

PLEASE NOTE VENUE

PERFORMANCE MANAGEMENT PORTFOLIO

DECISION SCHEDULE



Monday 26th February 2007

at 9.00 am

**at Conference Room 3, Belle Vue Community,
Sports & Youth Centre, Kendal Road, 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 Chief Executive's Departmental Plan 2006/07 – 3rd Quarter Monitoring Report – Assistant Chief Executive and Chief Personnel Officer
- 2.2 Analysis of Best Value Performance Indicators 2005/06 – Assistant Chief Executive
- 2.3 Corporate Complaints – October to December 2006 – Assistant Chief Executive
- 2.4 BVPI Satisfaction Surveys 2006 – Headline Results – Assistant Chief Executive
- 2.5 Update on statutory fees in the Registration Service – Assistant Chief Executive
- 2.6 Final Draft – Workforce Development Strategy 2007-2012 – Chief Personnel Officer
- 2.7 Employee Attendance 2006/07 – 3rd Quarter – Chief Personnel Officer
- 2.8 Local Government Pension Scheme – Discretionary Payments – Chief Personnel Officer

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- 2.9 Local Government Services Employees– 2007/08 Pay Claim – Chief Personnel Officer
 - 2.10 Hartlepool Indoor Bowls Centre – Proposed Sublease – Head of Procurement and Property Services
 - 2.11 Neighbourhood Services Departmental Plan 2006/07 – 3rd Quarter Monitoring Report – Director of Neighbourhood Services
 - 2.12 Land at the rear of Barford Close/Wisbech Close – Head of Procurement and Property Services
 - 2.13 (1) Land at King Oswy Drive (Former Henry Smith's Sports Hall) and (2) Land at Tees Road (Seaton Snook) – Head of Procurement and Property Services
3. **REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**
- 3.1 Formal Response to the Language Translation and Interpretation Services Scrutiny Referral – Scrutiny Co-ordinating Committee

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985

4. **KEY DECISION**
None

5. **OTHER ITEMS REQUIRING DECISION**

- 5.1 Approval for Compulsory Redundancy (para 4) – Chief Personnel Officer
- 5.2 Land adjacent to 34 The Fens, Hart (para 3) - Head of Procurement and Property Services
- 5.3 Land at the junction of Belle Vue Way and Oxford Street (para 3) – Head of Procurement and Property Services
- 5.4 Land adjacent Corus Works, Brenda Road (para 3) – Head of Procurement and Property Services

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26th February 2007



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

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2006/07 – 3RD 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 third 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 third 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 26 February 2007.

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 – 3RD QUARTER MONITORING REPORT

PURPOSE OF REPORT

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2006/07 and the progress of key performance indicators for the period up to 31 December 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. Issues relating to Procurement are included in this report to Performance Management Portfolio.
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.
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 Executive's 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.

THIRD QUARTER PERFORMANCE

7. This section looks in detail at how the Corporate Strategy Division, Human Resources Division and the Procurement and Property Services Section within Neighbourhood Services (Procurement issues only) have performed in relation to the key actions and performance indicators that were included in the Chief Executive's 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 meet target

- Action/PI target achieved

10. Within the Corporate Strategy and Human Resources Divisions and Procurement and Property Services there were a total of 147 actions and 19 Performance Indicators identified in the 2006/07 Departmental Plan. Table 1, below, summarises the progress made, to the 31 December 2006, towards achieving these actions and PIs.

Table 1 – Corporate Strategy/Human Resources progress summary

	Corporate Strategy		Human Resources		Procurement	
	Actions	PIs	Actions	PIs	Actions	PIs
Green	38	4	18	1	8	0
Amber	34	5	26	2	3	0
Red	5	0	12	1	3	0
Annual	n/a	1	n/a	5	n/a	0
Total	77	10	56	9	14	0

11. A total of 64 actions (44%) have already been completed, and a further 63 (43%) are on target to be completed by the target date. However, a total of 20 actions have been highlighted as not being on target, an increase from 18 actions in quarter 2. More information on these actions can be found in the relevant sections below.
12. It can also be seen that 12 of the Performance Indicators have been highlighted as already having met the target, or being expected to hit the target. It can be seen that 1 indicator has been highlighted as not being expected to hit the year end target, and an explanation for this is given in the relevant section below. There are 6 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 31 December a total of 38 had been completed (49%), and 34 (44%) were on target to be completed by the target date stated in the plan. However, 5 actions (6%) 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.

Table 2: Corporate Strategy Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED 102	Conduct annual contract review	Nov 06	Scope increased. Timetable to be agreed December – January.
CED 018	Review reporting of risk implications of decisions to Members	Nov 06	Not completed due to priority of CPA. Due to be completed within next quarter.
CED 057	Implement Complaints Strategy action plan	Apr 06 and ongoing	Departmental complaints procedures being redrafted. Leaflets and forms being updated. Website reviewed and updated. Still awaiting implementation of e-recording of complaints
CED 030	Review ICT Strategy and priority projects	Nov 06	Ongoing process. Formal review of strategy awaiting outcome of EDRMS issues as this is likely to impact on any review.
CED 031	Review current infrastructure and produce report with costings to modernise to completely switched infrastructure	Mar 07	Initial costs prohibitive. Looking at implications of not doing it.

14. The Plan also contained 10 Performance Indicators that were the responsibility of the Corporate Strategy Division. 5 of these are

reported on an annual basis and there is no update at this stage. As at 31 December the remaining 5 PIs were either on target to meet the full year target or had already done so.

15. Within the nine months to 31 December, 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.

Human Resources Division

16. The Plan contained 56 actions that were the responsibility of the Human Resources Division. As at 31 December a total of 18 (32%) had been completed, and a further 26 (46%) were on target to be completed by the target date stated in the plan. However, 12 actions (21%) had either not been completed by the due date, or are no longer on target to be completed on time. Table 3 below details these actions, together with a comment explaining why the deadline will not be met and any appropriate remedial action.

Table 3: Human Resources Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED 440	Evaluate year 1 of the Leadership and Management Development Programme and report to Guardian's Group	Sep 06	Position of the National Graduate Trainee still vacant
CED 431	Undertake Employee Survey	Mar 07	Likely to be delayed due to Pay and Grading and Single Status work
CED 446	Devise an action plan to work towards obtaining accreditation for IIP status	Nov 06 and ongoing	
CED 448	Review and revise workforce development and associated action plans	Sep 06	New WFD strategy drafted and consultation in Jan 2007. Expected to be launched in April 2007.
CED 451	Provide initial training to develop knowledge and skills of officers in workforce planning	May 06	Workforce planning module running as part of LMDP but did not meet deadline date. However, action has now been completed.
CED 482	Implement Equal Pay Strategy	Oct 06	Draft policy statement discussed at the Bridging the Gap meetings and is now at the consultation stage with the Trade Unions. Detailed discussions regarding the strategy will follow as part of the

Ref	Action	Milestone	Comment
			Bridging the Gap discussions.
CED 486	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
CED 487	Undertake Equality Impact Assessment on preferred Pay and Grading option	Oct 06	Delayed as Pay and Grading modelling not yet commenced
CED 488	Obtain Member approval to the preferred pay and grading structure	Nov 06	Delayed as Pay and Grading modelling not yet commenced
CED 489	Employees informed of allocation to new grades	Feb 07	Dependent on the pay modelling being completed and the revised pay and grading structure agreed
CED 490	Agreement reached with Trade Unions on harmonised terms and conditions	Oct 06	Detailed discussions on-going with the Trade Unions via the Bridging the Gap meetings
CED 433	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. Five of these (56%) are reported on an annual basis and there is no update at this stage. As at 31 December 3 of the remaining 4 PIs were on target to meet the full year target or had already done so. However 1 was not on target, and table 4 below details the indicator, together with a comment explaining why the indicator has been adjudged to be below target.

Table 4: Human Resources PIs not on target

PI	Target	3 rd Qtr Outturn	Comment
BVPI 12	10.18 days	13.06 days	Improved position compared to last quarter weighted performance of 15.11 days. Outturn up to the end of November 2006.

18. Within the nine months to 31 December 2006, the Human Resources Division completed a number of actions, including: -

- Members' email accounts promoted across the Council and included on individual webpage
- ICT event was held in October demonstrating pcs laptops and tablets/palmtops, providing further information for Members on IT equipment and training.

- 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.
- Over 86% of the total number of jobs identified for evaluation had been evaluated by the end of November.

Procurement and Property Services

19. The Plan contained 14 actions that were the responsibility of the Procurement and Property Services section within the Neighbourhood Services Department. As at 31 December a total of 8 had been completed (57%), and 3 (21%) were on target to be completed by the target date stated in the plan. However, 3 actions (21%) had either not been completed by the due date, or are no longer on target to be completed on time. Table 5 below details these actions, together with a comment explaining why the deadline will not be met and any appropriate remedial action.

Table 5: Procurement & Property Services Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED 252	Examine relevant areas in CED within departments (Spend Analysis)	May 06	Relevant information supplied to departments for their action. Procurement team working on high spending areas.
CED 256	Review "contracts", aggregate expenditure, introduce control measures, commence procurement exercises	Jun 06	Contract requirements put together and shared with Tees Valley Authorities and centre of excellence to promote opportunities for collaboration. Contract reference number control agreed by CMT and Portfolio Holder.
CED 261	E procurement implementation via FMS	Oct 06	E-series of FMS (phase 2) re programmed. Scoping exercise has commenced with Northgate and iB solutions. FMS phase 3 (job costing) implemented.

20. Within the nine months to 31 December 2006, the Procurement and Property Service section completed a number of actions, including: -
- Completing a 5 year procurement plan which was reported to Portfolio Holder in November 2006.
 - Contract procedure rules have been reviewed.
 - Integrated Asset Management Plan/Capital Strategy was approved by Cabinet in July

Recommendations

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

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26th February 2007



Report of: Assistant Chief Executive

Subject: **ANALYSIS OF BEST VALUE PERFORMANCE INDICATORS 2005/06**

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder about the Council's performance against the set of Best Value Performance Indicators (BVPs) in 2005/06 and to target areas of possible improvement for 2007/08.

2. SUMMARY OF CONTENTS

The report contains analysis of the Council's performance against the prescribed BVPs and compares performance with all other English authorities, all other Unitary authorities, the other Tees Valley authorities and other similar authorities. The report also looks at trends in performance, target setting and areas for possible improvement in 2007/08.

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 26 February 2007.

6. DECISION REQUIRED

Analysis of performance be noted and Portfolio holder is asked to make any comments/suggestions deemed appropriate.

Report of: Assistant Chief Executive

Subject: Analysis of Best Value Performance Indicators 2005/06

PURPOSE OF REPORT

1. The purpose of this report is to provide information about the Council's performance against the set of Best Value Performance Indicators (BVPIs) for 2005/06, and to target areas for possible improvement in 2007/08.

BACKGROUND

2. The Best Value statutory performance management framework provides for annual reporting by authorities of a set of national performance indicators and standards set by the Government. In specifying indicators and standards for local government, the Government has tried to ensure that they are a balanced set, reflecting the broad range of local services. It enables the authority and the public to examine how well the Council is performing.
3. Although statutory Best Value performance indicators do not provide a complete picture of council performance, they are one of the few systematic means of comparing performance across all key service areas over time and comparing performance with other local authorities.
4. There were a total of 138 BVPIs collected in 2005/06, and Hartlepool Borough Council's performance against these indicators was reported in the 2005/06 Corporate Plan. Comparisons can be made with other authorities against 107 of these indicators, or 108 when comparing with other Unitary authorities.

SUMMARY OF PERFORMANCE

5. This report analyses in detail how Hartlepool Council has performed in comparison with other local authorities. The scorecard below summarises these findings: -

2005/06 BVPI Scorecard		
	All England	Unitary
BVPIs in top quartile	40.2%	41.7%
BVPIs in second quartile	22.4%	24.1%
BVPIs in third quartile	18.7%	14.8%
BVPIs in bottom quartile	18.7%	19.4%
Direction of Travel 2004/05 to 2005/06		
BVPIs improving	64.6%	
BVPIs remaining the same	9.1%	
BVPIs worsening	26.3%	

6. An average performing Council would expect to have 25% of all indicators in each of the four quartiles. Therefore, to have over 40% of indicators in the top quartile is a sign that the Council is performing well.
7. The report also looks at how Hartlepool performs in comparison with other authorities that have been identified, independently, as facing similar challenges and therefore broadly comparable. The table below summarises how Hartlepool compares with the other 15 authorities: -

Year	Indicators in Top quartile		Indicators in top 2 quartiles	
	Hartlepool	Rank (out of 16)	Hartlepool	Rank (out of 16)
2003/04	25.42%	7 th	45.76%	9 th
2004/05	38.55%	1 st	54.22%	5 th
2005/06	40.19%	1 st	62.62%	2 nd

CURRENT PERFORMANCE – HOW DOES HARTLEPOOL'S PERFORMANCE COMPARE WITH OTHER LOCAL AUTHORITIES?

8. One way of evaluating how well Hartlepool is currently delivering its services is to compare performance with that of other local authorities. For each BVPI, where comparisons can be made, Hartlepool's objective is for performance to be within the top performing 25% of local authorities (top quartile).
9. Comparisons can be made with all other Local Authorities in England. This report will compare Hartlepool's performance against that of all other authorities, all other Unitary authorities, and all other Tees Valley authorities.
10. This report groups the indicators by the seven Community Strategy themes. An additional theme, called Corporate Performance, has been used to include those indicators that do not fall under one of the Community Strategy themes.

All England Comparisons

11. Tables 1a and 1b below summarise how Hartlepool's performance in 2005/06 compares with all other English local authorities. It details how many BVPI's under each Community Strategy theme/department falls into each of the four quartiles. For example, where performance is in the top 25% of all English authorities Hartlepool is placed in the top quartile. Only those indicators that can be compared with other local authorities have been included in the analysis.

Table 1a: All-England Quartile Information – by Community Strategy theme

Community Strategy Theme	Total Number of BVPIs	All-England Quartile			
		Top	2 nd	3 rd	Bottom

Community Strategy Theme	Total Number of BVPIs	All-England Quartile			
		Top	2 nd	3 rd	Bottom
Jobs and the Economy	0	No relevant BVPIs			
Lifelong Learning and Skills	18	6 (33.3%)	6 (33.3%)	3 (16.7%)	3 (16.7%)
Health and Care	9	2 (22.2%)	2 (22.2%)	0 (0%)	5 (55.6%)
Community Safety	6	0 (0%)	1 (16.7%)	2 (33.3%)	3 (50.0%)
Environment and Housing	50	24 (48.0%)	9 (18.0%)	11 (22.0%)	6 (12.0%)
Culture and Leisure	6	3 (50.0%)	2 (33.3%)	1 (16.7%)	0 (0%)
Strengthening Communities	2	1 (50.0%)	0 (0%)	0 (0%)	1 (50.0%)
Corporate Performance	16	7 (43.8%)	4 (25.0%)	3 (18.8%)	2 (12.5%)
Total	107	43 (40.2%)	24 (22.4%)	20 (18.7%)	20 (18.7%)

Note: Not all percentages will total 100% due to rounding

Table 1b: All-England Quartile Information – by Department

Department	Total Number of BVPIs	All-England Quartile			
		Top	2 nd	3 rd	Bottom
Adult and Community Services	8	4 (50.0%)	2 (25.0%)	0 (0%)	2 (25.0%)
Chief Executives	17	8 (47.1%)	4 (23.5%)	3 (17.6%)	2 (11.8%)
Children's Services	23	7 (30.4%)	7 (30.4%)	3 (13.0%)	6 (26.1%)
Neighbourhood Services	46	23 (50.0%)	8 (17.4%)	9 (19.6%)	6 (13.0%)
Regeneration and Planning	13	1 (7.7%)	3 (23.1)	5 (38.5%)	4 (30.8%)
Total	107	43 (40.2%)	24 (22.4%)	20 (18.7%)	20 (18.7%)

Note: Not all percentages will total 100% due to rounding

12. It can be seen that when compared with all other local authorities in England that a total of 67 BVPIs (62.6%) are above the national median, with 40.2% in the top quartile. Table 1c, below, shows how this has improved in each of the last two years, with a 34% increase in the number of top quartile BVPIs since 2003/04.

Table 1c: All England Trend Information

Year	BVPIs in Top Quartile (%)	% increase from 2003/04	BVPIs above median (%)	% Increase from 2003/04
2005/06	40.2	34.0%	62.6	22.7%

2004/05	38.2	27.3%	54.5	6.9%
2003/04	30.0	n/a	51.0	n/a

13. A total of 20 BVPIs, 18.7% of the total, are in the bottom quartile. A list of all bottom quartile indicators is attached at Appendix 1. This is an improvement from 2004/05, where 29 BVPIs (26.4% of the total) were in the bottom quartile.

Unitary Comparisons

14. Tables 2a and 2b below summarise how Hartlepool's performance in 2005/06 compares with all other similar Unitary authorities. Often different types of authority (e.g. Unitary, London Borough, County, District etc.) have different issues and priorities, meaning that it can often be useful comparing performance with similar authorities. Please note that again only those indicators that can be compared with other local authorities have been included in the analysis.

