20% of 5 year programme	12%	Resource difficulties and prioritisation work on North Central Hartlepool compulsory purchases have delayed progress. It is expected that although the target may not be met this year, the overall five year target will be met.

3.7 Positive results include:-

- Implementation of job costing module of Integra FMS is progressing well with efficiency savings for 2007/8 identified.
- Capital Strategy / Asset Management Plan now approved by Cabinet and asset needs being considered in the 07/08 budget process.
- Restructure of the Neighbourhood Services Department has been completed.
- Development and rollout of the first four information security plans was completed on 12th September 2006.
- Self assessment forms completed in June to ensure all Council Departments, understand and deliver their responsibility to prevent and reduce crime and disorder when delivering their services.

4.0 RECOMMENDATIONS

- 4.1 It is recommended that achievement of key actions and first quarter outturns of performance indicators are noted.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

27th November 2006



Report of: Head of Procurement and Property Services

Subject: 5 YEAR PROCUREMENT PLAN

SUMMARY

1.0 PURPOSE OF REPORT

To seek Portfolio approval to the Council's updated 5 Year Procurement Plan in line with the requirements of the National Procurement Strategy.

2.0 SUMMARY OF CONTENTS

The report outlines the background to the requirement of a 5 Year Procurement Plan and highlights some of the key procurement exercises over the next 5 years.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Portfolio Holder is Procurement Champion

4.0 TYPE OF DECISION

Non key

5.0 DECISION MAKING ROUTE

Portfolio Holder Only

6.0 DECISION(S) REQUIRED

That the Portfolio Holder approves the updated 5 Year Procurement Plan

Report of: Head of Procurement and Property Services

Subject: 5 YEAR PROCUREMENT PLAN

1. PURPOSE OF REPORT

- 1.1 To seek Portfolio approval to the Council's updated 5 Year Procurement Plan in line with the requirements of the National Procurement Strategy.

2. BACKGROUND

- 2.1 To provide focus for the potential developments and benefits attributable to reviewed procurement practices and outcomes the Council, as recommended by the National Procurement Strategy, the Council has in place a 5 year procurement plan which provides the basis for a prioritised plan of action which can be communicated to all interested and relevant parties.

- 2.2 The original plan was approved by the Portfolio Holder at the meeting held on 28th November 2005.

- 2.3 The plan is set in the context of the environment within which the Council operates and the pressures which it is required to respond to.

2.4 National and Local Picture

The National Procurement Strategy underlines the need for all local authorities to raise the profile of procurement as a strategic tool and to demonstrate both political and officer leadership. It aims to illustrate how to use innovative ways to procure, work in partnership with others and manage services that will better achieve community plan objectives, deliver consistently high quality services, provide savings, build social cohesion, be sustainable, support delivery of e-Government and enable councils to manage and assess risks.

Locally, procurement is affected by the strategic aims and objectives set out in the Corporate (Best Value Performance) Plan, and with the other corporate and service based strategies and plans that form elements of the Council's strategic framework, such as the Community Strategy, the Economic Development Strategy, the Local Sustainable Development Strategy and the Implementing Electronic Government Strategy.

2.5 Procurement Strategy

The Council's Procurement Strategy, revised in 2005, aims to assist the Council in meeting its objectives, assist the Hartlepool Partnership in the implementation of the Community Strategy, assist in securing continuous improvement and the delivery and realisation of efficiencies, help ensure value

for money and economic service provision, ensure efficient and transparent procurement processes, ensure probity, openness and accountability in procurement processes and contribute to efficiency targets. The Council also has an e Procurement Strategy which links to the ICT Strategy and the development of a new Financial Management System.

2.6 Links to Efficiency Strategy

The Council aims to improve the efficiency and effectiveness of procurement activity by standardising procedures and implementing Procurement systems. The 5 Year Procurement Plan will be a key contributor to the Council's Efficiency Strategy.