Table 2a: Unitary Quartile information – by Community Strategy Theme

Community Strategy Theme	Total Number of comparable BVPIs	Unitary Quartile			
		Top	2 nd	3 rd	Bottom
Jobs and the Economy	0	No relevant BVPIs			
Lifelong Learning and Skills	18	5 (27.8%)	7 (38.9%)	4 (22.2%)	2 (11.1%)
Health and Care	9	3 (33.3%)	1 (11.1%)	0 (0%)	5 (55.6%)
Community Safety	6	0 (0%)	3 (50.0%)	0 (0%)	3 (50.0%)
Environment and Housing	50	23 (46.0%)	12 (24.0%)	9 (18.0%)	6 (12.0%)
Culture and Leisure	6	2 (33.3%)	2 (33.3%)	1 (16.7%)	1 (16.7%)
Strengthening Communities	2	1 (50.0%)	0 (0%)	0 (0%)	1 (50.0%)
Corporate Performance	17	11 (64.7%)	1 (5.9%)	2 (11.8%)	3 (17.6%)
Total	108	45 (41.7%)	26 (24.1%)	16 (14.8%)	21 (19.4%)

Note: Not all percentages will total 100% due to rounding

Table 2b: Unitary Quartile Information – by Department

Department	Total Number of BVPIs	Unitary Quartile			
		Top	2 nd	3 rd	Bottom
Adult and Community Services	8	4 (50.0%)	1 (12.5%)	1 (12.5%)	2 (25.0%)

Department	Total Number of BVPIs	Unitary Quartile			
		Top	2 nd	3 rd	Bottom
Chief Executives	18	12 (66.7%)	1 (5.6%)	2 (11.1%)	3 (16.7%)
Children's Services	23	6 (26.1%)	8 (34.8%)	4 (17.4%)	5 (21.7%)
Neighbourhood Services	46	22 (47.8%)	11 (23.9%)	7 (15.2%)	6 (13.0%)
Regeneration and Planning	13	1 (7.7%)	5 (38.5%)	2 (15.4%)	5 (38.5%)
Total	108	45 (41.7%)	26 (24.1%)	16 (14.8%)	21 (19.4%)

Note: Not all percentages will total 100% due to rounding

15. Performance compared to other Unitary authorities is fairly similar to that when compared with all other English local authorities. A total of 71 indicators (an increase from 62 in 2004/05), compared with 67 when looking at the all England comparisons. Table 2c, below, shows how this compares with performance in each of the last two years, with an increase of over 20% in the number of BVPIs above the unitary median.

Table 2c: Unitary Trend Information

Year	BVPIs in Top Quartile (%)	% increase from 2003/04	BVPIs above median (%)	% Increase from 2003/04
2005/06	41.7	9.2%	65.8	20.7%
2004/05	36.5	-4.5%	56.4	3.5%
2003/04	38.2	n/a	54.5	n/a

16. A total of 21 BVPIs, 19.4% of the total, are in the bottom quartile. A list of all bottom quartile indicators is attached at Appendix 1. This is a marked improvement since 2004/05, when 32 BVPIs, 29.1% of the total, were in the bottom quartile

Tees Valley Comparisons

17. It is often useful to compare performance with your nearest neighbours, as it can be argued that they operate in a similar environment, and have the same economic and social issues to overcome. Tables 3a and 3b summarise Hartlepool's performance when compared with the other Tees Valley authorities, Redcar and Cleveland, Stockton, Middlesbrough and Darlington. For each indicator a 'position' in Tees Valley was given based on performance. The authority that had the best performance was ranked 1st, and the authority that had the worst performance was ranked 5th.

Table 3a: Tees Valley comparable information – by Community strategy theme

Community Strategy Theme	Total Number of comparable BVPIs	Position in Tees Valley				
		1 st	2 nd	3 rd	4 th	5 th
Jobs and the Economy	0	No relevant BVPIs				
Lifelong Learning and Skills	18	4 (22.2%)	5 (27.8%)	5 (27.8%)	2 (11.1%)	2 (11.1%)
Health and Care	12	1 (8.3%)	5 (41.7%)	2 (16.7%)	1 (8.3%)	3 (25.0%)
Community Safety	9	3 (33.3%)	1 (11.1%)	1 (11.1%)	4 (44.4%)	0 (0%)
Environment and Housing	54	19 (35.2%)	12 (22.2%)	10 (18.5%)	9 (16.7%)	4 (7.4%)
Culture and Leisure	6	3 (50.0%)	1 (16.7%)	1 (16.7%)	0 (0%)	1 (16.7%)
Strengthening Communities	2	1 (50.0%)	0 (0%)	0 (0%)	0 (0%)	1 (50.0%)
Corporate Performance	24	7 (29.2%)	7 (29.2%)	5 (20.8%)	2 (8.3%)	3 (12.5%)
Total	125	38 (30.4%)	31 (24.8%)	24 (19.2%)	18 (14.4%)	14 (11.2%)

Note: Not all percentages will total 100% due to rounding

Table 3b: Tees Valley comparable information – by Department

Department	Total Number of comparable BVPIs	Position in Tees Valley				
		1 st	2 nd	3 rd	4 th	5 th
Adult and Community Services	12	4 (33.3%)	4 (33.3%)	2 (16.7%)	1 (8.3%)	1 (8.3%)
Chief Executives	25	8 (32.0%)	7 (28.0%)	5 (20.0%)	2 (8.0%)	3 (12.0%)
Children's Services	24	5 (20.8%)	6 (25.0%)	6 (25.0%)	3 (12.5%)	4 (16.7%)
Neighbourhood Services	49	18 (36.7%)	11 (22.4%)	8 (16.3%)	7 (14.3%)	5 (10.2%)
Regeneration and Planning	15	3 (20.0%)	3 (20.0%)	3 (20.0%)	5 (33.3%)	1 (6.7%)
Total	125	38 (30.4%)	31 (24.8%)	24 (19.2%)	18 (14.4%)	14 (11.2%)

Note: Not all percentages will total 100% due to rounding

18. It can be seen that Hartlepool's performance when compared with the other 4 Tees Valley authorities is good, with performance being in the top 2 positions in over 55% of all comparable BVPIs. In almost a third of all indicators (30.4%) Hartlepool is ranked first, or equal first, in the Tees Valley area.

19. Out of the five Tees Valley authorities, Hartlepool is ranked third or better in almost three quarters of all comparable indicators (74.4%), which is a slight increase from the 2004/05 position (72.5%). Performance is ranked 5th in the Tees Valley area in 14 indicators. These are shown in appendix 2.

Nearest Neighbours Comparisons

20. The Chartered Institute of Public Finance and Accountancy (CIPFA) have developed a 'Nearest Neighbour' group which consists of 16 local authorities, including Hartlepool. It is made up of those authorities that are deemed, by CIPFA, to face similar challenges and thus are broadly comparable. The full list of authorities can be seen at Appendix 3. It is worth noting that of the other 15 authorities only 2 are seen as being more deprived than Hartlepool, as measured by the Indices of Multiple Deprivation (IMD2004), namely Kingston Upon Hull (ranked 9th) and Middlesbrough (ranked 10th). Hartlepool is ranked as the 14th most deprived local authority area in the country.
21. Comparisons have been made over a period of 3 years, from 2003/04 to 2005/06. Only those indicators that were still collected in 2005/06 have been used for the purposes of this exercise, to enable progress to be measured using consistent measures, and the findings are detailed below: -

2003/04

22. When looking at the percentage of BVPIs in the top quartile of performers across all English authorities, Hartlepool had a total of 25.42% of all comparable BVPIs in the top quartile. Of the 16 'nearest neighbours' this was ranked 7. Three authorities, Gateshead (26), St Helens (36) and Halton (21) were the top performers, with 31.03% of indicators in the top quartile. Please note the figures in brackets after the authority's name refers to the IMD 2004 score – Hartlepool is 14 in comparison.
23. Another useful measure is the percentage of indicators that are above the national median. Under 'normal' circumstances you would expect an authority to have 25% of all their BVPIs in each of the 4 quartiles. Better performing authorities will have greater than 25% in the top 2 quartiles, and fewer than 25% in the bottom 2 quartiles.
24. Of the 16 authorities, Hartlepool is ranked 9th, with 45.76% of all BVPIs being in the top 2 quartiles. The top performing authority was St Helens, with 70.69%.

2004/05

25. Significant improvement in 2004/05 meant Hartlepool had a total of 38.55% of all comparable BVPIs in the top quartile. This was the best percentage of all 16 'nearest neighbours'. The next best performing authorities were Halton, with 33.33% and Middlesbrough (10) with 29.76%.
26. Looking at indicators above the median, Hartlepool is ranked 5th with 54.22% of indicators being in the top 2 quartiles. The best performing authority was North Tyneside (26) with 59.04% of BVPIs above the national median. This meant that Hartlepool had narrowed the gap on the top performer from 24.93% to 4.82%.

2005/06

27. When looking at the percentage of BVPIs in the top quartile of performers across all English authorities, Hartlepool had a total of 40.19% of all comparable BVPIs in the top quartile. This was the best percentage of all 16 'nearest neighbours'. The next best performing authorities were Redcar and Cleveland (44) with 34.91% and St. Helens with 33.33%.

28. Of the 16 authorities, Hartlepool is ranked 2nd, with 62.62% of all BVPIs being in the top 2 quartiles. This is only narrowly behind St. Helens (36) with 62.75% and ahead of South Tyneside (27) on 58.88%.

CAPACITY TO IMPROVE - HARTLEPOOL'S PERFORMANCE OVER TIME

29. This section examines 99 measures of performance which are comparable between 2004/05 and 2005/06 and compares Hartlepool performance between the two years.

30. Hartlepool is constantly seeking to improve its performance across all areas. Progress in achieving this is demonstrated by the fact that over three quarters (75.8%) of performance measures improved or remained the same (64.6% improved and 9.1% remained the same). This compares well with the previous year, which saw just under 69% of comparable PIs either improve or stay the same (59.4% improved, 9.4% remained the same). The Tables below, 4a and 4b, summarise which BVPIs have improved by Community Strategy theme and by Department.

Table 4a: Improvement in performance between 2004/05 and 2005/06 – by Community Strategy theme.

Community Strategy Theme	PI improvement 2004/05 to 2005/06			
	Improved	Same	Worse	Total
Jobs and the Economy	No relevant BVPIs			0
Lifelong Learning and Skills	9 (64.3%)	1 (7.1%)	3 (21.4%)	13
Health and Care	8 (66.7%)	1 (8.3%)	3 (75.0%)	12
Community Safety	4 (80.0%)	0 (0%)	1 (20.0%)	5
Environment and Housing	20 (54.1%)	5 (13.5%)	12 (32.4%)	37
Culture and Leisure	3 (75.0%)	0 (0%)	1 (25.0%)	4

Strengthening Communities	2 (100.0%)	0 (0%)	0 (0%)	2
Corporate Performance	18 (72.0%)	2 (8.0%)	5 (20.0%)	25
Total	64 (64.6%)	9 (9.1%)	26 (26.3%)	99

Note: Not all percentages will total 100% due to rounding

Table 4b: Improvement in performance between 2004/05 and 2005/06 – by Department.

Department	PI improvement 2004/05 to 2005/06			
	Improved	Same	Worse	Total
Adult and Community Services	9 (90.0%)	0 (0%)	1 (10.0%)	10
Chief Executives	19 (73.1%)	2 (7.7%)	5 (19.2%)	26
Children's Services	11 (55.0%)	2 (10.0%)	7 (35.0%)	20
Neighbourhood Services	18 (56.3%)	5 (15.6%)	9 (28.1%)	32
Regeneration and Planning	7 (63.6%)	0 (8.3%)	4 (36.4%)	11
Total	64 (64.6%)	9 (9.1%)	26 (26.3%)	99

Note: Not all percentages will total 100% due to rounding

31. Particular emphasis is paid to improving those services which are not performing well. Of the 17 indicators that are in the bottom quartile (All-England), where year on year comparisons can be made, 12 (70.6%) are showing an improvement since 2004/05. This compares favourably with last year when only 31% of bottom quartile indicators were improving.
32. When looking at Unitary comparisons, the figure drops slightly to 68.8% (11 indicators from a total of 16 bottom quartile indicators that could be compared with 2004/05). However, this is still a significant increase from the 2004/05 position, when only 32% of bottom (Unitary) indicators had improved.
33. In contrast only 6 bottom quartile indicators in total (when making comparisons with All England and Unitary authorities) deteriorated in 2005/06. This is a marked improvement since 2004/05, when there were a total of 16 indicators that showed deterioration. (The six indicators that have deteriorated are shown in Appendix 4).
34. It can be useful to look at the performance of those indicators over a longer period of time than just 12 months. One of the 6 indicators was amended in 2004/05, and therefore longer term comparisons can not be made. However, of the five remaining indicators, two have actually improved over a two year period from 2003/04 to 2005/06, and of the remaining 3, one has only deteriorated by a total of 1.86% over 2 years.

TARGET SETTING

35. An integral part of the performance management process is the ability to set accurate targets for the forthcoming year. For each BVPI it is the Council's long term aim to be in the top quartile of performers nationally. For this reason all targets should be challenging, but realistic to ensure that they are achievable. Table 5 below summarises how many of the 2005/06 targets were met, and is split by Council department.

Table 5: Performance indicators target accuracy – by Department

Department	Total BVPIs	Target Achieved		Target not achieved		Total BVPIs above or below target by 10% or more
		Total	Exceeded Target by 10% or more	Total	Failed to hit target by 10% or more	
Adult and Community Services	11	5 (45.5%)	3 (60.0%)	6 (54.5%)	1 (16.7%)	4 (36.4%)
Chief Executives	24	19 (79.2%)	11 (57.9%)	5 (20.8%)	2 (40.0%)	13 (54.2%)
Children's Services	22	11 (50.0%)	3 (27.3%)	11 (50.0%)	5 (45.5%)	8 (36.4%)
Neighbourhood Services	32	16 (50.0%)	10 (62.5%)	16 (50.0%)	9 (56.3%)	19 (59.4%)
Regeneration and Planning	11	8 (72.7%)	3 (37.5%)	3 (27.3%)	1 (33.3%)	4 (36.4%)
Total	100	59 (59.0%)	30 (50.8%)	41 (41.0%)	18 (43.9%)	48 (48.8%)

*NOTE: Percentages in the "Exceeded target by 10% or more" and "Failed to hit target by 10% or more" columns are calculated with reference to the "total" figure in the preceding column, and not the total number of BVPIs for the Department.

36. In 2005/06 there were a total of 100 BVPIs where targets could be set. Of these, 59 (59%) achieved the target. Of these over 50% (30 BVPIs) exceeded the target by more than 10%. When compared with 2004/05 it can be seen that the percentage of indicators achieving the target has increased slightly from 56.5%. However, the number of BVPIs exceeding the target by more than 10% has increased sharply from 36.5% to 50.8%.

37. Of the remaining 41 indicators, all of which failed to achieve the target just under 44% (18 BVPIs) failed to hit the target by 10% or more. This is a marked improvement since 2004/05 when over two thirds (67.5%) failed to hit the target by 10% or more.

38. Overall, performance for just under half of all BVPIs (48.8%), where targets could be set, either exceeded or fell short of the 2005/06 target by more than 10%. This

is a slight improvement since 2004/05 (50%) but it suggests that the targets that were set were still not sufficiently challenging and/or realistic.

39. For all indicators that have been assessed as being in the bottom quartile, and where targets could be set, 6 achieved the target for performance in 2005/06. This equates to 37.5% of comparable All England bottom quartile indicators (a marked increase from 16.7% in 2004/05) and 40% of comparable Unitary Authority bottom quartile indicators (an increase from 13% in 2004/05).

TARGETING IMPROVEMENTS

40. There are a number of indicators where performance was just below the threshold between quartiles. Appendix 5 details all of the BVPs that could be compared with other Unitary Authorities, and is broken down by department. For each indicator, the outturn for 2005/06 is given, together with the range for that particular quartile and the top 5 performing unitary authorities for that particular indicator.
41. For each indicator the level of improvement, expressed as a percentage, required to achieve the next quartile of performance is given, and it is felt that those within 10% could be targeted for specific improvement, to ensure performance in 2007/08 ensures an improved quartile position.

ACTION TO MONITOR AND IMPROVE PERFORMANCE INDICATORS

42. There are measures in place throughout the Council to regularly monitor performance throughout the year and ensure appropriate action where necessary to achieve improvements. The further development of the Corporate Performance Management database throughout 2005/06 and 2006/07 has ensured that at officer level, all departments have access to systems that include monitoring of performance indicators.
43. The Council continues to use quarterly reporting to Portfolio holders and this process is constantly being reviewed to improve the level of information available to Councillors to ensure that any failing indicators can be identified as soon as possible, and the necessary remedial action taken to arrest any decline in performance.
44. A new unified approach to service planning across the Council was introduced in 2006/07, which has further improved performance monitoring and reporting to Councillors and Officers. Quarterly progress has been, and will continue to be, reported to Cabinet (Corporate Plan) and Portfolio Holders (Departmental Plans) detailing up to date performance information, and any necessary recommendations for further improvements to drive performance forward.
45. Targets for 2007/08 are being reviewed as part of the service planning process, and will be published in the Council's 2007/08 Corporate Plan. As part of this process the Corporate Strategy division will be reviewing all targets and providing

an internal challenge where targets are considered to be unrealistic or unchallenging.

RECOMMENDATIONS

46. It is recommended that the Portfolio Holder notes the report and recommends any further action he deems appropriate.

Appendix 1 Bottom quartile Best Value Performance Indicators 2005/06

Community Strategy Theme	Reference	BVPI Description	Performance in 2004/05	Performance in 2005/06	Improved	Hit Target	Top Quartile	
							All England	Unitary
Lifelong Learning and Skills	BVPI 39	Percentage of pupil achieving 5 or more A*-G GCSEs	84	85.8	Yes	Yes	90.80	91.00
	BVPI 181d	Percentage of pupil achieving Level 5 or above in KS3 results - ICT Assessment	59.1	61.4	Yes	No	73.83	72.90
	BVPI 221b	Participation in and outcomes from Youth Work: accredited outcomes	Not Collected	6	n/a	Not Set	24.00	26.00
Health and Care	BVPI 50	Educational qualifications of Looked After Children	15	43	Yes	No	59.00	61.00
	BVPI 161	Employment, education and training for care leavers	0.83	0	No	No	0.91	0.91
	BVPI 163	Adoptions of children looked after	6	4.9	No	No	9.50	9.60
	BVPI 196	Acceptable waiting time for care packages	70.2	80.7	Yes	No	91.50	90.30
	BVPI 201	Number of adults and older people receiving payments	45.7	56	Yes	No	99.00	92.00
Community Safety	BVPI 126	Domestic burglaries per 1000 household (Amended 2005/06)	22.35	16.66	Yes	Yes	6.40	10.50
	BVPI 127a	Violent crime per 1,000 population	New Indicator	34.68	n/a	Not Set	12.40	19.70
	BVPI 175	Racial incidents with further action	85.7	98.11	Yes	Yes	100.00	100.00
Environment and Housing	BVPI 82a(i)	Percentage of household waste arisings which have been sent by the Authority for recycling	12.43	13.84	Yes	No	20.87	18.59
	BVPI 82a(ii)	Total tonnage of household waste arisings sent by the Authority for recycling	Amended	5440.42	n/a	Not Set	15126.10	17914.07
	BVPI 82b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	Amended	3071.51	n/a	Not Set	8770.30	10666.16
	BVPI 99aiii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - all killed/seriously injured	21.21	6.1	Yes	Yes	-40.20	-39.50

Community Strategy Theme	Reference	BVPI Description	Performance in 2004/05	Performance in 2005/06	Improved	Hit Target	Top Quartile	
							All England	Unitary
Environment and Housing	BVPI 102	Passenger journeys on buses per year	6046274	5592176	No	No	23777395	11069964
	BVPI 106	Percentage of new homes on previously developed land	55	54.96	No	Not Set	96.47	95.03
Culture and Leisure	BVPI 219b	Preserving the special character of conservation areas: character appraisals	New Indicator	0	n/a	Not Set	31.81	35.42
Strengthening Communities	BVPI 156	Percentage of buildings accessible for disabled people	17.74	20	Yes	No	84.70	70.35
Corporate Performance	BVPI 12	Number of working days lost due to sickness absence	11.32	12.34	No	No	8.34	8.90
	BVPI 14	Percentage of early retirements	0.41	0.78	No	Yes	0.17	0.30
	BVPI 17a	Percentage of black and ethnic minority employees	0.6	0.8	Yes	Yes	4.80	5.60

Notes

- All indicators in table above are in bottom quartile in at least one category (All England or Unitary) in 2005/06.

Appendix 2 – Performance ranked 5th in Tees Valley

Community Strategy Theme	Reference	BVPI Description	Performance in 2005/06	Best Performance in Tees Valley
Lifelong Learning and Skills	BVPI 43b	Percentage of SEN statements (including)	90	100
Lifelong Learning and Skills	BVPI 221b	Participation in and outcomes from Youth Work accredited outcomes	6	34
Health and Care	BVPI 161	Employment, education and training for care leavers	0	1.05
Health and Care	BVPI 163	Adoptions of children looked after	4.9	11.30
Health and Care	BVPI 201	Number of adults and older people receiving payments	56	137
Environment and Housing	BVPI 84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	-2.56	-6.55
Environment and Housing	BVPI 87	Cost of waste disposal per tonne municipal waste	37.6	31.50
Environment and Housing	BVPI 99aiii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - all killed/seriously injured	6.1	-26.30
Environment and Housing	BVPI 224b	Condition of undclassified roads (Previously BVPI 97b)	16.51	7.96
Culture and Leisure	BVPI 219b	Preserving the special character of conservation areas: character appraisals	0	57.14
Strengthening Communities	BVPI 156	Percentage of buildings accessible for disabled people	20	85.96
Corporate Performance	BVPI 12	Number of working days lost due to sickness absence	12.34	9.69
Corporate Performance	BVPI 14	Percentage of early retirements	0.78	0.31
Corporate Performance	BVPI 79b(iii)	Housing Benefit (HB) overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	22.5	1.92

Notes

Tees Valley positions are in respect of information for all Tees Valley authorities in 2005/06.

Appendix 3 – Comparisons with CIPFA Nearest Neighbours 2003/04 – 2005/06

2003/04

		Quartiles														
Authority	IMD Rank	Top			2 nd		3 rd		4th		Total Indicators	Above Median			Below Median	
		No.	%	Rank	No.	%	No.	%	No.	%		No.	%	Rank	No.	%
Stockton on Tees	75	10	17.24%	12=	22	37.93%	17	29.31%	9	15.52%	58	32	55.17%	4=	26	44.83%
Redcar and Cleveland	44	10	17.24%	12=	11	18.97%	22	37.93%	15	25.86%	58	21	36.21%	15=	37	63.79%
Middlesbrough	10	13	22.41%	8=	13	22.41%	11	18.97%	21	36.21%	58	26	44.83%	10=	32	55.17%
Kingston Upon Hull	9	9	15.52%	14	14	24.14%	9	15.52%	26	44.83%	58	23	39.66%	14	35	60.34%
Stoke on Trent	18	7	12.07%	16	14	24.14%	17	29.31%	20	34.48%	58	21	36.21%	15=	37	63.79%
Rochdale	25	8	13.79%	15	18	31.03%	12	20.69%	20	34.48%	58	26	44.83%	10=	32	55.17%
South Tyneside	27	17	29.31%	4=	16	27.59%	15	25.86%	10	17.24%	58	33	56.90%	2=	25	43.10%
Gateshead	26	18	31.03%	1=	15	25.86%	13	22.41%	12	20.69%	58	33	56.90%	2=	25	43.10%
Rotherham	63	16	27.12%	6	10	16.95%	17	28.81%	16	27.12%	59	26	44.07%	12	33	55.93%
St Helens	36	18	31.03%	1=	23	39.66%	12	20.69%	5	8.62%	58	41	70.69%	1	17	29.31%
Bolton	50	13	22.41%	8=	17	29.31%	17	29.31%	11	18.97%	58	30	51.72%	7	28	48.28%
Sunderland	22	17	29.31%	4=	15	25.86%	14	24.14%	12	20.69%	58	32	55.17%	4=	26	44.83%
North Tyneside	80	13	22.41%	8=	16	27.59%	21	36.21%	8	13.79%	58	29	50.00%	8	29	50.00%
Halton	21	18	31.03%	1=	14	24.14%	17	29.31%	9	15.52%	58	32	55.17%	4=	26	44.83%
N.E. Lincolnshire	52	11	18.97%	11	13	22.41%	18	31.03%	16	27.59%	58	24	41.38%	13	34	58.62%
Hartlepool	14	15	25.42%	7	12	20.34%	19	32.20%	13	22.03%	59	27	45.76%	9	32	54.24%

2004/05

Authority	IMD Rank	Quartiles									Total Indicators	Above Median			Below Median	
		Top			2 nd		3 rd		4th			No.	%	Rank	No.	%
		No.	%	Rank	No.	%	No.	%	No.	%						
Stockton on Tees	75	20	23.81%	9	21	25.00%	22	26.19%	21	25.00%	84	41	48.81%	8=	43	51.19%
Redcar and Cleveland	44	17	20.24%	12	19	22.62%	26	30.95%	22	26.19%	84	36	42.86%	11	48	57.14%
Middlesbrough	10	25	29.76%	3	16	19.05%	12	14.29%	31	36.90%	84	41	48.81%	8=	43	51.19%
Kingston Upon Hull	9	18	21.69%	10	12	14.46%	23	27.71%	30	36.14%	83	30	36.14%	15	53	63.86%
Stoke on Trent	18	17	20.48%	11	12	14.46%	21	25.30%	33	39.76%	83	29	34.94%	16	54	65.06%
Rochdale	25	15	18.52%	13=	19	23.46%	21	25.93%	26	32.10%	81	34	41.98%	12	47	58.02%
South Tyneside	27	20	24.10%	8	28	33.73%	20	24.10%	15	18.07%	83	48	57.83%	3	35	42.17%
Gateshead	26	23	27.71%	5=	23	27.71%	18	21.69%	19	22.89%	83	46	55.42%	4	37	44.58%
Rotherham	63	15	18.29%	15	22	26.83%	27	32.93%	18	21.95%	82	37	45.12%	10	45	54.88%
St Helens	36	22	27.16%	7	25	30.86%	23	28.40%	11	13.58%	81	47	58.02%	2	34	41.98%
Bolton	50	15	18.52%	13=	17	20.99%	36	44.44%	13	16.05%	81	32	39.51%	13	49	60.49%
Sunderland	22	24	28.92%	4	18	21.69%	20	24.10%	21	25.30%	83	42	50.60%	6	41	49.40%
North Tyneside	80	23	27.71%	5=	26	31.33%	19	22.89%	15	18.07%	83	49	59.04%	1	34	40.96%
Halton	21	28	33.33%	2	14	16.67%	26	30.95%	16	19.05%	84	42	50.00%	7	42	50.00%
N.E. Lincolnshire	52	10	11.90%	16	22	26.19%	23	27.38%	29	34.52%	84	32	38.10%	14	52	61.90%
Hartlepool	14	32	38.55%	1	13	15.66%	20	24.10%	18	21.69%	83	45	54.22%	5	38	45.78%

2005/06

Authority	IMD Rank	Quartiles									Total Indicators	Above Median			Below Median	
		Top			2 nd		3 rd		4th			No.	%	Rank	No.	%
		No.	%	Rank	No.	%	No.	%	No.	%						
Stockton on Tees	75	31	28.70%	8=	27	25.00%	30	27.78%	20	18.52%	108	58	53.70%	6	50	46.30%
Redcar and Cleveland	44	37	34.91%	2	19	17.92%	26	24.53%	24	22.64%	106	56	52.83%	7	50	47.17%
Middlesbrough	10	35	32.41%	5=	19	17.59%	24	22.22%	30	27.78%	108	54	50.00%	10	54	50.00%
Kingston Upon Hull	9	31	28.70%	8=	15	13.89%	25	23.15%	37	34.26%	108	46	42.59%	16	62	57.41%
Stoke on Trent	18	28	25.93%	12	24	22.22%	25	23.15%	31	28.70%	108	52	48.15%	12	56	51.85%
Rochdale	25	25	24.51%	14	19	18.63%	33	32.35%	25	24.51%	102	44	43.14%	15	58	56.86%
South Tyneside	27	35	32.71%	4	28	26.17%	26	24.30%	18	16.82%	107	63	58.88%	3	44	41.12%
Gateshead	26	26	24.53%	13	32	30.19%	32	30.19%	16	15.09%	106	58	54.72%	5	48	45.28%
Rotherham	63	31	28.97%	7	23	21.50%	41	38.32%	12	11.21%	107	54	50.47%	9	53	49.53%
St Helens	36	34	33.33%	3	30	29.41%	25	24.51%	13	12.75%	102	64	62.75%	1	38	37.25%
Bolton	50	29	28.43%	10	21	20.59%	29	28.43%	23	22.55%	102	50	49.02%	11	52	50.98%
Sunderland	22	29	27.36%	11	22	20.75%	41	38.68%	14	13.21%	106	51	48.11%	13	55	51.89%
North Tyneside	80	25	23.36%	15	35	32.71%	31	28.97%	16	14.95%	107	60	56.07%	4	47	43.93%
Halton	21	35	32.41%	5=	21	19.44%	30	27.78%	22	20.37%	108	56	51.85%	8	52	48.15%
N.E. Lincolnshire	52	23	21.30%	16	24	22.22%	22	20.37%	39	36.11%	108	47	43.52%	14	61	56.48%
Hartlepool	14	43	40.19%	1	24	22.43%	20	18.69%	20	18.69%	107	67	62.62%	2	40	37.38%

Appendix 4 – All bottom quartile indicators that have declined between 2004/05 and 2005/06

Community Strategy Theme	Reference	BVPI Description	Performance in 2003/04	Performance in 2004/05	Performance in 2005/06	Percentage Change**	
						In year	Since 2003/04
Health and Care	BVPI 161	Employment, education and training for care leavers	Not comparable	0.83*	0	-100.00%	Not comparable
Health and Care	BVPI 163	Adoptions of children looked after	7.50	6	4.9	-18.33%	-34.67%
Environment and Housing	BVPI 102	Passenger journeys on buses per year	6,527,705	6,046,274	5,592,176	-7.51%	-14.3%
Environment and Housing	BVPI 106	Percentage of new homes on previously developed land	56.00	55	54.96	-0.07%	-1.86%
Corporate Performance	BVPI 12	Number of working days lost due to sickness absence	13.2	11.32	12.34	+9.01%	(-6.52%)
Corporate Performance	BVPI 14	Percentage of early retirements	0.99	0.41	0.78	+90.24%	(-21.21%)

*Note: BVPI 161 was amended in 2004/05 and can not be compared with previous outturn.

** Brackets indicate positive overall direction of travel

Appendix 5 - 2005/06 BVPI Outturns - Unitary Authority Comparisons

Adult and Community Services Department

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
Top Quartile									
BVPI 170a	Number of visits to/usage of museums per 1000 population	2669	1850 +	n/a	Southampton	Bath & N.E. Somerset	Brighton	Portsmouth	York
BVPI 170b	Number of those visits that were in person per 1000 population	2031	869 +	n/a	Bath & N.E. Somerset	Brighton	York	Hartlepool	Nottingham
BVPI 195	Acceptable waiting time for assessment	83.2	82.8 +	n/a	Telford and Wrekin	Isles of Scilly	Darlington	Isle of Wight	Rutland
BVPI 54	Over 65s helped to live at home per 1000 population	122.25	99.22 +	n/a	Middlesbrough	Hartlepool	Halton	East Riding	Redcar & Cleveland
2 nd Quartile									
BVPI 178	Percentage of footpaths and rights of way easy to use by public	89.1	82.7 – 89.8	0.8%	Bracknell Forest, Portsmouth Luton & Nottingham				Southampton Bournemouth
3 rd Quartile									
BVPI 170c	Number of pupils in organised school trips visiting museums & galleries (amended 2005/06)	7600	3362 - 9736	28.1%	Bath & N.E. Somerset	Plymouth	Brighton	Bristol	Portsmouth
Bottom Quartile									
BVPI 196	Acceptable waiting time for care packages	80.7	81.4 -	0.9%	Isles of Scilly	Blackpool	North Lincolnshire	Southend	Milton Keynes
BVPI 201	Number of adults and older people receiving payments	56	57 -	1.8%	Windsor & Maidenhead	Halton	Southampton	Isle of Wight	Redcar & Cleveland

Unitary Authorities in Adult and Community Services with most appearances in ‘Top 5’

No. of Appearances in Top 5	Authority	
3	Southampton Brighton	Bath & North East Somerset Portsmouth
2	Hartlepool Isles of Scilly Halton York	Nottingham Isle of Wight Redcar & Cleveland