3. **CONSIDERATIONS**

- 3.1 The revised Plan set out in **Appendix 1** is a flexible document which can be adapted as the Council considers and develops its methods of service delivery, critically challenges existing areas of expenditure and improves planning and purchasing decisions.
- 3.2 The Plan acts as a strategic tool to bring together the significant procurement activity of the Council linking with elements of the Council's strategic framework such as:-
 - Community Strategy
 - Economic Development Strategy
 - Sustainable Development Strategy
 - Implementing Electronic Government Strategy
 - Efficiency Strategy
 - Procurement Strategy
 - Children and Young Peoples Plan (e.g linking with Building Schools for the Future)
- 3.3 The Plan is required to be delivered in a collaborative way through cross department and cross organisational working. The Council is actively involved regionally with the NECE (North East Centre of Excellence) and NEPO (North East Purchasing Organisation) sub regionally with joint procurement exercises in the Tees Valley and locally with SMEs (Small and Medium Sized Enterprises) and the VCS (Voluntary Community Sector).

4.0 **CONCLUSIONS**

- 4.1 Most of the Council's procurement activities take place within the Departments and the 5 Year Procurement Plan has been through a range of consultations via the Corporate Procurement Group, Corporate Management Team and Departmental Management Teams to provide a position statement and action plan. However, the document will evolve over time as procurement exercises develop.

5.0 PRIORITIES AND TARGETS FOR 2007/8 AND BEYOND

5.1 The 5 year procurement plan is a key strand of the Efficiency Strategy. At the Cabinet meeting of 20th November 2006 the Efficiency Strategy was reviewed and procurement priorities and targets were agreed as following for 2007/8:-

5.1.1 Continued ongoing savings of £300k through existing projects.

5.1.2 £200k savings from the retendering results of the Council's insurance contract.

5.1.3 £500k savings through Transport / Adult Care.

5.1.4 £200k savings from procurement projects such as security contract, managed print service, ICT consumables, postal services.

5.2 Savings will be identified through the development of e procurement via the new financial management system. This will take the form of standardising processes, business process reengineering and centralisation of financial and procurement processes.

5.3 Further collaboration both regionally through the NECE and sub regionally with the Tees Valley Authorities.

5.4 For 2008/9 and beyond efficiency and procurement priorities will include:

5.4.1 Continued ongoing savings through existing projects.

5.4.2 Adult Social care procurement

5.4.3 Telecare Services.

5.4.4 Shared Back Office Services (both internally and potential with other organisations).

5.4.5 Continued collaborative working.

5.4.6 Further savings through e procurement solutions.

5.4.7 Reviewing methods of service delivery and new ways of working.

5.5 The Council's approach to procurement will remain pragmatic and flexible in order to gain benefits from a range of projects over time.

6.0 RECOMMENDATIONS

6.1 That the Portfolio Holder approves the updated 5 Year Procurement Plan and priorities and targets for 2007/8 and beyond.

HARTLEPOOL BOROUGH COUNCIL

5 YEAR PROCUREMENT PLAN

Revised November 2006



5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
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Procurement Strategy				
<ul style="list-style-type: none"> Review Corporate Procurement Strategy 	Corporate	March 2007 and annually thereafter	G Frankland	To be approved by Portfolio Holder
<ul style="list-style-type: none"> Procurement Guide for Staff 	Corporate	Completed – continually updated	M Bannister	Approved by Portfolio Holder
<ul style="list-style-type: none"> Selling to the Council Guide 	Corporate	August 2005 – continually updated	M Bannister	Approved by Portfolio Holder
<ul style="list-style-type: none"> NPS Milestone Health Check reports 	Corporate	Reporting at least 6 monthly from August 2005	G Frankland	To be approved by Portfolio Holder
<u>Member Involvement</u>				
<ul style="list-style-type: none"> Procurement Champion events at NECE 	Corporate	Quarterly	Cllr P Jackson / G Frankland	Cllr P Jackson, Performance Management Portfolio Holder is Procurement Champion
<ul style="list-style-type: none"> NPS Milestone Health Check reports 	Corporate	Quarterly	G Frankland	To be approved by Portfolio Holder
<ul style="list-style-type: none"> Review of Procurement Strategy 	Corporate	Annually	G Frankland	By Portfolio Holder