Chief Executives Department

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
Top Quartile									
BVPI 10	Percentage of non-domestic rates collected	99.83	99.19 +	n/a	North Somerset	Hartlepool	Halton	N.E. Lincolnshire	Rutland
BVPI 11a	Percentage of top 5% earners that are women	50.44	48.09 +	n/a	Darlington	Thurrock	Brighton	Middlesbrough	Hartlepool
BVPI 11c	Percentage of top 5% earners who has a disability	6.79	3.14 +	n/a	Luton	Poole	Hartlepool	Bristol	York
BVPI 15	Percentage of ill health retirements	0.13	0.13 -	n/a	Isles of Scilly	Windsor and Maidenhead	Thurrock	Swindon	Peterborough
BVPI 157	E-government: Percentage of e-enabled interactions	100	100	n/a	16 Unitary Authorities, including Hartlepool achieved 100%				
BVPI 16a	Percentage of disabled employees	4.41	2.75 +	n/a	Swindon	Hartlepool	Bristol	Nottingham	Torbay
BVPI 2b	Duty to promote race equality	84	84 +	n/a	Isle of Wight	Reading	Derby	Middlesbro	Telford and Wrekin
BVPI 78a	Speed of processing new claim to HB/CTB	23.8	27.5 -	n/a	Southend	Halton	East Riding	Blackpool	Darlington
BVPI 78b	Speed of processing changes of circumstances to HB/CTB	7.2	10.3 -	n/a	Halton	Rutland	Darlington	Blackpool	Plymouth
BVPI 79a	Accuracy of HB/CTB claims	98.8	98.8 +	n/a	Halton	Plymouth	Darlington East Riding		Southend Bracknell Forest
BVPI 79b(ii)	HB overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year	57.42	38.49 +	n/a	Halton	Hartlepool	Wokingham	Isle of Wight	Windsor & Maidenhead
BVPI 8	Percentage of invoices paid on time	94.71	93.18 +	n/a	East Riding	Isles of Scilly	Warrington	Southend	Telford and Wrekin

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
2 nd Quartile									
BVPI 79b(i)	The amount of Housing Benefit overpayments (HB) recovered as a percentage of HB overpayments	76.62	71.0 – 81.51	6.4%	Southend	Blackpool	Peterborough	Rutland	Halton
3 rd Quartile									
BVPI 11b	Percentage of top 5% earners from black and minority ethnic communities	1.15	1.08 – 2.02	75.7%	Slough	Leicester	Luton	Nottingham	Bracknell Forest
BVPI 9	Percentage of Council Tax collected	96.4	95.72 – 96.6	0.2%	Wokingham	Isles of Scilly	Rutland	North Somerset	Isle of Wight
Bottom Quartile									
BVPI 12	Number of working days lost due to sickness absence	12.34	10.82 +	12.3%	Isles of Scilly	West Berkshire	Wokingham	Torbay	Windsor and Maidenhead
BVPI 14	Percentage of early retirements	0.78	0.67 +	14.1%	Isles of Scilly	Luton	West Berkshire	East Riding	Brighton
BVPI 17a	Percentage of black and ethnic minority employees	0.8	1.3 -	62.5%	Slough	Luton	Leicester	Blackburn	Nottingham

Unitary Authorities in Chief Executives with most appearances in ‘Top 5’

No. of Appearances in Top 5	Authority	
6	Halton	
5	Hartlepool	Isles of Scilly
4	Darlington East Riding Southend	Rutland Luton
3	Nottingham Blackpool Wokingham	Isle of Wight Windsor & Maidenhead

*Note: Where individual authorities aren't named (i.e. BVPI 157) no authorities have been counted for the purposes of above table.

Children's Services Department

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
Top Quartile									
BVPI 162	Reviews of child protection cases	100	100	n/a	33 Unitary Authorities, including Hartlepool, achieved 100%				
BVPI 194a	Proportion of children level 5 or above, KS2 in English	29	29.0 +	n/a	Wokingham	Windsor & Maidenhead Bath & N.E. Somerset		Rutland	Isles of Scilly
BVPI 222a	Percentage of leaders of integrated early education and child care settings funded or part-funded by the local authority with a qualification at level 4 or above	54	38.0 +	n/a	Isle of Wight	Wokingham	Hartlepool	Rutland	Windsor & Maidenhead
BVPI 40	Percentage of pupil achieving Level 4 or above in KS2 Math tests	77.5	77.1 +	n/a	Isles of Scilly	Rutland	Wokingham Warrington		Bath & N.E. Somerset
BVPI 43a	Percentage of SEN statements (excluding)	100	100	n/a	27 Unitary Authorities, including Hartlepool, achieved 100%				
BVPI 45	Percentage absence in secondary schools	7.26	7.28 -	n/a	Rutland	Slough Bracknell Forest Warrington			East Riding
2 nd Quartile									
BVPI 181b	Percentage of pupil achieving Level 5 or above in KS3 results - Maths	74.24	72.93 – 77.5	4.4%	Isles of Scilly	Rutland	Wokingham	Windsor & Maidenhead West Berkshire	
BVPI 194b	Proportion of children level 5 or above, KS2 in Maths	32	30.0 -33.0	3.0%	Wokingham Rutland		Warrington	Isles of Scilly Windsor & Maidenhead	
BVPI 197	Teenage Pregnancies	-15.2	-8.10 -- 18.8	23.7%	Poole	Rutland	Thurrock Bracknell Forest		Wokingham
BVPI 221a	Participation in and outcomes from Youth Work: recorded outcomes	50	41 – 56	10.7%	Blackpool	Stockton on Tees	Swindon	Darlington	Bracknell Forest
BVPI 222b	Percentage of leaders of integrated early education and child care settings funded or part-funded by the	77	77.0 – 100	29.9%	22 Unitary Authorities, not including Hartlepool, achieved 100%				

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
	local authority which have input from staff with graduate or post graduate training in teaching or child development								
BVPI 41	Percentage of pupil achieving Level 4 or above in KS2 English tests	78.7	77.0 – 81.0	2.9%	Wokingham Rutland North Somerset			Windsor & Maidenhead	Warrington Bath & N.E. Somerset
BVPI 43b	Percentage of SEN statements (including)	90	89.1 – 97.1	7.9%	9 Unitary Authorities, not including Hartlepool achieved 100%				
BVPI 46	Percentage absence in primary schools	5.29	5.6 – 5.13	3.0%	Wokingham	Warrington	Rutland East Riding		York
3 rd Quartile									
BVPI 181a	Percentage of pupil achieving Level 5 or above in KS3 results - English	70.91	68.0 – 72.0	1.5%	Isles of Scilly	Wokingham	Rutland	Windsor & Maidenhead Bracknell Forest	
BVPI 181c	Percentage of pupil achieving Level 5 or above in KS3 results - Science	67.86	64.0 – 69.0	1.7%	Isles of Scilly	Rutland	Poole	West Berkshire Bath & N.E. Somerset	
BVPI 38	Percentage of pupil achieving 5 or more A*-C GCSEs	51.7	47.6 – 53.0	2.5%	Isles of Scilly	Rutland	Poole	Bath & N.E. Somerset	Southend
BVPI 39	Percentage of pupil achieving 5 or more A*-G GCSEs	85.8	85.8 – 88.0	2.6%	Isles of Scilly	Rutland	Poole East Riding		Warrington
Bottom Quartile									
BVPI 161	Employment, education and training for care leavers	0	0.62 -	n/a	Herefordshire	Derby Redcar & Cleveland		North Lincolnshire	Stockton-on- Tees
BVPI 163	Adoptions of children looked after	4.9	5.90 -	20.4%	N.E. Lincolnshire	Nottingham	Reading	Redcar & Cleveland	Brighton
BVPI 181d	Percentage of pupil achieving Level 5 or above in KS3 results - ICT Assessment	61.4	62.7 -	2.1%	Halton	Warrington	York Bath & N.E. Somerset		East Riding
BVPI 221b	Participation in and outcomes from Youth Work: accredited outcomes	6	10.0 -	66.7%	Swindon	Milton Keynes	West Berkshire	Slough	Middlesbrough

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
BVPI 50	Educational qualifications of Looked After Children	43	47.0 -	9.3%	Herefordshire	Kingston upon Hull	Plymouth	South Gloucestershire	Portsmouth

Unitary Authorities in Children's Services with most appearances in 'Top 5'

No. of Appearances in Top 5	Authority
13	Rutland
9	Wokingham
8	Isles of Scilly
7	Warrington
6	Bath & N.E. Somerset Windsor & Maidenhead
4	East Riding Bracknell Forest Poole

*Note: Where individual authorities aren't named (i.e. BVPI 162) no authorities have been counted for the purposes of above table.

Neighbourhood Services Department

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
Top Quartile									
BVPI 100	Number of temporary traffic control days caused by road works per km	0	0.20 -	n/a	9 Unitary Authorities, including Hartlepool, achieved 0.0				
BVPI 166a	Environmental health checklist of best practice	100	100	n/a	22 Unitary Authorities, including Hartlepool, achieved 100%				
BVPI 166b	Trading standards checklist of best practice	100	100	n/a	27 Unitary Authorities, including Hartlepool, achieved 100%				
BVPI 183b	Average length of stay in hostel accommodation	0	0	n/a	23 Unitary Authorities, including Hartlepool, achieved 0.0				
BVPI 199c	Fly-posting visible from relevant land and highways	0	0	n/a	23 Unitary Authorities, including Hartlepool, achieved 100%				
BVPI 202	Number of people sleeping rough on a single night	0	1.0 -	n/a	10 Unitary Authorities, including Hartlepool, achieved 0.0				
BVPI 215a	Rectification of street lighting faults: non DNO	1.64	3.72 -	n/a	Hartlepool	Isle of Wight	Middlesbro	Luton	Redcar & Cleveland
BVPI 216b	Information on contaminated land	13	4.0 +	n/a	Thurrock	Middlesbro	Bournemouth	Nottingham	Hartlepool
BVPI 218a	Abandoned Vehicles	100	95.78 +	n/a	Hartlepool Wokingham Blackburn			Milton Keynes	Redcar & Cleveland
BVPI 218b	Abandoned Vehicles - removal	100	93.65 +	n/a	Hartlepool Medway		Redcar & Cleveland	N.E. Lincolnshire	Blackburn
BVPI 82c(i)	Percentage of the total tonnage of household waste arisings that have been used to recover heat, power and other energy sources	70.7	0.77 +	n/a	Middlesbrough	Stockton-on-Tees	Hartlepool	Portsmouth	Southampton
BVPI 82c(ii)	Total tonnage of household waste arisings that have been used to	27796.5	464.72 +	n/a	Stoke on Trent	Stockton-on-Tees	Nottingham	Southampton	Portsmouth

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
	recover heat, power and other energy sources								
BVPI 82d(i)	Percentage of household waste that has been landfilled	7.65	62.68 -	n/a	Hartlepool	Middlesbro	Redcar & Cleveland	Stockton-on-Tees	Southampton
BVPI 82d(ii)	The tonnage of household waste arisings that have been landfilled	3006.48	40882.49 -	n/a	Middlesbrough	Hartlepool	Redcar & Cleveland	Stockton-on-Tees	Rutland
BVPI 84a	Number of kilograms household waste collected per head	436.32	472.0 -	n/a	Slough	Southampton	Middlesbro	Leicester	Hartlepool
BVPI 86	Cost of household waste collection per household	36.26	36.74 -	n/a	Halton	Nottingham	Leicester	Peterborough	Southend
BVPI 91a	Percentage of households resident in the authority's area served by kerbside collection of recyclables	100	100	n/a	20 Unitary Authorities, including Hartlepool, achieved 100%				
BVPI 91b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	100	100	n/a	17 Unitary Authorities, including Hartlepool, achieved 100%				
BVPI 99ai	Road accident casualties - Number of casualties - all killed/seriously injured	49	57.0 -	n/a	Torbay	Rutland	Bracknell Forest	Darlington	Slough
BVPI 99bii	Road accident casualties - % Change in number of casualties from previous year – children killed/seriously injured	-33.3	-31.90	n/a	Stoke-on-Trent	Thurrock	Leicester	Plymouth Swindon	
BVPI 99ci	Road accident casualties - Number of casualties - all slight injuries	304	523 -	n/a	Rutland	Hartlepool	Bracknell Forest	Redcar & Cleveland	Darlington
BVPI 99ciii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - all slight injuries	-21.6	-18.90 -	n/a	West Berkshire	Redcar & Cleveland	Kingston Upon Hull	Stockton-on-Tees	Middlesbrough

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
2 nd Quartile									
BVPI 165	Percentage of pedestrian crossings for disabled people	91.9	91.9 – 99.7	8.5%	11 Unitary Authorities, not including Hartlepool, achieved 100%				
BVPI 183a	Average length of Stay in bed and break fast accommodation	1.54	2.2 – 1.0	35.1%	6 Unitary Authorities, not including Hartlepool, achieved 0.0				
BVPI 187	Condition of surface footway	15	19.00 – 10.00	33.3%	Slough	Stoke-on-Trent	Reading Milton Keynes	Wokingham	
BVPI 199b	Local Street and Environmental Cleanliness – Graffiti	2	4.0 – 1.0	50.0%	8 Unitary Authorities, not including Hartlepool, achieved 100%				
BVPI 213	Housing Advice Service: preventing homelessness	3	3.0 – 6.0	100%	Isles of Scilly, Stockton-on-Tees, Halton, N.E. Lincolnshire and North Lincolnshire				
BVPI 214	Repeat Homelessness	2.54	2.54 – 0.76	70.1%	7 Unitary Authorities, not including Hartlepool, achieved 0.0				
BVPI 217	Pollution Control Improvements	91	90.0 – 95.0	4.4%	8 Unitary Authorities, not including Hartlepool, achieved 100%				
BVPI 82b(i)	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	7.81	7.5 – 10.42	33.4%	Isle of Wight	Peterborough	South Gloucesters hire	Redcar & Cleveland	N.E. Lincolnshire
BVPI 87	Cost of waste disposal per tonne municipal waste	37.6	43.86 – 36.53	2.8%	Plymouth	Stockton-on-Tees	Darlington	York	Middlesbrough
BVPI 99aai	Road accident casualties - % Change in number of casualties from previous year – all killed/seriously injured	-12.5	-3.5 - - 18.7	49.6%	Middlesbrough	Plymouth	Torbay	Isle of Wight Leicester	
BVPI 99bi	Road accident casualties - Number of casualties - children killed/seriously injured	10	11.0 – 7.0	30.0%	Rutland	Torbay Bracknell Forest		Poole	Reading Darlington West Berkshire
3 rd Quartile									
BVPI 102	Passenger journeys on buses per year	5592176	5515609 – 8232639	47.2%	Nottingham	Brighton	Leicester	Southampton	Reading

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
BVPI 199a	Local Street and Environmental Cleanliness – Litter & Detritus	17	18.7 – 14.5	14.7%	East Riding	Isle of Wight	Leicester	Stockton-on-Tees	Slough Bracknell Forest
BVPI 215b	Rectification of street lighting faults: DNO	22.77	36.96 – 20.3	10.8%	Torbay	Plymouth	North Lincolnshire	Telford and Wrekin	Reading
BVPI 216a	Identifying contaminated land	908	490 – 1058	16.5%	Stoke-on-Trent	East Riding	Herefordshire	Portsmouth	Brighton
BVPI 64	Number of private sector dwellings returned into occupation	34	15 – 55	61.8%	Bristol	Nottingham	Brighton	Thurrock	Kingston- upon Hull Darlington
BVPI 84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	-2.56	-0.83 - - 3.01	17.6%	Torbay	Bath & N.E. Somerset	North Somerset	Middlesbro	Blackpool
BVPI 99cii	Road accident casualties - % Change in number of casualties from previous year - all slight injuries	-0.3	5.10 - - 1.50	400%	Windsor & Maidenhead	Slough	East Riding	Kingston Upon Hull	N.E. Lincolnshire
Bottom Quartile									
BVPI 156	Percentage of buildings accessible for disabled people	20	31.62 -	58.1%	Slough	Thurrock	Rutland	Luton	Darlington
BVPI 82a(i)	Percentage of household waste arisings which have been sent by the Authority for recycling	13.84	14.58 -	5.3%	Bath & N.E. Somerset	Wokingham	Poole	Windsor & Maidenhead	Brighton
BVPI 82a(ii)	Total tonnage of household waste arisings sent by the Authority for recycling	5440.42	11365.6 -	108.9%	East Riding	Bristol	South Gloucestershire	Medway	Brighton
BVPI 82b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	3071.51	3755.17 -	22.3%	South Gloucestershire	Isle of Wight	Peterborough	Medway	East Riding

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
BVPI 99aiii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - all killed/seriously injured	6.1	-6.90 +	213.1%	Plymouth	Halton	Slough	Bracknell Forest	Blackburn
BVPI 99biii	Road accident casualties - % change in number of casualties between most current year and average of 1994-1998 - children killed/seriously injured	-15.3	-17.0 +	11.1%	Stoke-on-Trent	Plymouth	Thurrock	Leicester	Rutland

Unitary Authorities in Neighbourhood Services with most appearances in ‘Top 5’

No. of Appearances in Top 5	Authority	
10	Middlesbrough	
9	Hartlepool	
8	Redcar & Cleveland	Stockton on Tees
7	Slough	Leicester
6	Darlington	Rutland
	Plymouth	
5	Southampton	Brighton
	Nottingham	East Riding
	Stoke on Trent	Bracknell Forest
	Thurrock	Torbay

*Note: Where individual authorities aren't named (i.e. BVPI 100) no authorities have been counted for the purposes of above table.