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
<ul style="list-style-type: none"> NEPO participation 	Corporate	Meetings 6 monthly and Contract decision making	G Frankland	Councillors L Sutheran, P Jackson and J Shaw are the Council's representatives
<u>Staff</u>				
<ul style="list-style-type: none"> Identification of Training needs 	Corporate	September 2005	G Frankland	Identification of key purchasing officers completed.
<ul style="list-style-type: none"> Delivery of training for Procurement Unit 	Corporate	From September 2005	G Frankland / W Stagg	In liaison with NECE 4P's Training completed. Ongoing training / development in place
<ul style="list-style-type: none"> Procurement Briefings for key staff in departments 	Corporate	From June 2006	U Larkin / M Bannister	Undertaken by Procurement Unit including regular updates in "Management Matters"
<ul style="list-style-type: none"> Review purchasing / procurement method (considering new FMS and including Business Process Reengineering) in consultation 	Corporate	April 2006 onwards	G Frankland / K Shears	S Higgins links with BPR
<ul style="list-style-type: none"> Training on FMS 	Corporate	2006/07	K Shears	Training in place
<ul style="list-style-type: none"> Link with HBC Leadership Management Development Programme (LMDP) 	Corporate	October 2006 onwards	G Frankland	Procurement module on LMDP Phase 2 agreed
<ul style="list-style-type: none"> Business Process Reengineering produce "How to Guide" and training module 	Corporate	July 2006 onwards	S Higgins	BPR module on LMDP Phase 2 agreed

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
of LMDP				
<u>Financial Management Systems</u>				
<ul style="list-style-type: none"> Review existing arrangements 	Corporate	August 2005	K Shears	Existing supplier and other potential providers
<ul style="list-style-type: none"> Specify new system including e procurement requirements (e2p, marketplace etc) 	Corporate	August 2005	K Shears	
<ul style="list-style-type: none"> Procure system 	Corporate	September – December 2006	K Shears	Via Northgate
<ul style="list-style-type: none"> Implement new system 	Corporate	April 06 Ph1 Oct 06 Ph2 Dec 06 Ph3 October 07 Ph4	K Shears	Ph1 go live with purchasing Ph2 e-procurement/market place Ph3 job ordering/costing/stores Ph4 HR/payroll (n.b. phases 2 and 3 reversed)
<u>E Procurement</u>				
<ul style="list-style-type: none"> E procurement business case 	Corporate	July 2005	M Ward	Northgate Business Case approved by Cabinet as part of ICT Strategy
<ul style="list-style-type: none"> E procurement strategy 	Corporate	August 2005	G Frankland / K Shears/ M Bannister	Approved by Performance Management Portfolio Holder
<ul style="list-style-type: none"> Procurement cards 	Corporate / Departmental	From August 2005	K Shears / Department Reps	Expansion of use.

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
<ul style="list-style-type: none"> E Recruitment 	Chief Execs	From September 2006	J Machers	Incremental improvements to systems implemented rather than new all-in-one solution. Project plan in place.
<ul style="list-style-type: none"> E tendering trial 	Corporate	December 2006	U Larkin	Via NEPO Portal
<ul style="list-style-type: none"> E-purchasing via new FMS 	Corporate/ Departmental	From April 06	K Shears/Departmental Reps	Phase 1 of new FMS in place.
<ul style="list-style-type: none"> E-series on FMS including potential for market place 	Corporate/ Departmental	April 07 – Sept 07	K Shears/Departmental Reps	Phase 2 of new FMS now deferred until after Phase 3
<ul style="list-style-type: none"> Integrated ordering/Job Costing/Stores on FMS 	Corporate NSD	October 06 - December 06	K Shears/K Smith	Original Phase 3 of new FMS brought forward
<u>Project and Programme Management Framework</u>				
<ul style="list-style-type: none"> Implement Framework in all relevant procurements 	Corporate / Departmental	From April 2006	G Frankland / A Atkin	
<ul style="list-style-type: none"> Undertake Gateway Reviews within relevant procurements 	Corporate / Departmental	From August 2005	G Frankland / A Atkin	Gates 0 and 1 completed on Construction Professional Services Procurement
<u>Commissioning Framework</u>				
<ul style="list-style-type: none"> Cabinet consideration 	Corporate / Departmental	June 2005	A Atkin / G Frankland	Approved by Cabinet
<ul style="list-style-type: none"> Implement framework in all relevant procurements 	Corporate / Departmental	From August 2005	A Atkin / G Frankland	All Departments to consider framework in the service provision
<u>Collaboration</u>				
<ul style="list-style-type: none"> Continue NECE activity including workstream involvement 	Corporate	Ongoing	G Frankland	Including Departmental Reps

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
<ul style="list-style-type: none"> Continually review consortium arrangements e.g. NEPO, YPO 	Corporate	Ongoing	K Burke	Including Departmental Reps
<ul style="list-style-type: none"> Develop Tees Valley sub regional work 	Corporate	From August 2005	G Frankland	Joint and lead procurement development
<ul style="list-style-type: none"> Tees Valley Chief Execs report on Sub Regional Strategy 	Corporate	October 2006	G Frankland	Well received by Chief Executives
<u>Contract Procedure Rules</u>				
<ul style="list-style-type: none"> Review existing rules 	Corporate	August 2005	M Barnister / A King	Completed
<ul style="list-style-type: none"> Recommend amendments 	Corporate	September 2005	M Barnister / A King	Chief Solicitor overview completed
<ul style="list-style-type: none"> Implement new rules 	Corporate	April 2006	M Barnister / A King	Constitution committee and Council approved
<u>North East Purchasing Organisation</u>				
<ul style="list-style-type: none"> Review all contracts and renewal dates 	Corporate	From October 2005	K Burke/CPG Department Representatives	Review procedure in place
<ul style="list-style-type: none"> Contribute to NEPO Strategy with other Local Authorities 	Corporate	From November 2005	K Burke / W Stagg	Consider HBC and sub regional requirements
<u>Central Contracts</u>				
<ul style="list-style-type: none"> Review all contracts and renewal dates including Tees Valley collaboration potential 	Corporate	From November 2005	K Burke	Include goods / services not currently on contract
<ul style="list-style-type: none"> Implement procurement processes as required 	Corporate	January 2006 onwards	K Burke	Renew / retender / new contracts

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
<u>Suppliers</u>				
• Selling to the Council Guide	Corporate	August 2005 – continually updated	M Barnister	Approved by Performance Management Portfolio Holder
• Local/ Existing supplier event	Corporate/ Regeneration & Planning	September 2005	G Frankland / M Emerson	Event at Historic Quay 29.9.05
• E procurement development	Corporate	December 2005	M Emerson	SME Training opportunities via Economic Development and Business Link
• Link Suppliers to NEPO Contract arrangements	Corporate	January 2006 onwards	M Emerson / K Burke	As NEPO contracts reviewed
<u>Back Office / Transactional Services</u>				
• Procurement of various administrative financial and ICT systems and services to assist BPR and efficiency agenda.	Chief Execs	August 2006 – March 2008	A Atkin / M Ward/ J Machers/G Frankland	Engage resource to deliver BPR e.g. EDRMS, CRM
<u>Central Services</u>				
• Feasibility into standardisation of processes and transformation of service provision e.g. some areas Finance / HR / Procurement	Chief Execs	2006/2008	A Atkin / M Ward / J Machers / G Frankland	CMT have considered reports. Feasibility continuing. Shared Services agenda link.
<u>Legal Services</u>				
• Collaborative arrangement with Private Sector provider	Legal	January 2007	T Brown	Darlington lead buyer for specialist services and top up

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
				support across TV Authorities
<u>Postal Services</u>				
<ul style="list-style-type: none"> Review postal distribution arrangements 	Corporate / Departmental	April 2007	C Armstrong / K Burke	Link with deregulation from 1.1.06. Update Report to PH 16.10.06 by C Armstrong produced. Report to Portfolio Holder Feb 07
<u>ICT Partnership</u>				
<ul style="list-style-type: none"> Review and Renew arrangements 	Chief Execs	April 2006/2010	A Atkin	ICT Partnership with Northgate in Year 5 of 10 year agreement
<ul style="list-style-type: none"> ICT "Intelligent Client" service 	Chief Execs	August/Sept 2005	A Atkin	Resource now in place to provide independent professional advice
<ul style="list-style-type: none"> Managed Print Service 	Chief Execs	Early 2007	J Bulman / K Burke	Report to CMT Nov / Dec 06 for timescale to be advised
<u>Building Schools for the Future Programme (Assuming Wave 5 2008/9) to be confirmed</u>				<i>Provisional</i>
<ul style="list-style-type: none"> Engage with Pf S 	Children's Services	October 2005	P Briggs	Dependent on Df ES notification / approvals
<ul style="list-style-type: none"> Identify Project Team / Plan for delivery. Commence "visioning" 	Children's Services	May 2006	P Briggs	Completed
<ul style="list-style-type: none"> Develop "vision" for Wave 5 entry on to programme 	Children's Services	June 2006	P Briggs	Completed for initial bid
<ul style="list-style-type: none"> Prepare bid / design / delivery strategy 	Children's Services	September 2006	P Briggs	Bid for Wave 5 submitted
<ul style="list-style-type: none"> Commence delivery strategy 	Children's Services	May 2008	P Briggs	