Regeneration and Planning Department

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
Top Quartile									
BVPI 205	Quality of service checklist	100	94.4 +	n/a	11 Unitary Authorities, including Hartlepool, achieved 100%				
2 nd Quartile									
BVPI 109a	Percentage of major planning applications within 13 weeks	70.59	64.29 – 72.22	2.3%	Isles of Scilly	Luton	Middlesbro	Torbay	West Berkshire
BVPI 127b	Robberies per 1,000 population	1.1	1.1 – 0.7	36.4%	Rutland	Isle of Wight, Herefordshire West Berkshire and East Riding			
BVPI 128	Vehicle crimes per 1000 population (Amended 2005/06)	12.1	13.3 – 11.4	5.8%	Isle of Wight	Herefordshire	Rutland	East Riding	Torbay South Gloucestershire
BVPI 198	The number of drug users in treatment per 1,000 population aged 18-44	60.91	49.9 – 88.58	45.4%	Isle of Wight	Southampton	Medway	Luton	Kingston Upon Hull
BVPI 219c	Preserving the special character of conservation areas: management proposals	0	0 – 14.0	n/a	North Lincolnshire	Portsmouth	Middlesbro	Plymouth Blackpool	
3 rd Quartile									
BVPI 109b	Percentage of minor planning applications within 8 weeks	72.93	68.75 – 75.26	3.2%	Warrington	Nottingham	Halton	Slough	Luton
BVPI 109c	Percentage of other planning applications within 8 weeks	83.96	81.1 – 86.0	2.4%	Halton	Blackpool	West Berkshire	Warrington	Slough
Bottom Quartile									
BVPI 106	Percentage of new homes on previously developed land	54.96	70.65 -	28.5%	7 Unitary Authorities, not including Hartlepool, achieved 100%				
BVPI 126	Domestic burglaries per 1000 household (Amended 2005/06)	16.66	15.40 +	7.6%	Herefordshire	Poole	Isle of Wight	Bath & N.E. Somerset	East Riding

Hartlepool Performance 2005/06			Quartile Range	% to next quartile	Top Five Unitary Authorities				
BVPI	Definition	Outturn			1 st	2 nd	3 rd	4 th	5 th
BVPI 127a	Violent crime per 1,000 population	34.68	32.70 +	5.7%	Rutland	West Berkshire	Wokingham	North Somerset	Bath & N.E. Somerset
BVPI 175	Racial incidents with further action	98.11	99.0 -	0.9%	32 Unitary Authorities, not including Hartlepool, achieved 100%				
BVPI 219b	Preserving the special character of conservation areas: character appraisals	0	2.96 -	n/a	Bracknell Forest North Lincolnshire		Portsmouth	Swindon	Torbay

Unitary Authorities in Regeneration and Planning with most appearances in ‘Top 5’

No. of Appearances in Top 5	Authority	
4	Isle of Wight	West Berkshire
3	Rutland	East Riding
	Luton	Torbay
	Herefordshire	
2	Bath & N.E. Somerset	Portsmouth
	Middlesbrough	Halton
	Blackpool	North Lincolnshire
	Warrington	Slough

*Note: Where individual authorities aren't named (i.e. BVPI 205) no authorities have been counted for the purposes of above table.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26th February 2007



Report of: Assistant Chief Executive

Subject: CORPORATE COMPLAINTS – October to December 2006

SUMMARY

1. PURPOSE OF REPORT

To report to the Portfolio Holder on corporate complaints performance for the third 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 third 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 26th February 2007.

6. DECISION(S) REQUIRED

That the report be noted.

Report of: Assistant Chief Executive

Subject: CORPORATE COMPLAINTS – October to December 2006

1. PURPOSE OF REPORT

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

2. FORMAL COMPLAINTS INFORMATION – October to December 2006

In the third quarter of 2006/07, a total of 7 formal complaints were recorded by departments. This figure marks a return to the levels of complaints usually recorded each quarter after exceptional figures were recorded on Quarter 2 of this year. Three complaints were made to the Chief Executive's Department, and 2 each were made to The Adult & Community Services Department and the neighbourhood Services Department. (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. In the third quarter of 2006/7, the 15 day target was achieved in 57 percent of cases. This is a reduction in performance from the previous two quarters. Departments will be reminded to ensure that every effort is made to respond to complaints within the 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 upheld, either fully or in part. In the third quarter of 2006/07, 2 complaints (29 percent) were fully upheld and 2 cases were partly upheld (29%). These figures closely resemble those recorded in Quarter 1 of this year and seem to confirm the return to more normal patterns of complaints reporting after the unusual figures of Quarter 2.

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, remedies have included:

- agreeing to change services to better meet residents' needs;
- written apologies;
- explanations as to why a problem arose;
- told what action has been taken to prevent the problem recurring;

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 actions have been taken to prevent their recurrence. In the third quarter of 2006/07, departments have taken action wherever possible. For example, staff have been briefed/re-trained on procedures and guidelines; a service has been re-organised to make it better meet residents needs, and a user survey is being planned to look at ways of improving another service.

3. RECOMMENDATIONS

That the report be noted.

4. BACKGROUND PAPERS

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

Corporate Complaints July to September 2006 - Report to the Performance Management Portfolio Holder, 27th November 2006.

Hartlepool Borough Council Corporate Complaints Procedure.

5. CONTACT OFFICER

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Chief Executive's Department, Corporate Strategy Division
Hartlepool Borough Council
Tel No: (01429) 523041
Email: liz.crookston@hartlepool.gov.uk**

APPENDIX 1 - COMPLAINTS MONITORING – October 1st to 31st December 2006

	Total no. of complaints			Reported on within 15 working days			Reported on outside 15 day target			Not upheld			Partly upheld/partly not upheld			Upheld		
	Qtr 1	Qtr 2	Qtr 3	Qtr 1	Qtr 2	Qtr 3	Qtr 1	Qtr 2	Qtr 3	Qtr 1	Qtr 2	Qtr 3	Qtr 1	Qtr 2	Qtr 3	Qtr 1	Qtr 2	Qtr 3
CHIEF EXECUTIVES' DEPT																		
Corporate Strategy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	5	5	3	5	5	1	-	-	2	3	2	1	2	1	1	-	2	1
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTALS FOR CHIEF EXEC'S	5	5	3	5	5	1	-	-	2	3	2	1	2	1	1	-	2	1
ADULT & COMMUNITY SERVICES*	3	5	2	2	4	2	1	1	-	1	1	1	1	3	-	1	1	1
CHILDREN'S SERVICES *	-	1	-	-	1	-	-	-	-	-	1	-	-	-	-	-	-	-
REGENERATION & PLANNING SERVICES	1	5	-	-	-	-	1	5	-	1	3	-	-	2	-	-	-	-
NEIGHBOURHOOD SERVICES	2	74	2	2	73	1	-	1	1	-	71	1	-	2	1	2	1	-
TOTAL DEALT WITH UNDER CORPORATE COMPLAINTS PROCEDURE	11	90	7	9	83	4	2	7	3	5	78	3	3	8	2	3	4	2
				82%	92%	43%	18%	8%	43%	45%	87%	43%	27%	9%	43%	27%	4%	43%

* Social care complaints for both adults and children are not included in these statistics. Regular reports are made to the appropriate portfolio holders.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26th February 2007



Report of: Assistant Chief Executive

Subject: BVPI Satisfaction Surveys 2006 – Headline Results

SUMMARY

1. PURPOSE OF REPORT

To report to the Portfolio Holder on the headline results from the Best Value Performance Indicator Surveys carried out in 2006.

2. SUMMARY OF CONTENTS

The report outlines the top line information on residents' satisfaction with Council services as collected in a range of self completion surveys carried out in the latter half of 2006.

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 26th February 2007

6. DECISION(S) REQUIRED

That the report be noted.

Report of: Assistant Chief Executive

Subject: BVPI Satisfaction Surveys 2006 – Headline Results

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the initial results from three surveys of residents' satisfaction with Council services. The surveys provide information for a range of Best Value Performance Indicators (BVPIs) and contribute to the assessment of the Council's performance.

2. THE BVPI SURVEYS

Every three years all local authorities are required, by central government, to carry out a range of satisfaction surveys with local residents and service users. These surveys collect data for monitoring the Council's performance through BVPIs and enable the authority to look at trends in satisfaction and attitudes to the local area. There are four surveys which must be carried out:

- General Survey – a postal survey of a random sample of residents. Carried out in October and November 2006.
- Planning application service users - a postal survey of applicants. Carried out in October and November 2006.
- Library Users - a self completion survey of people visiting libraries. Carried out in September 2006.
- Benefits claimants – a postal survey of two samples of claimants. Carried out in September/October 2006 and January/February 2007.

This report contains summary information from the general, planning and library surveys. The benefits surveys have yet to be completed and will be reported at a later date. The surveys contain a substantial amount of data as well as that reported here. It is anticipated that a more detailed report will be [presented to members when the surveys have been completed and the data fully analysed.

3. SATISFACTION WITH COUNCIL SERVICES

Where possible the satisfaction data is compared with the overall averages for all single tier and county councils. Figures for national averages have not yet been produced by the Audit Commission which has overall responsibility for this data.

Overall trends

Of the seventeen Best Value Performance Indicators measured, ten showed an increase in satisfaction, six showed a decrease and one remained the same. Some of these changes are small and are not statistically significant. For example the drop in satisfaction with the planning service from 87% to 86% is not a statistically significant change and the level of satisfaction can be regarded as unchanged for this indicator.

Substantial increases in satisfaction were recorded for sports and leisure facilities; museums and art galleries; local facilities for waste recycling; waste disposal at local tips/sites; and for bus services.

A significant decrease in satisfaction was apparent for household waste collection with a fall from 89% satisfied to 72%. This indicator may have been affected by the very recent changes to refuse collection arrangements. It is perhaps unfortunate that the survey had to take place at a time when a substantial proportion of residents were just getting used to the new alternating collection system.

Comparisons with similar authorities

For all but four of the satisfaction indicators, satisfaction levels for Hartlepool are above the average for other single tier and county authorities.

For a number of services, Hartlepool has satisfaction levels which are well above the average for similar authorities. Examples of these are:

- satisfaction with museums and art galleries which is 70 percent as compared with only 43 percent for similar authorities. The increase in satisfaction with this service is in sharp contrast with an overall fall in satisfaction with this service;
- satisfaction with theatres and concert halls which is 10 percentage points higher than the average; and
- satisfaction with local facilities for waste recycling which is 7 percentage points higher than the average for similar authorities.

The exceptions to this trend are:

- satisfaction with cleanliness of public land which has improved from 2003 but not as much as the overall average;
- satisfaction with waste collection which as mentioned previously could well have been affected by the very recent changes to refuse collection arrangements;
- satisfaction with transport information which is only 1 percentage point below the average; and
- overall satisfaction with the way the Council runs things which at 49 percent is a little lower than, but similar to, the average of 51 percent.

Table 1 – Satisfaction with Council Services – 2006 and 2003

INDICATOR		2006	Single tier and county council average	2003	Single tier and county council average
		%	%	%	%
Adult & Community Services					
BV118a	Library users who found a book to borrow	82	*	70	*
BV118b	Library users who found the information they were looking for	80	*	68	*
BV118c	Library users satisfied with the library service overall	95	*	95	*
BV 119a	Satisfied with sports and leisure facilities	61	55	54	52
BV 119b	Satisfied with libraries	80	71	77	67
BV 119c	Satisfied with museum s/galleries	70	43	63	44
BV 119d	Satisfied with theatres/concert halls	54	44	51	47
BV 119e	Satisfied with parks & open spaces	78	72	80	70
Neighbourhood Services					
BV 89	Satisfaction with cleanliness of public land	59	64	55	55
BV 90a	Satisfied with waste collection	72	79	89	81
BV 90b	Satisfied with waste recycling – local facilities	73	66	80	61
BV 90c	Satisfied with waste disposal – local tips/sites	89	83	84	82
BV 103	Satisfied with transport information	53	54**	59	50**
BV 104	Satisfied with bus services	66	60**	65	54**

* Comparative data not available.

** National averages

INDICATOR		2006	Single tier and county council average	2003	Single tier and county council average
Regeneration & Planning					
BV 111	Satis with planning service	86	*	87	*
Corporate					
BV 3	Overall satisfaction with the way the authority runs things	49	51	56	53
BV 4	Satisfaction with complaint handling	35	32	34	31

* Comparative data not available.

4. RECOMMENDATIONS

- (i) That a more detailed report of the survey data be brought to the Portfolio Holder after all the data collected from the surveys becomes available.
- (ii) That the Portfolio Holder consider circulating this report to other portfolio holders.

5. BACKGROUND PAPERS

General User Satisfaction Survey Report 2003, RBA Research Ltd, February 2004.

BVPI Survey Of Satisfaction With Council Service – detailed local results and national comparisons. Report to performance Management Portfolio Holder, 20th September 2004.

5. CONTACT OFFICER

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PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26TH February 2007



Report of: Assistant Chief Executive

Subject: UPDATE ON STATUTORY FEES IN THE
REGISTRATION SERVICE

SUMMARY

1. PURPOSE OF REPORT

The purpose of the report is to provide the Portfolio Holder with an update on the revision of the locally set fees for non statutory services provided by the Register Office.

2. SUMMARY OF CONTENTS

The report briefly describes the levels of fees set for midweek ceremonies in the Willows Ceremony Suite at Hartlepool Register Office and the impact on the budgets for 2007/8, 2008/9 and 2009/10.

3. RELEVANCE TO PORTFOLIO HOLDER

The Registration Services form part of this portfolio.

4. TYPE OF DECISION

For information only– no decision required

5. DECISION MAKING ROUTE

Portfolio holder meeting.

6. DECISION(S) REQUIRED

The Portfolio Holder:-

notes the phased fee increase.

notes the predicted effect on the budget over the three years.

Report of: Assistant Chief Executive

Subject: UPDATE ON STATUTORY FEES IN THE
REGISTRATION SERVICE

The purpose of the report is to provide the Portfolio Holder with an update on the revision of the locally set fees for non statutory services provided by the Register Office.

1. **BACKGROUND**

Fees for the financial year 2007/8 were approved by the Portfolio Holder on 29th January 2007 with the exception of the above inflation increase proposed for ceremonies held in the Willows Ceremony Suite Monday to Friday during normal opening hours.

The Portfolio Holder delegated authority to the Assistant Chief Executive to approve an increase to this fee phased over three years and requested a report on the decision and the effect that this would have on the relevant budget.

2. **PROPOSED PHASED FEE INCREASE**

The phased increase to this fee takes into account the level initially proposed for 2007/8 and subsequent inflationary increases for 2008/9 and 2009/10.

The increased fees for the three years with the percentage increase are as follows:

Year	Fee	Percentage increase
2006/7	£40.00	
2007/8	£48.00	20%
2008/9	£55.00	14.5%
2009/10	£62.00	12.5%

3. **BUDGETARY EFFECT**

The estimated effect on the income budget for each of the three years, measured against the original proposed single increase, and based on an assumed annual inflation of 3%, is:

Year	Effect on Budget
2007/8	- £430.00

2008/9	- £200.00
2009/10	£00.00

4. RISKS

There are no significant risks, beyond the loss of income, associated with the introduction of this phased increase.

5. RECOMMENDATIONS

The Portfolio Holder:-

notes the phased fee increase in The Willows ceremony suite.
notes the predicted effect on the budget over the three years.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26th February 2007



Report of: Chief Personnel Officer

Subject: FINAL DRAFT - WORKFORCE
DEVELOPMENT STRATEGY 2007-2012

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of results of the outcome of the consultation regarding a new Workforce Development Strategy covering the period from 2007-2012.
- 1.2 To make the Portfolio Holder aware of the changes made to the draft document following the consultation.
- 1.3 To seek the Portfolio Holders approval for the Workforce Development Strategy to be implemented (including the launch arrangements) and accept this final draft as the formal document.

2.0 SUMMARY OF CONTENTS

- 2.1 The Corporate Workforce Development arrangements are part of the Corporate Way Forward Change Management Programme. Its aim is to ensure that Hartlepool Borough Council has a workforce that meets the current and future service needs of the community and is shaped to meet external pressures and drivers. It is integral to departmental plans and contributes positively to the council's long term vision and objectives.
- 2.2 The draft Workforce Development Strategy 2007-2012 was submitted to the Portfolio Holder in December 2006 and a consultation period was approved. This report details the response to the consultation and the changes made to the document following the consultation responses.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 Workforce Development arrangements are within the Portfolio Holder's remit for Performance Management.

4.0 TYPE OF DECISION

4.1 Non-key decision.

5.0 DECISION MAKING ROUTE

5.1 Portfolio Holder only.

6.0 DECISION(S) REQUIRED

6.1 To approve the content of the Workforce Development Strategy 2007-2012 and agree to this document being implemented as the final version.

Report of: Chief Personnel Officer

Subject: DRAFT WORKFORCE DEVELOPMENT
STRATEGY 2007-2012

1.0 PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of results of the outcome of the consultation regarding new Workforce Development Strategy covering the period from 2007-2012.
- 1.2 To make the Portfolio Holder aware of the changes made to the draft document following the consultation.
- 1.3 To seek the Portfolio Holders approval for the Workforce Development Strategy to be implemented, the launch arrangements and accept this final draft as the formal document.