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
• Agree Procurement strategy	Children's Services	September 2008	P Briggs	
• Procurement process	Children's Services	October 2008	P Briggs	
• Commence Works	Children's Services	September 2009	P Briggs	
• Complete Works	Children's Services	August 2012	P Briggs	
Commissioning of Support and Care Services				
• Review existing arrangements	Children's Services / Adult & Community Services	September 2006	N Bailey / A Simcock	Link to Independence, Choice and Well Being White Paper
• Assess legislation changes	Children's Services / Adult & Community Services	September 2006	N Bailey / A Simcock	
• Examine new ways of working	Children's Services / Adult & Community Services	December 2006	N Bailey / A Simcock	
• Implement new ways of working (including procurement process if required)	Children's Services / Adult & Community Services	April 2007	N Bailey / A Simcock	

5 YEAR PROCUREMENT PLAN (update November 2006)

Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
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Education and Social Services Transport

<ul style="list-style-type: none"> Review existing arrangements (including dial-a-ride) 	Corporate / Children's Services / Adult & Community Services	December 2006	D Stubbs / A Smith / S Haley / L Bruce	Strategic Transport group in place
<ul style="list-style-type: none"> Develop new ways of working (Including Tees Valley collaboration) 	Corporate / Children's Services / Adult & Community Services	March 2007	D Stubbs / A Smith / S Haley / L Bruce	
<ul style="list-style-type: none"> Implement new ways of working rationalize existing contracts and undertake procurement exercise 	Corporate / Children's Services / Adult & Community Services	January – July 2007	G Frankland / D Stubbs / A Smith / S Haley / L Bruce	

Stationery

<ul style="list-style-type: none"> Analyse existing arrangements 	Corporate	October 2005	K Burke / K Shears	Completed
<ul style="list-style-type: none"> Revise arrangements for short term efficiencies 	Corporate	May 2006	K Burke	Approved by CEMT/CMT
<ul style="list-style-type: none"> Extend use of procurement cards 	Corporate	From August 2005	K Burke / W Stagg / K Shears	Trial in Chief Execs Department underway
<ul style="list-style-type: none"> Review NEPO arrangements including e auction 	Corporate	2006/7	K Burke	E auction 1 st November 2006
<ul style="list-style-type: none"> Implement new contracts via 	Corporate	February 2007	K Burke	

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Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
e auction/ NEPO				
<u>Waste Management</u>				
<ul style="list-style-type: none"> Feasibility study into Joint Tees Valley Service provision 	NSD	From December 2005	D Stubbs	The study has been reported to TV CEX, there is support both for and against the report, the 2 authorities supporting the study are to meet and prepare an action plan (HBC & R&EC). S. Dale, Director (R&EC) will pursue further funding with NECE regarding joint working recommendations.
<ul style="list-style-type: none"> Option appraisal 	NSD	February 2007	D Stubbs	Action plan to be prepared between HBC & R&EC
<ul style="list-style-type: none"> Implement new ways of working (including procurement process if required) 	NSD	April 2007	D Stubbs	Linked to above
<ul style="list-style-type: none"> Review HBC Kerbside recycling contract with potential collaboration option 	NSD	September 2006 – April 2007	D Stubbs	Contract due for renewal in April 2007. Potential joint collaboration with Redcar and Cleveland
<u>Construction, Property and Highways Partnership</u>				
<ul style="list-style-type: none"> Complete Outline Business Case 	NSD	October 2005	D Reynolds	Potential Joint Venture for Professional Services with Private Sector Partner
<ul style="list-style-type: none"> Gateway Reviews 	NSD	January and	G Frankland	Completed