2.0 BACKGROUND

- 2.1 In 2005, the Office of the Deputy Prime Minister, the Employers Organisation and the Local Government Association produced the 3rd Local Government Pay and Workforce Strategy—"Transforming the Organisation, Improving Performance". The main objective of this strategy is to ensure that local government has the visionary leadership, organisational flexibility and people capacity required to deliver improved services, greater efficiency and better customer focus in front line services.
- 2.2 The first three versions of the Local Government Pay and Workforce Strategy (2003, 2004 and 2005) encouraged councils to take a comprehensive approach to their current and future workforce issues.

The Local Government Pay and Workforce Strategy is in the process of being reviewed and is expected to be published in May 2007. It is expected to be renamed the Local Government People Strategy (2007).

This new national strategy is expected to shift the focus from services and pay to places and rewards and will aim to support councils in tackling five pressing challenges:

- Moving from being service centred to place and citizen centred organizations
- Leading and managing places and communities in all their diversity

- Doing more with less: increasing both effectiveness and efficiency
- Increasing their change management capabilities, to better manage change internally and externally
- Attracting, developing and retaining a high performing workforce

The Hartlepool Workforce Development Strategy has been influenced by these expectations although it will be necessary to update this strategy and the Council's People Strategy following the publication of this key national document.

- 2.3 Hartlepool, like many other local authorities, has and continues to undergo organisational change brought about by central government policy and the expectations and demand from local communities – this means the organisation must develop together with the people it employs and relies upon to deliver excellent services.
- 2.4 To enable Hartlepool Borough Council to meet the challenges ahead a Workforce Development Strategy (Appendix A) has been produced to supersede the previous Workforce Development plan published in April 2005.
- 2.5 A draft document was submitted to the Portfolio Holder in December 2006 and a consultation period agreed. The document has been amended following the consultation period and is now presented for final approval and implementation.

3.0 THE STRUCTURE AND OBJECTIVES OF THE WORKFORCE DEVELOPMENT STRATEGY

- 3.1 The Local Government Pay and Workforce Strategy identifies five priorities for local authorities:
- Organisational Development
 - Leadership
 - Developing the Skills and Capability of Staff
 - Resourcing, Recruitment and Retention
 - Pay and Rewards
- 3.2 These 5 strategic priorities have been addressed by Hartlepool Borough Council's People Strategy. The People Strategy provides clear strategic direction in the recruitment, retention and development of employees and has 6 priorities:
- Develop & Promote Active, Visible and Effective Leadership
 - Continually Improve What We Do
 - Develop Skills of the Workforce

- Promote Healthy Working
- Effectively Recognise, Engage and Reward the Workforce
- Effectively Use Resources and & Invest in the Future

3.3 The Workforce Development Strategy covers a five-year period from 2007 to 2012 and has clear links and complements and expands upon the People Strategy in terms of the four priorities which overlap between the two documents:

- Develop & Promote Active, Visible and Effective Leadership
- Continually Improve What We Do
- Develop Skills of the Workforce
- Effectively Use Resources and & Invest in the Future

This strategy will continue to develop as circumstances demand and in response to new initiatives being developed both locally and nationally.

4.0 CONSULTATION RESPONSES

4.1 There were 196 responses from the following groups of employees, and stakeholders who were invited to respond to the consultation process held during January 2007:

- Corporate Management Team
- All employees
- Elected Members
- Hartlepool Joint Trade Union Committee
- Union Learning Representatives
- Together Project
- Investors in People Corporate Groups
- Departmental Workforce Development Representatives
- Learning & Skills Council
- Improvement and Development Agency (IDeA)
- Regeneration and Planning Department of Hartlepool Borough Council (due to their specific focus and work on Economic Development)
- Hartlepool College of Further Education
- Jobcentre Plus

The final document is due to be considered for final agreement with the trade unions at the next Single Table Group scheduled for 28 February 2007 and Corporate Management Team on 19th February 2007. It is recommended that I be authorised to make any minor changes, if necessary, arising from the discussions at the Single Table Group and Corporate Management Team.

5.0 CHANGES MADE FOLLOWING CONSULTATION RESPONSES

- 5.1 Simplified wording throughout – many employees mentioned that they felt the wording of the document was “management speak”. Attempts to simplify have been made where appropriate.
- 5.2 Get on Local Government Award (GO Award) - included in the achievements section of the document.
- 5.3 Data Tables – amended and now includes the latest data on the workforce profile
- 5.4 Investors in People (IIP) – agreed a corporate approach rather than departmental approach
- 5.5 National Qualification Framework – a clearer diagram has been included and Elected Members and Chief Officer levels have been amended.

6.0 PERFORMANCE MANAGEMENT ARRANGEMENTS

- 6.1 The actions to implement as part of the Strategy will be included in the Corporate Plan, Departmental and Service Plans and will be monitored in accordance with standard arrangements. In addition, six monthly and annual reports will be submitted to the Portfolio Holder's regular meetings.

7.0 RESOURCE IMPLICATIONS

- 7.1 The delivery of the strategy will require additional resource – both physical and financial. Bids for funding from external sources such as the Learning and Skills Council will be explored as appropriate, but some actions will need to be funded from within the Council. Requests for additional funding, as appropriate, will be made in line with the annual budget cycle.

8.0 LAUNCH ARRANGEMENTS

- 8.1 In order to raise the profile of this key strategic document, it is intended to hold a conference on Friday 20th April 2007 for around 80 key people from within the Authority and Elected Members. The conference has the following objectives:
 - To raise awareness of the strategy and its content and implications on individuals, managers and teams
 - Clarify the terminology used and ensure everyone is working to same definitions

- Improve manager skills in, and understanding of, Workforce Planning
- Show a whole organization approach to commitment to embedding the Workforce Development Strategy into our everyday processes and plans.

9.0 INITIAL COSTS

- 9.1 There are costs associated with the launch of this strategy as detailed below. These will be met using existing resources.

Launch event:	£1750 approx
Printing:	<u>£3250</u> (to include employee information leaflets)
Total	£5000

10.0 RECOMMENDATION

- 10.1 That the Portfolio Holder agrees and endorses the Workforce Development Strategy 2007-2012, subject to any minor changes needed following discussion at the Single Table and Corporate Management Team meetings.

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be the difference

“creating tomorrow’s workforce today”



Workforce Development Strategy 2007—2012

“To recruit, retain and develop the right people, with the right skills, abilities, behaviours and attitudes, at the right time who are committed to improving the performance of the council and the lives of the residents of Hartlepool”

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2	Continually Improve What We Do	
	Performance Management Skills	16
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3	Develop the Skills of the Workforce	
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"Hartlepool Borough Council recognises that people are it's greatest resource. This strategy complemented by the People Strategy, provides clear direction for each of the 5 departments within the Council, in their approach to workforce planning and in ensuring that we recruit and retain staff who have the right skills, knowledge, behaviours and attitudes to succeed and improve the services we deliver. "

Paul Walker, Chief Executive



" This strategy, which applies equally to Elected Members and employees, provides the vision to enable the Council and its people to continue to improve the excellent services provided to the residents of Hartlepool."

Mayor Stuart Drummond

"Hartlepool Joint Trades Union Committee welcomes the Council's commitment to Workforce Development as contained within the Workforce Development Strategy. The commitment to joint working with the Union Learning Representatives to encourage a life long learning culture across all areas of the authority and the full involvement of the trade unions in training and development is particularly welcomed."

**Edwin Jeffries, Secretary,
Joint Trades Union Committee**



Executive Summary

A great deal has been achieved since the introduction of the Hartlepool Borough Council Workforce Development Plan in 2005 (see page 9). The achievements to date have provided a sound base from which to build on.

The Councils Workforce Development Strategy 2007-2012 has taken account of local, regional and national priorities outlined in the Local Government Pay and Workforce Strategy. We continue to work with regional and cross sector organisations to take our approach to workforce planning forward.

No organisation, either public or private sector, can afford to stand still and Hartlepool Borough Council is changing. We see challenges ahead as exciting and as an opportunity, rather than a threat. We are a modern, performance driven and customer focused council, and this helps us to stay forward-looking and passionate about the services we deliver and the people we serve.

This strategy will continue to develop as circumstances change and priorities are re-aligned. The Workforce Development Strategy will deliver the key actions to develop the skills and abilities of our people and help us to plan for our future workforce requirements.

Key Themes

The Workforce Development Strategy will deliver key actions to help develop the skills and ability of our people and help us to plan for our future workforce requirements. The Strategy is based around four themes:-

1. Develop and promote active visible and effective leadership

Aim: We will establish an organisational framework and develop leadership skills at political and senior managerial levels to continuously improve performance.

2. Continually improve what we do

Aim: We will achieve an upward spiral in accomplishment and performance, always striving for continuous improvement.

3. Develop the skills of the workforce

Aim: We will improve the capacity and capability of the people who deliver the services through equal access to training and development opportunities.

4. Effectively use resources and invest in the future

Aim: We will ensure capacity is used effectively, and development activities are designed to ensure current and future needs are met to maintain our culture of delivering excellent services.

In 2005, the Office of the Deputy Prime Minister, the Employers Organisation and the Local Government Association produced the current version of the Local Government Pay and Workforce Strategy—"Transforming the Organisation, Improving Performance". The main objective of this strategy is:

"Ensure that local government has the visionary leadership, organisational flexibility and people capacity required to deliver improved services, greater efficiency and better customer focus in front line services"

The Local Government Pay and Workforce Strategy identifies five priorities for local authorities:

- Organisational Development
- Leadership
- Developing the Skills and Capability of Staff
- Resourcing, Recruitment and Retention
- Pay and Rewards

The five strategic priorities in the current Pay and Workforce Strategy have been addressed by Hartlepool Borough Council's People Strategy. The People Strategy is the overarching driver in terms of people management and motivation. Our aim in Hartlepool, as expressed in the People Strategy is:

"To recruit, retain and develop the right people, with the right skills, abilities, behaviours and attitudes, at the right time who are committed to improving the performance of the council and the lives of the residents of Hartlepool"

The Hartlepool People Strategy provides clear strategic direction in the recruitment, retention and development of employees and has six priorities;

- **Develop & Promote Active, Visible and Effective Leadership**
- **Continually Improve What We Do**
- **Develop the Skills of the Workforce**
- Promote Healthy Working
- Effectively Recognise, Engage and Reward the Workforce
- **Effectively Use Resources & Invest in the Future**

The Hartlepool Workforce Development Strategy has clear links and complements and expands upon the People Strategy in terms of four of the six priorities within the People Strategy (highlighted above). This strategy will continue to develop as circumstances demand and in response to new initiatives being developed both locally and nationally.

Performance against the actions identified to implement this strategy will be reported to the Cabinet, the Portfolio Holder for Performance Management and the Corporate Management Team on a regular basis as part of the Council's performance management arrangements with more detailed reports being submitted six monthly to the Portfolio Holder. An annual report will also be produced showing progress against the plan. An action plan for the year ahead will be published annually.

Planning for the Future

The first three versions of the Local Government Pay and Workforce Strategy (2003, 2004 and 2005) encouraged councils to take a comprehensive approach to their current and future workforce issues.

The Local Government Pay and Workforce Strategy is in the process of being reviewed and, at the time of which this strategy went to print, is due to be released in May 2007. It will be renamed the Local Government People Strategy(2007).

This new national strategy is expected to shift the focus from **services and pay** to **places and rewards**. The Hartlepool Workforce Development Strategy and the Hartlepool People Strategy will be updated as required following the publication of this key national document. It is expected that the new national People

Strategy will aim to support councils in tackling five pressing challenges:

- ◆ Moving from being service centred to place and citizen centred organisations
- ◆ Leading and managing places and communities in all their diversity
- ◆ Doing more with less: increasing both effectiveness and efficiency
- ◆ Increasing their change management capabilities, to better manage change internally and externally
- ◆ Attracting, developing and retaining a high performing workforce

Once available, the published document will be available via the intranet.

The Five Departments

The Council is divided into five departments. The Directors from each department come together to make up the Corporate Management Team, which meets fortnightly to discuss progress the Council is making in all areas of its work. One of the roles of the Corporate Management Team, is to ensure that opportunities for development are devised, agreed, rolled-out consistently and evaluated for impact on return on investment.

Chief Executives Department



The Chief Executives Department, which consists of four divisions (Corporate Strategy, Human Resources, Legal and Finance) provide the corporate lead within their functions on central functions..

Workforce planning is vital to ensure that we continue to provide a high level of service to the people we serve, with staff that are appropriately qualified, experienced and understand our customer needs in the short and long term.

To build upon our past success, we rely on our employees to take the initiative and develop their skills.

Paul Walker, Chief Executive

The Divisions of the Chief Executives Department



Andrew Atkin, Assistant Chief Executive

Corporate Strategy, Democratic Services, e-government, Public Relations and Scrutiny Support.



Joanne Machers, Chief Personnel Officer

Human Resources Operations and HR Advisors, Employee Well-being, Pay and Rewards, Workforce Development & Diversity, Elected Member Development, Contact Centre.



Tony Brown, Chief Solicitor

Legal Division—provides for all legal services required by the Council



Michael Ward, Chief Financial Officer

Accountancy Service, Internal Audit, Revenues & Benefits, Insurance Service, Payments Service, Support Service

Neighbourhood Services Department



"The Neighbourhood Services Department is responsible for a range of locally delivered services, such as, Street Cleansing, Grass Cutting, Street Lighting, addressing Fly Tipping, Refuse Collection and Recycling to name but a few.

We also have Council wide responsibility for Emergency Planning, Procurement, and Cleaning and Maintenance of all Council Buildings. Also Environmental Health, Trading Standards and Licensing functions.

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

Workforce Development Planning is about acting now to gather the people and skills necessary to deliver effective services in the future.

The delivery of consistent and effective service improvement relies on the skills and capacity of the workforce. The Workforce Development Strategy helps achieve this and provides a framework for delivering training and development opportunities to the workforce for the year ahead".

Dave Stubbs, Director of Neighbourhood Services

Regeneration & Planning Services Department



"The aim of Regeneration and Planning Services is to eliminate disadvantage in the community by delivering a range of services that will enable the regeneration of Hartlepool to continue, further develop the local economy and provide employment opportunities for people of the town. In addition the department provides the Council's strategic lead role in relation to Community Safety, Housing and on the Community Strategy.

Recruitment and retention is already proving difficult in some areas. A national shortage of good quality Planning Officers, Economic Development Officers, Building Control Surveyors and Regeneration staff in particular mean that other Local Authorities as well as some Private Sector organisations are now offering staff in these disciplines highly attractive salary packages and various other incentives. Effective Workforce Development Planning will help us to meet this challenging situation in the future and make sure we have the right people in place to deliver our services.

The Workforce Development Strategy will also ensure that our staff continue to be equipped with the knowledge and skills necessary to deliver even better services to meet the needs of a diverse community in a constantly changing environment heavily influenced by the Government and Regional policy of the day."

Peter Scott, Director of Regeneration & Planning Services



Adult & Community Services Department

The Adult and Community Services Department is responsible for a wide range of services including Adult Social Care and a range of community and leisure services including Adult Education, Libraries, Sports & recreation, Cultural Heritage– Parks & Countryside.

The Department's guiding vision is to encourage comprehensive and collaborative links across a wide number of services and agencies – thus providing greater opportunities for people to learn; to be able to better access relevant vocational, cultural and leisure activities; and for care to be delivered in responsive, person-centred ways.

Through this vision we aim to make social inclusion a reality for all; provide opportunities that will increase independence and choice for individuals; enhance environmental and economic well being; and, by means of greater involvement and control, provide a climate in which people will stay fit, involved and enjoy well being.

Workforce planning is important to all departments, and we are committed to enabling our staff to have appropriate skills to deliver effective services.

Nicola Bailey, Director of Adult and Community Services



Children's Services Department

The Children's Services Department covers schools, Children's Social Services, the Youth Service, the Children's Fund and Play Development. It organises and delivers services to children and young people in Hartlepool in new and more integrated ways.

The Department has a leading role in promoting cooperation between the local authority and its partners. The key to this is the Children and Young People's Plan, which covers all services available to the Children and Young People of Hartlepool. This is supported by a Children's Workforce Strategy.

The Children's Workforce Strategy recognises that our ability to improve outcomes and ensure that children and young people achieve their full potential depends on the hard work, commitment, skill and competence of our workforce. Workforce planning and development is essential to ensure that those people who plan, manage, and deliver services have the skills and capacity to do so and that a skilled and stable workforce is led and deployed effectively around the needs of children and young people to improve outcomes for them.

The Children's Workforce Strategy addresses the workforce reform, modernisation and development priorities across the whole children's workforce in Hartlepool. This complements the Council's Workforce Development Strategy, and together they provide a strategic workforce development framework to meet the challenges facing Hartlepool's children's services.

Adrienne Simcock, Director of Children's Services

This strategy supersedes the previous Workforce Development Plan 2005-2010. During 2005-2007 period, a number of key targets and priorities have been completed. These include:

- ✓ Workforce planning training delivered to key officers within the Authority
- ✓ Workforce planning incorporated into service planning from 2007/2008
- ✓ Leadership and management development programme phase 1 complete and phase 2 established and being delivered to over 400 managers and supervisors
- ✓ “Tomorrows Manager” programme established and rolled out to employees who are considered to be “rising stars”
- ✓ ITQ programme devised and being delivered to “up skill” staff around the “core skills” theme of ICT
- ✓ “Diversity in the Workplace” purchased, customised and being delivered as part of the “equality & diversity” theme of the “core value” programme
- ✓ Health and safety suite of training sessions established as part of the “core values” programme
- ✓ Member Development Group signed up to the Member Development Charter
- ✓ Customer service strategy agreed and adopted to drive the customer service theme of the “core values” programme forward in 2007
- ✓ Began the review of the apprenticeship programme as part of the “attracting young people to local government” strategy
- ✓ Review of Basic Skills strategy and revised strategy in place
- ✓ Stronger partnership working with local colleges of Further Education and Higher Education, independent training providers and funding bodies such as the Learning & Skills Council.
- ✓ Achieved the Get On Local Government (GO) Award for our approach to Skills for Life
- ✓ Won a National Award via the Improvement and Development Agency in recognition of embedding Skills for Life in to the whole organisation via the strong partnerships with stakeholders such as the Trade Unions.

To understand our workforce, we need to ensure we are collecting relevant and accurate data on a timely basis. This data helps us to plan for the challenges and changes ahead. We collect this data via a number of routes: employee annual survey, payroll data, departmental audits and soon to be introduced skills audits. Some departments hold more data than others, and one of key challenges is to improve the availability of workforce data, streamline the collection of this data and ensure it is consistent across the authority.

No of staff employed (not including School Based staff)

Full time Employees

Male	716
Female	800

Part time Employees

Male	88
Female	1025

No of starters /leavers over last 3 years

New Starters 2004	377
Leavers 2004	465
New Starters 2005	497
Leavers 2005	542
New Starters 2006	205
Leavers 2006	313

Breakdown by Ethnicity

	Males and females who are from an ethnic minority community (%age)	Males who are who are from an ethnic minority community (%age)	Females who from an ethnic minority community (%age)
Hartlepool Council (All employees) at 1.4.05	0.6	0.9	0.5
Hartlepool Council (All employees) at 1.4.06	0.8	0.9	0.7
Hartlepool Council (Top 5% of earners) at 1.4.05	0.0	0.0	0.0
Hartlepool Council (Top 5% of earners) at 1.4.06	1.15		

Age Profile

Age	At 1.4.06	Local Population
16-17	0.36%	4.64%
18-24	5.90%	12.05%
25-34	18.88%	20.20%
35-44	29.60%	24.50%
45-54	29.80%	21.58%
55-64	15.36%	17.03%
65+	0.11%	N/A

Breakdown by Gender

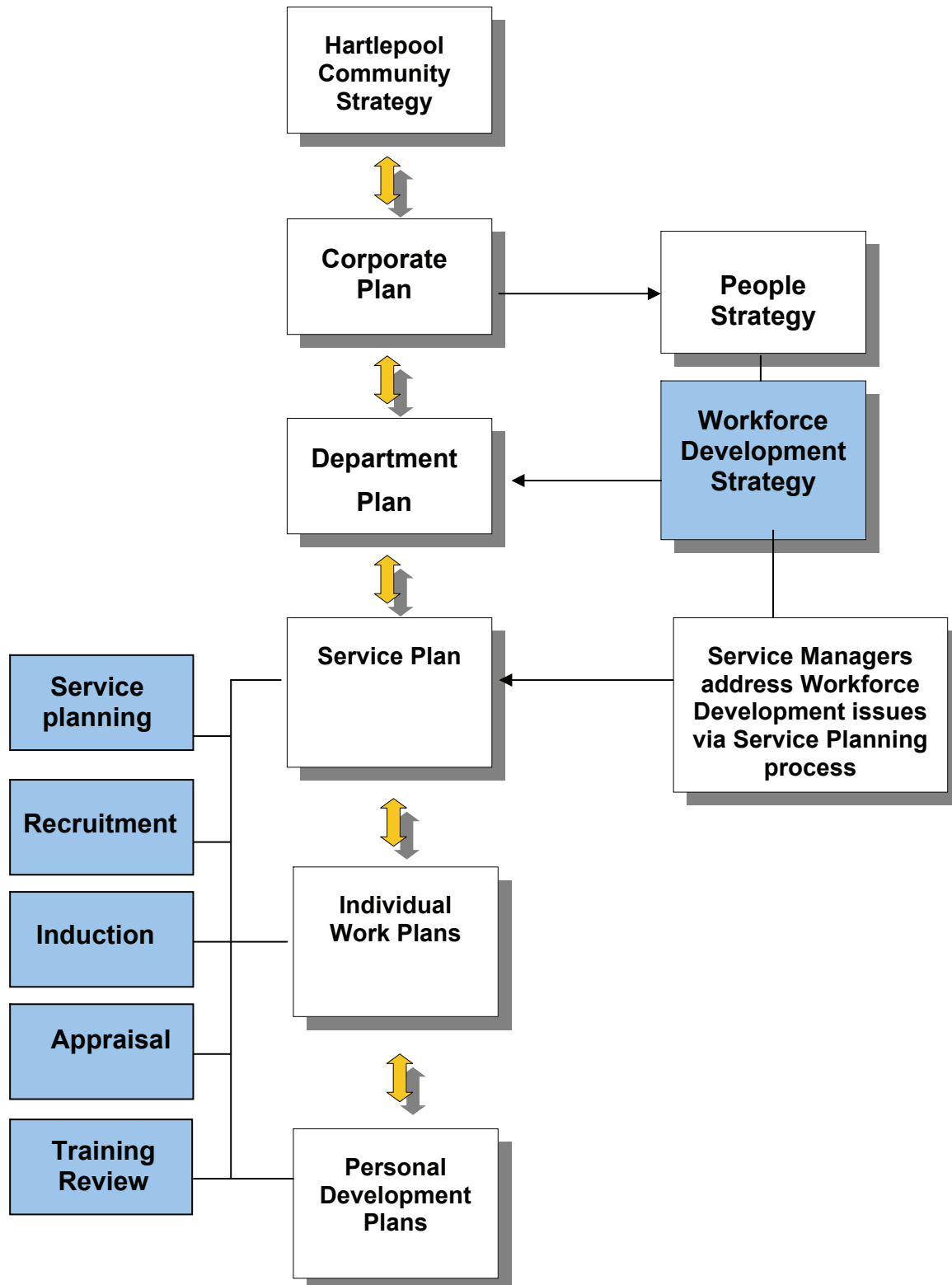
	Males of working age (%age)	Females of working age (%age)
Hartlepool Council (All employees) at 1.4.05	25.55	74.45
Hartlepool Council (All employees) at 1.4.06	25.71	74.29
Hartlepool Council (Top 5% of earners)	49.56	50.44

Breakdown by Disability

	Males and females who are DDA & Work Limited (%age)	Males who are DDA & Work Limited (%age)	Females who are DDA & Work Limited (%age)
Hartlepool Council (All employees) at 1.4.06	4.41	8.36	3.02
Hartlepool Council (Top 5% of earners) at 1.4.06	6.79	14.31	2.17

Hartlepool Planning Process

This framework shows the link between Council Strategies and Plans



1. Develop and Promote Active, Visible and Effective Leadership

1.1 Elected Member Development and Community Leadership

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core Management Skills

1. Elected Member Development and Community Leadership

Current Position

The Council recognises the need for skilled political and community leadership. A Member Development Steering Group, chaired by the Performance Management Portfolio Holder will develop and direct Elected Member Development activities.

Key Actions achieved to date are:

- Member Development Strategy in place
- Annual training plan published and monitored
- Agreement in place to seek external accreditation with NEREO's Member Charter initiative and/or seek Investors in People status
- Developing ICT skills to meet e-government requirements through the delivery of NVQ ITQ to members

What we need to achieve

- ✓ Deliver a clear vision through a recognisable and talented political and officer leadership team.
- ✓ Develop existing community leadership skills
- ✓ Attract and encourage potential future elected members from diverse backgrounds
- ✓ Meet personal member development needs through a focused programme that also supports Council's needs.

How we are going to achieve this

- ✓ Implementation of comprehensive competency framework linked to roles
- ✓ Undertaking Member training needs analysis
- ✓ Continuous improvement of member induction programme
- ✓ Introduction of Member accountability statements / job descriptions
- ✓ Introduction of Member performance management process
- ✓ Introduction of Member coaching programme
- ✓ Introduction of Member mentoring scheme

1. Develop and Promote Active, Visible and Effective Leadership

1.1 Elected Member Development and Community Leadership

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core Management Skills

1.2 Management and Leadership Development

Current Position

The Council has a long history of investing in the academic ability of managers and supervisors throughout the organisation. We also recognise that over the coming years we will undergo rapid organisational change that will affect all employees as well as our style and culture. All managers, team leaders and supervisors will play a key role in delivering and sustaining this change and will therefore be required to take part in the corporate Leadership & Management development programme and associated activities.

What we need to achieve

- ✓ “Hartlepool Manager’s” who champion the development of management capacity and capability and to encourage and promote a learning culture. They will lead by example by taking up and providing learning opportunities.
- ✓ Provide a sustainable accredited Leadership & Management Development programme, incorporating a different theme throughout each phase, to respond to the changes within Local Government.
- ✓ “Map” our managers against the National Qualification Framework (appendix 1)

How we are going to achieve this

- ✓ Ensure senior management capacity needs are planned and delivered
- ✓ Senior management performance agreements
- ✓ Design and implement management induction programme
- ✓ Senior management workforce planning
- ✓ Designing and developing an appraisal system for managers based on the Council’s skills framework for managers
- ✓ Ensuring Continuous Professional Development issues are considered in the annual corporate training plan and in departmental training plans
- ✓ Developing talented prospective future managers and retain their services within local government

1. Develop and Promote Active, Visible and Effective Leadership

1.1 Elected Member Development and Community Leadership

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core Management Skills

1.3 Coaching and Mentoring Skills

Current Position

Coaching is a confidential partnership that expands an individual's ability to develop wider and deeper for peak performance with more satisfying results.

Mentoring is a one-to-one, non-judgemental relationship in which an individual voluntarily gives time to support and encourage another. This is typically developed at a time of transition in the mentee's life, and lasts for a significant and sustained period of time." (Active Community Unit, Home Office)

Whilst there is no formal coaching and mentoring programme within the council at the moment, many of our staff use these techniques with their teams without realising they are doing so.

What we need to achieve

- ✓ Cascade a coaching culture from senior managers and Members throughout the organisation
- ✓ Design a coaching programme to ensure skill development opportunities are available to managers
- ✓ Ensure the "Hartlepool Manager" can act as an effective coach with their staff
- ✓ Ensure the "Hartlepool Manager" can act as a mentor to staff, turning everyday activities in to learning opportunities

How we are going to achieve this

- ✓ Explore opportunities to secure external funding for the delivery of a coaching programme
- ✓ Identify pilot group of staff to undertake formal coaching skills programme
- ✓ Evaluate pilot scheme
- ✓ Roll-out to larger group of staff if successful
- ✓ Incorporate into new manager induction programme
- ✓ Include mentoring skills into Leadership & Management Development Programme
- ✓ Introduce "Management Mentors" programme for new managers

1. Develop and Promote Active, Visible and Effective Leadership

1.1 Elected Member Development and Community Leadership

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core Management Skills

1.4 Core Management Skills

Current Position

The development of managers is an important aspect of Hartlepool Borough Council's Leadership & Management Development Programme. This group of employees are seen as the key to unlocking the barriers and delivering the changes necessary to achieve the improvements required of a modern local authority.

The Core groups of management skills of the Hartlepool Manager are:

1. People Management
2. Performance Management
3. Risk Management
4. Financial Management
5. Change Management

What we need to achieve

- ✓ A programme which promotes equal access to all managers and supervisors, which fits their learning preferences
- ✓ Profile the middle managers' and first line supervisors individual needs and aspirations
- ✓ Introduce a "continuous management development" (CMD) culture in Hartlepool Borough Council
- ✓ Consistent approach to managing people at all levels
- ✓ Investigate the possibility of securing external funding to run an accredited core management programme to ensure our managers meet the level identified for our managers in the National Qualification Framework (Appendix 1)

How we are going to achieve this

- ✓ Review and produce up to date competency frameworks that mirror the core management skills needed
- ✓ Provide development opportunities for first line supervisors and middle managers to progress within the council
- ✓ Introduce "Management Mentors" programme for new managers
- ✓ Link our development activities to the National Management Standards

2. Continually Improve What We Do

2.1 Performance Management Skills

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of Choice

2.5 Partnership Working

2.1 Performance Management Skills

Current Position

Performance management in Hartlepool has improved significantly over the last few years and a more streamlined approach has been introduced using a corporate performance management IT system to monitor, record and report on progress against the key plans and strategies a modern council has to produce.

Some of our staff have undertaken both academic and work-based performance management skills training, however this is in isolated areas and with no consistent approach.

What we need to achieve

- ✓ All employees managing their own performance and being aware of their individual, team and departmental performance targets.
- ✓ Further integrate more plans into the corporate performance management database.
- ✓ All employees to recognise that performance is managed in a number of ways for example appraisals, attendance monitoring, BVPI targets etc.
- ✓ Managers managing performance of their team

How we are going to achieve this

- ✓ Make performance management an integral part of the “Hartlepool Manager” profile and core management competencies
- ✓ Revise current Performance appraisal scheme
- ✓ Ensure all managers have had training on appraisals and other performance management activities to ensure a consistent approach.
- ✓ Use of skills auditing to identify those staff with performance management skills who can provide support to new managers and supervisors.

2. Continually Improve What We Do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of Choice

2.5 Partnership Working

2.2 Investors in People

Current Position

Prior to the corporate restructure in 2005, all of the six departments had Investors in People (IIP) accreditations. All the Departments within Hartlepool Borough Council take their commitment to Investors in People very seriously and as a result a commitment to achieve corporate IIP has been made. Working groups have been established, made up of a cross section of departmental employees, to ensure that the commitment comes from all levels of the workforce.

The new Investors in People standard levels as follows:

- **Level 1** represents an organisation meeting the Standard and demonstrating good practice
- **Level 2** represents an organisation exceeding the requirements of the Standard. This is shown by their achievement of at least 50% of the level 2 and 3 statements.
- **Level 3** represents an organisation significantly exceeding the requirements of the Standard. This is shown by their achievement of all the level 2 and 3 statements.
- **Level 4** represents an organisation demonstrating excellent practice. This is shown by their achievement of all the level 4 requirements.

Any organisation achieving IIP accreditation is initially assess as a level/ organisation.

What we need to achieve

- ✓ Corporate Investors in People award
- ✓ All departments working together to increase the “profile” level of corporate Investors in People status year on year.

How we are going to achieve this

- ✓ Provide support to departments corporately by identifying employees who can be formally trained and accredited as Internal Champion and Internal Reviewer.
- ✓ Review our corporate appraisal and personal development policy to meet the requirements of the revised Investors in People criteria and framework.
- ✓ Revise the Post-Entry Training documentation to include elements of the Investor in People framework.
- ✓ Internal Review Strategy to be devised by newly implement Internal Review Group which will report to Strategic Workforce Planning Group.
- ✓ Agree target dates for increasing the level of Investors in People accreditation.

2. Continually Improve What We Do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of Choice

2.5 Partnership and Integrated Working

2.3 Local Learning Authority / Skills for Life

Current Position

Skills for life include the basic reading, writing, communication and numeracy skills needed to function at work and in everyday life. Research carried out by the Basic Skills Agency in 2001 found that on average in England 24% of the population have poor literacy and numeracy skills. In Council Wards across Hartlepool poor literacy skills are reported (in The Skills for Life Survey 2003) as ranging from 16% to 40% and poor numeracy skills from 14% to 47%. Since many Council employees live in Hartlepool this issue needs to be addressed as part of the workforce development strategy and to help emphasise the importance of lifelong learning to everyone. The Council is the biggest employer in the town, and over 70% of the workforce live in Hartlepool. Any development our employees undertake has a direct impact on the community within Hartlepool as a whole.

The Culture within Hartlepool Borough Council is to “support learning and development of our employees and Elected Members.” “Learning”, whether it be driven by the individual or as part of a corporate activity programme, is the key to developing employees and links directly to succession planning and career pathways as outlined in the “Learning Mission Statement” (Appendix 3)

The council encourages lifelong learning and development via initiatives such as the Together Project—a joint trade union led project aimed at raising the basic skills of the workforce. The Council work in partnership with Union Learning representatives to promote learning amongst all groups of employees. (Appendix 2)

Hartlepool Borough Council will be assessed during 2007 against the criteria for the “Get On Local Government Award” (GO Award) which is a major national campaign that aims to raise the demand amongst local authority employers to take a more strategic, proactive and sustained approach to workplace Skills for Life.