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Activity	Type Of Activity - Corporate / Departmental	Timescale	Lead Officer (s)	Comments
		August 2005		
• Cabinet Decision	NSD	November 2005	G Frankland	Cabinet confirm preference of framework agreements
• Prepare option appraisal on framework agreement(s)	NSD	December 2005	D Reynolds	Framework considerations completed
• Cabinet	NSD	March 2006	G Frankland	Confirmation of framework agreement(s)
• Procurement process	NSD	October 2006 - April 2007	D Reynolds	
• Implement framework(s)	NSD	April 2007	G Frankland	
<u>Vehicles</u>				
• Develop joint purchasing / working opportunities with Tees Valley Authorities	NSD	December 2005	A Smith	Redcar and Cleveland Leading on NECE funded project commenced.
• Identify potential procurement / joint working processes	NSD	September 2006	A Smith	Link with NEPO contracts and other NECE initiatives.
• Develop Joint Working and procurement programmes (as identified)	NSD	2006/2007	A Smith	
<u>Highway Services – Surfacing</u>				
• Engage partner	NSD	March 2006	P Mitchinson	
• Surface Dressing Annual Contract	NSD		P Mitchinson	NOTE: All these contracts will need to be reviewed (only signs and name plates have been re-
• HRS Patching contract (for distributor roads)	NSD		P Mitchinson	

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• White Lining	NSD		P Mitchinson	tendered in last 12 months) Surface dressing is recent, but patching and white lining have been extended for a number of years.
• Signs and Street Name plates	NSD		P Mitchinson	
• Iron / Steel Works (gullies / barriers etc)	NSD		P Mitchinson	
<u>Building Cleaning / Catering / Grounds Maintenance</u>				
• Review sustainability of services	NSD	March 2007	D Stubbs	Link to increased competition (especially schools) potential loss of HH SLA and effects of equal pay / job evaluation
• Option appraisal	NSD	September 2006	D Stubbs	
• Implement changes via in-house/ collaborative / procurement process	NSD	April 2007 onwards	D Stubbs	
• Review contract (and potential exit strategy) with Housing Hartlepool		October 2007	D Stubbs	HH to undertake procurement exercise for Building Cleaning and Grounds Maintenance
<u>Energy</u>				
• Review existing arrangements with NEPO	NSD	September 2005	K Lucas	Flexible purchasing agreement in place
• Agree procurement protocols with NEPO to achieve best prices	NSD	October 2005 and onwards	K Lucas	Approved by Performance Management Portfolio Holder

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<u>Security Contract</u>				
• Review existing arrangements	R&P/NSD	October 2005	D Stubbs / A Pallis / P Goldsbro	Include consideration of Warden Services and in-house provision
• Examine new ways of working	R&P/NSD	December 2005	D Stubbs / A Pallis / P Goldsbro	
• Implement new ways of working (including procurement process as required)	R&P/NSD	April - June 2006	A Pallis / P Goldsbro	Short-term extension of existing contract depending on timescales
• Procurement of New Security Contract	R&P/NSD	July – October 2006	A Pallis / P Goldsbro	
• Appointment of Contract • Contract Commencement	R&P/NSD R&P/NSD	October 2007 November 2007	A Pallis / P Goldsbro A Pallis / P Goldsbro	Contractor appointed
<u>Book Purchasing</u>				
• Continued review and implementation of arrangements in collaboration with other LA's	Adult & Community Services	Over next 3 years	J Mennear	To further collaborate with NECE on procurement exercise of book stocks which seeks to develop further efficiencies.
<u>North Central Hartlepool Development</u>				
• Procure developer	Regeneration and Planning	November 2005	M Dutton	Interviews November; Cabinet Approval Jan 06 (George Wimpy)
• Draft Heads of Terms/Devt Agreement	Regeneration and Planning / Neighbourhd	April 2006	M Dutton / E Dixon	Completed

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	Services			
• CPO Process / Inquiry	Regeneration and Planning / Chief Execs	July 2006	M Dutton / A King	Dickinson Dees appointed to provide specialist legal support
• Implement development scheme	Regeneration and Planning	October 2006	M Dutton	Scheme commenced
<u>H₂O Centre</u>				<i>Provisional</i>
• Complete feasibility study • Option Appraisal • Strategy for Mill House Site	Adult & Community Services / Regeneration & Planning	2006/2008	J Mennear / G Thompson	Feasibility study completed Nov 2005; Approved by Cabinet as basis for wider programme of public consultation by Summer 06
• Implement a procurement process	Adult & Community Services / Regeneration & Planning	2006/2012	J Mennear / G Thompson	In conjunction with TVR and PD Ports in terms of land assembly. Determine a procurement route inc grant bids, explore private sector partners
• Deliver project	Adult & Community Services / Regeneration & Planning	April 2012	J Mennear / G Thompson	Secure major public led sporting infrastructure development as part of Victoria Harbour devt.
<u>Historic Quay Development Works</u>				
• Secure funding	Adult and Community Services	21 st Dec 2005	J Mennear	Overall Single Programme funding secured to enable Phase 1 to proceed.
• Portfolio approval	Adult and	September	J Mennear	Total project phasing

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	Community Services	2005		proposals and funding package approved.
<ul style="list-style-type: none"> Complete procurement process 	Adult and Community Services	November 2005	J Mennear	Marine consultant/ marine engineering co and exhibition design co contracted , Dec 2006
<ul style="list-style-type: none"> Complete Phase 1 works 	Adult and Community Services	May 2006	J Mennear	Wingfield castle dry docked, ship movement reversals complete and Fighting Ships exh upgraded.
<ul style="list-style-type: none"> Deliver Tall Ships Festival 	Adult & Community services & Partners	7 th – 10 th August 2010	J Mennear & S Green	4 year workstream planning in progress, including pre race planning research with STI (Sail Training International)
<u>Civic Centre Maintenance Works / Contact Centre</u>				
<ul style="list-style-type: none"> Cabinet consideration 	NSD / Chief Execs	July 2005	G Frankland	Approved by Cabinet considered by Scrutiny
<ul style="list-style-type: none"> Procurement process 	NSD / Chief Execs	December 2005	G Frankland	Completed
<ul style="list-style-type: none"> Commence works 	NSD / Chief Execs	April 2006	G Frankland	Works commenced
<ul style="list-style-type: none"> Complete Contact Centre 	NSD / Chief Execs	January 2007	G Frankland	
<ul style="list-style-type: none"> Complete Civic Centre works 	NSD / Chief Execs	March 2008	G Frankland	

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<u>Contaminated Land – Remedial Works</u>				
• Cabinet approval	NSD	July 2005	A Coulson	
• Procurement process	NSD	December 2006	A Coulson	Select tender list completed Nov 06
• Commence works	NSD	February 2007	A Coulson	
<u>Brougham Enterprise Centre Redevelopment Works</u>				
• Portfolio approval	Regeneration & Planning	July 2005	A Steinberg	
• Secure funding	Regeneration & Planning	September 2005	A Steinberg	
• Complete procurement process	Regeneration & Planning	October 2005	A Steinberg	
• Complete works	Regeneration & Planning	November 2006	A Steinberg	
<u>Seaton Carew – Gelateria and Fairground Site</u>				
<i>Provisional</i>				
• Procurement process for developer	Regeneration and Planning	Early 2007	D Gouldburn	Procurement process delayed following need to re-draft and re-consult on planning brief regarding potentially larger development site incorporating adjacent private land. Procurement likely to commence in 2007
• Agree development proposals with developer	Regeneration and Planning	July 2007	D Gouldburn	July 2007
• Development Brief Approved	Regeneration and Planning	April 2007	D Gouldburn	April 2007
• Complete works	Regeneration and Planning	2008	D Gouldburn	2008

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<u>Fish Restaurant</u>				
<i>Provisional</i>				
<ul style="list-style-type: none"> Procurement process for developer 	Regeneration and Planning	2008	S Green	Procurement and timing of this development is to be pursued with Tees Valley Regeneration and PD Ports in the context of Victoria Harbour's overall development, with development of the fish restaurant and associated retail/residential development by private sector unlikely before 2008.
<ul style="list-style-type: none"> Agree development proposals with developer 	Regeneration and Planning	2008 and onwards	S Green	
<ul style="list-style-type: none"> Complete works 	Regeneration and Planning	2008 and onwards	S Green	
<u>Heugh Battery</u>				
<i>Provisional</i>				
<ul style="list-style-type: none"> Design Consultants appointed / Scheme concepts worked up 	Regeneration and Planning with NHP	Sept 2005	D Gouldburn	Achieved
<ul style="list-style-type: none"> Secure Funding 	Regeneration and Planning with NHP	Dec 2006	D Gouldburn	Part funding in place. Heritage Lottery Bid submitted, decision expected Dec 06
<ul style="list-style-type: none"> Commence Works 	Regeneration and Planning with NHP	April 2007	D Gouldburn	April 2007
<ul style="list-style-type: none"> Complete works 	Regeneration and Planning with NHP	October 2007	D Gouldburn	October 2007

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Connected Care

<ul style="list-style-type: none"> Social Audit of Community to inform commissioning strategy 	Adult and Community Services	April 2007	M Hunt / E Weir	Consultant working in partnership looking at viability. Should be completed end Nov 06. Require commitment from agency. Possibility of pilot in Owton Ward
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Building Links

<ul style="list-style-type: none"> Support to Voluntary Sector to provide Services 	Adult and Community Services	November 2005	M Hunt	
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Supporting People

<ul style="list-style-type: none"> Finalise & obtain approval for the SP Commissioning Strategy Develop, agree and obtain approval for Procurement Strategy 	Departmental/ Supporting People Programme Governance Departmental/ Supporting People Programme Governance	By December 2006 By April 2007	/Pam Twells Pam Twells	Supporting People Commissioning Body to approve draft submitted in September 2006 now out for consultation Supporting People Commissioning Body to approve, draft in development
<ul style="list-style-type: none"> Review all legacy contracts 	Supporting People Team	By end March 2006	Pam Twells	Completed
<ul style="list-style-type: none"> Finalise & Approve Value for Money Methodology 	Departmental/ Supporting People Programme	By Dec 2005	Pam Twells	Supporting People Commissioning Body approved January 06 subsequently amended

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	Governance			and approved in July 06
<ul style="list-style-type: none"> Develop collaborative commissioning with internal and external partners including Adult and Community Services and other Tees Valley Administering Authorities 	Departmental/ Supporting People Governance/ Supporting People Team	March 2007	Pam Twells	Liaising through SP Cross Authority Group and Regional Implementation Team
Housing Hartlepool				
<ul style="list-style-type: none"> Various SLA's/arrangements 	Departments	Various	Various	Variety of services from / to HH
Strategic Partnership for Maintenance and Minor Works				
<ul style="list-style-type: none"> Review and Renew Contract 	Neighbourhood Services	Implement by October 2007	A Williams	
<u>Trincomalee Development</u>				
<ul style="list-style-type: none"> Marketing of site 	Regeneration & Planning	Jan-Apr 2006	Stuart Green	Completed
<ul style="list-style-type: none"> Selection of preferred developer 	Regeneration & Planning	Autumn 2006	Stuart Green	
<ul style="list-style-type: none"> Planning Permission 	Regeneration & Planning	2007	Stuart Green	
<ul style="list-style-type: none"> Completion of disposal 	Regeneration & Planning	Late 2007	Stuart Green/ Emma Dixon	
<ul style="list-style-type: none"> Start on Site 	Regeneration & Planning	Early 2008	Stuart Green	
<ul style="list-style-type: none"> Practical Completion 	Regeneration & Planning	2009	Stuart Green	
<u>Use of Trading Powers</u>				

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<ul style="list-style-type: none"> Develop and extend use of powers 	All departments	From August 2005	Department leads	
<u>Leisure Trust</u>				
<ul style="list-style-type: none"> Examination of potential 	Adult and Community Services	2006/12	J Mennear	In conjunction with H ₂ O Centre Development feasibility work
<u>Conversion of Paper Records into an Electronic Format</u>				
<ul style="list-style-type: none"> Portfolio Holder approval 	Regeneration & Planning / Chief Executives	Aug 06	Jeff Mason / Ray Fannen	
<ul style="list-style-type: none"> Procurement process 	Regeneration & Planning / Chief Executives	Complete by Jan 07	Jeff Mason / Ray Fannen	
<ul style="list-style-type: none"> Work to be carried out 	Regeneration & Planning / Chief Executives	March 07	Jeff Mason / Ray Fannen	