2. Continually Improve What We Do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of Choice

2.5 Partnership and Integrated Working

2.3 Local Learning Authority / skills for life (cont.)

What we need to achieve

- ✓ Roll out an induction programme across all the departments and ensure the Common Core of Skills and Knowledge is integral to the development of staff.
- ✓ Identification of the most appropriate method of identifying those groups of employees who do not hold an NVQ level 2 or equivalent qualification
- ✓ Maintain accreditation of the Get On in Local Government (GO) Award

How we are going to achieve this

- ✓ Completing a basic skills audit
- ✓ Reviewing & revising the current corporate basic skills strategy and embed as part of the wider Workforce Development Strategy
- ✓ Working in partnership with the Joint Trade Unions and utilising the skills of Union Learning Representatives to promote a lifelong learning culture
- ✓ Expanding the use of the Learning Resource Centre incorporating e-learning programmes into the skills for life training programme
- ✓ Union Learning Representatives formally trained to Information, Advice and Guidance qualification at minimum of NVQ level 2 as a minimum

2. Continually Improve What We Do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of Choice

2.5 Partnership and Integrated Working

2.4 Employer of Choice

Current Position

Hartlepool Borough Council is the largest employer in the town and as such recognises its responsibility to comply with current and forthcoming diversity legislation in both service delivery and employment. We aim to continue to demonstrate a proactive approach to diversity issues and encouraging a more diverse workforce that reflects the makeup of the local community.

The Council is aware that in order to attract and retain employees of all ages and backgrounds, who have the skills and experiences essential to the development of the organisation, we must promote the organisation as an employer of choice. We intend to continue to do this by introducing new and developing current employment policies and working arrangements.

What we need to achieve

- ✓ Promote careers in Local Government to all groups within the local Community
- ✓ Explore collaborative projects with other Local Authorities to ensure that talent is not lost from the public sector
- ✓ Ensure the “Hartlepool Package” is attractive and is competitive in terms of benefits, working practices and development opportunities.

How we are going to achieve this

- ✓ Increasing the retention of talented employees in key occupational areas
- ✓ Developing career pathways to encourage career development for employees at all levels and in key occupational areas
- ✓ Developing competency framework to enable employee to demonstrate their knowledge and practical skills and abilities in line with the National Qualification Framework (Appendix 1) and the “Hartlepool Learning Ladder “ (Appendix 4)
- ✓ Ensure our workforce is representative of the diverse local community.

2. Continually Improve What We Do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of Choice

2.5 Partnership and Integrated Working

2.5 Partnership working

Current Position

The Council recognises the importance of working in partnership with other public bodies, the business sector, voluntary agencies, Trade Unions and community groups and already has a number of well established processes at both a strategic and operational level.

In terms of Workforce Development, a number of both local and regional partnerships already exist with the Learning & Skills Council, Colleges of Further Education, Higher Education institutes and private training providers within the Tees Valley. A Learning Agreement already exists with the Joint Trade Unions.

Integrated Working is one of the five strategic objectives in the Children's Workforce Strategy. It is also a priority for Adult Services as outlined in the Vision for Care. Both Children's and Adult Services aim is to build on existing good practice and develop services where staff who work in multi-agency settings work flexibly and do so in a culture of trust and involvement that is stimulating and which supports access to career development opportunities.

What we need to achieve

- ✓ Partnerships with learning providers who can add value to our workforce development arrangements
- ✓ Collaborative arrangements with other employers to ensure best use of resources and gain economies of scale in relation to development costs
- ✓ Partnership working opportunities for staff to increase their experience, skills and networking to ensure all situations offer earning opportunities

How we are going to achieve this

- ✓ Continue to identify local and regional groups in which to participate
- ✓ Include partnership working as a theme in our development programmes
- ✓ Identify those officers with experience of partnership working and provide mentoring opportunities to new staff using this valuable resource
- ✓ Scan the external environment for opportunities to access external funding to support the actions identified as part of the Workforce Development Strategy 2007-2012
- ✓ Working in partnership with the Trade Unions to promote learning for all.

3. Develop the Skills of the Workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational Skills

3.5 Core Skills

3.1 National Qualification Framework

Current Position

Qualification based training within the Council is sporadic across the various departments. Different roles require different levels of skills, qualifications and abilities.

Some Managerial posts require certain levels of academic standing e.g. a Customer Service Manager may require to be educated to NVQ level 4 or equivalent.

Most of our corporate training, which includes the management development element, is not accredited to any awarding body, making the course unique to Hartlepool. Whilst this is an advantage in ensuring messages and training are delivered in the “Hartlepool Way”, employees cannot transfer this learning to other roles where they may not be recognised.

What we need to achieve

- ✓ Roles linked to a level of competence as per the National Qualification Framework (appendix 1) and the “Hartlepool Learning Ladder” (appendix 4)
- ✓ Accredited training offered in addition to the customised “Hartlepool” training
- ✓ Commitment to ensure all employees are offered the opportunity to have a minimum of a NVQ level 2 qualification or equivalent
- ✓ Training delivery specialists grown from within in specific learning areas

How we are going to achieve this

- ✓ The Hartlepool Learning commitment - Revise the qualification based training process to ensure all employees are entitled to a first NVQ level 2 or equivalent—a Union Learning Representative led project
- ✓ Explore all opportunities to accredit the corporate training offered via Workforce Development
- ✓ Using information from skills and qualification audits, collect data on staff attainment in the categories of the National Qualification Framework to benchmark and demonstrate increase in skills level as a result of projects.

3. Develop the Skills of the Workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational Skills

3.5 Core Skills

3.2 Workforce Skills Profiling

Current Position

Skills auditing of the workforce is a mammoth task—but not impossible. In previous years, various departments have taken different approaches to collecting data on employee skills. As a result of this there is an inconsistent picture across the council which needs to be addressed in order for us to ascertain our current position.

If we don't know where we are starting from, it will be impossible to tell where we need to get to and how we will get there.

What we need to achieve

- ✓ Agreed skill descriptors and levels for each group of role within the council
- ✓ A clear picture of our skill base
- ✓ A system of keeping it up to date

How we are going to achieve this

- ✓ Pilot on-line skills audit with specific groups of employees e.g. managers and customer service staff within the first 12 months of this strategy
- ✓ Use the results to evaluate the benefits of such a project
- ✓ Develop a system for skills auditing using lessons learnt from the pilot
- ✓ Agree timescales for departmental roll-out and arrangements for keeping information up to date

3. Develop the Skills of the Workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational Skills

3.5 Core Skills

3.3 Qualification Auditing

Current Position

Qualification audits have been undertaken in some of our departments and most recently in Children's Services. One of the benefits of qualification audits is the highlighting of hidden qualifications that staff may have which could add value to services offered. For example, employees with qualifications in health and safety or teaching / training which aren't specifically relevant to the job role at the moment, but could be in the future as services develop and modernise.

There is currently no preferred method of obtaining the information collected via a qualification audit, nor is there any benchmarking undertaken either within or outside the council.

What we need to achieve

- ✓ A consistent qualification auditing tool which is relevant to all departments and groups of staff
- ✓ Minimum qualification levels for tiers and groups of staff and opportunities to ensure this requirement can be met
- ✓ Stronger links with partners like the Adult Education Service to ensure that qualification levels can be increased from within the council
- ✓ A commitment and ambition from all employees to lifelong learning and personal development

How we are going to achieve this

- ✓ Develop a qualification auditing system to be undertaken at the same time as the skills audit to avoid duplication
- ✓ Introduce "The Hartlepool Learning Ladder" (appendix 2) to ensure that all employees understand what level of qualification their role requires
- ✓ Via "The Hartlepool Learning Commitment" ensure that all staff have a minimum of an NVQ level 2 or equivalent (not necessarily in their occupational area)

3. Develop the Skills of the Workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational Skills

3.5 Core Skills

3.4 Technical / Occupational skills

Current Position

In order to continue to deliver excellent services to the people of Hartlepool our employees must continue to obtain relevant national recognised qualifications, skills and abilities as well as take part in continuous professional development activities.

Technical and occupational skills are the specific qualifications or training that a person is **required** to undertake to meet the requirement of a role, usually determined by a national council or leading body, or by the Council set as a minimum standard. For example, electricians, social workers, finance, legal, accountants, lawyers, cooks, engineering technicians.

Job specific training and development is managed by departments and supported where necessary in the corporate annual training plan. There are also a number of skills that have been identified in the Local Government Pay & Workforce Strategy that are vital to improving performance and efficiency.

What we need to achieve

- ✓ Expertise—to recognise which technical / occupational skills fit within roles and map to the National Qualification Framework (Appendix 1) and the Learning Ladder (Appendix 4)
- ✓ Avenues and opportunities for employees to gain technical and occupational skills
- ✓ Demonstrate the return on investment—retaining occupational and technical skills within the council

How we are going to achieve this

- ✓ Carrying out a comprehensive technical qualifications audit to identify skills gaps using the agreed process for skills auditing
- ✓ Benchmarking qualifications and roles to identify minimum standards
- ✓ Developing career pathways
- ✓ Continually reviewing the Council's recruitment and retention strategy and associated plans that address posts within skills shortage areas.
- ✓ Setting minimum standards for qualifications in line with national qualification framework

3. Develop the Skills of the Workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational Skills

3.5 Core Skills

3.5 Core Skills

Current Position

Core skills refer to the skills, knowledge and behaviours required by all employees to deliver high quality services to the people of Hartlepool. These include:

- Health and Safety
- Equality and Diversity
- Information and Communication Technology
- Customer Service

Other core skills that are needed to deliver modern local government services may be identified following discussions with departments and the development of core competencies for all posts.

What we need to achieve

- ✓ An agreed minimum standard in each of the 4 core skills to ensure consistency across the council
- ✓ Accredited qualification training in core skills which is then transferable across different roles
- ✓ Updated and revised competency frameworks for all roles to inform the levels of training we need to offer
- ✓ Sustainable projects to up-skill our workforce

How we are going to achieve this

- ✓ The corporate training plan will be reviewed each year and provide a programme of training events that reflects the core skills required as they are identified.
- ✓ Ensuring corporate and departmental training plans reflect training needs identified via individual performance appraisals and the results of skills audits
- ✓ An evaluation programme that will measure the impact of training and Improving the skills of employees on service delivery to the public.

4. Effectively use Resources and Invest in the Future

4.1 Workforce Planning

4.2 Competency Frameworks

4.3 Succession Planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / Recruiting and Retaining New People to Local Government

4.1 Workforce Planning

Current Position

In order to meet strategic organisation and service requirements a systematic planning process is essential. This includes the production of reliable and valid workforce data to establish the current situation, provide an analysis of future need and present a clear corporate understanding of the direction in which the Council is to proceed.

What we need to achieve

- ✓ Ensure all managers are undertaking workforce planning on a regular basis
- ✓ Future workforce needs are catered for in light of changing legislation, working practices and employee expectations
- ✓ Employees with the skills we need now and in the future
- ✓ Service Managers collecting and using workforce data to help develop their service plans

How we are going to achieve this

- ✓ By working with Departments to help them understand their workforce
- ✓ Giving managers the skills and tools to undertake workforce planning
- ✓ Building workforce planning into service planning
- ✓ Developing succession planning and career pathways for key roles
- ✓ Producing an annual corporate training plan to assist with employee Development driven by departmental workforce development plans
- ✓ Producing annual departmental training plans to ensure that priorities are identified
- ✓ Develop & implement a corporate workforce development data collection system
- ✓ Annual monitoring, reviewing and revision of the Workforce Development Strategy

4. Effectively use Resources and Invest in the Future

4.1 Workforce Planning

4.2 Competency Frameworks

4.3 Succession Planning

4.4 Career Pathways

4.5 Skills Shortages

4.6 Attracting / Recruiting and Retaining New People to Local Government

4.2 Competency Frameworks

Current Position

The Council has competency frameworks in place at the moment, at 3 levels:

Level 1—Chief Officers

Level 2—Senior Officers

Level 3—Team Leaders & Supervisors

However, these are used but not in all areas. The weakness with this current arrangement is that there are no competency frameworks for anyone who doesn't manage people.

What we need to achieve

- ✓ Competency frameworks for each level of the “Hartlepool Learning Ladder” (Appendix 4)
- ✓ Competency based recruitment processes
- ✓ Competency based performance management - appraisal

How we are going to achieve this

- ✓ Develop a generic competency framework to inform job descriptions at all levels
- ✓ Review management skills framework to ensure clear links to national occupational standards that are endorsed by professional bodies such as the Chartered Management Institute.

4. Effectively use Resources and Invest in the Future	4.1 Workforce Planning
	4.2 Competency Frameworks
	4.3 Succession Planning
	4.4 Career Pathways
	4.5 Skills Shortages
	4.6 Attracting / Recruiting and Retaining New People to Local Government

4.3 Succession Planning

Current Position

Succession planning in Hartlepool is not a formal process, mostly reactive rather than proactive. Succession planning involves identifying key roles within the Authority and identifying and developing employees with a view to that person being able to hold the key position when and if the current role holder moves on.

Key roles demand specific behaviours, skills, attributes and qualifications. At present we have some understanding of these roles but there is no definite criteria for recruitment and succession into the roles.

What we need to achieve

- ✓ We need to develop a strategy that will address, amongst others, providing career development and comprehensive training opportunities to enable to achievement of potential and 'grow your own' opportunities.
- ✓ Competence frameworks to assist with recruitment to posts
- ✓ A sustainable management development programme which offers opportunities to progress both personally and professionally

How we are going to achieve this

- ✓ Using the "Be the Difference" brand to develop a range of programmes aimed at specific levels of employees across the authority
- ✓ Introduction of a "fast-track" scheme for employee who show potential and aptitude in an area of the authority (not necessarily management but also occupational)
- ✓ Raising awareness of the "The Hartlepool Ladder" to advise and inform employees what academic level and experience required to progress on to specific roles.

4. Effectively use Resources and Invest in the Future

4.1 Workforce Planning

4.2 Competency Frameworks

4.3 Succession Planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / Recruiting and Retaining New People to Local Government

4.4 Career Pathways

Current Position

Career pathways can be described as “route maps” to a certain career goal. For instance, the path a person may take from a Business Admin Modern Apprenticeship to a Human Resources Officer or a Team Leader to a Head of Service.

Career grades are in place for some roles, however these are currently under review as part of the single status arrangements.

What we need to achieve

- ✓ Develop a system for planning career pathways to ensure all are consistent and linked to national guidelines, National Qualification Framework (Appendix 1) and competence.
- ✓ Opportunities for talented individuals to progress through the pathways to ensure they do not need to look at alternative employment to gain the relevant progression experience
- ✓ A workforce who are ambitious, and committed to personal development

How we are going to achieve this

- ✓ Phased implementation of career pathways beginning with roles at the top tier of the authority and working downwards.
- ✓ Publish career pathways as a source of information, advice and guidance to the workforce via the intranet
- ✓ Introduce career pathways as a recruitment tool to attract new people to Local Government
- ✓ Ensure that requirement highlighted as part of a career pathway, can be accessed by the employee via the Workforce Development Team.

4. Effectively use Resources and Invest in the Future

4.1 Workforce Planning

4.2 Competency Frameworks

4.3 Succession Planning

4.4 Career Pathways

4.5 Skills Shortages

4.6 Attracting / Recruiting and Retaining New People to Local Government

4.5 Skills Shortages

Current Position

Hartlepool Borough Council monitors the external environment to assess local, regional and national skills shortage areas. This is undertaken in a number of ways including national learner data received from Learning and Skills Council and participating on various regional and national groups whose task it is to look at the skills shortage areas.

For a number of years, Hartlepool have experienced difficulties in recruiting in specific skill areas such as finance, environmental health, social work etc. We have worked in partnership with external partners to try and address these shortages however, as the workforce ages, a number of key skills will disappear from our workforce unless we can implement specific actions to counter any detrimental effect.

What we need to achieve

- ✓ A mechanism for identifying future skills shortage areas within the workforce and a process for addressing gaps.
- ✓ Promote the use of skills audits to ensure we have a full picture of the skills available compared to those we need
- ✓ Offer attractive opportunities in dwindling or problem skill areas and promote Hartlepool as an employer of choice.
- ✓ Develop an in house programme to ensure that specific skills do not disappear from our workforce.

How we are going to achieve this

- ✓ Identify future skill shortage areas
- ✓ Regular use of auditing tools such as skills audits and qualification audits
- ✓ Monitor hard to recruit posts
- ✓ Continue to work with the Learning & Skills Council Skills Broker specifically in post to support Local Authorities and other public sector organisations
- ✓ Share existing skills and knowledge
- ✓ Review posts periodically to identify key tasks which can be reallocated to ensure that roles can be filled and that there are no barriers to the recruitment process

4. Effectively use Resources and Invest in the Future

4.1 Workforce Planning

4.2 Competence Frameworks

4.3 Succession Planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / Recruiting and Retaining New People to Local Government

4.6 Attracting / recruiting and retaining new people to Local Government

Current Position

The average age of the Council's workforce is increasing with the latest figures indicating that the majority of employees are aged between 34 and 55. There is therefore an obvious need to attract new people to work within local government and address the poor image of taking up a career in the public sector.

One of the areas we most need to target is the younger workforce, where skills and careers can be guided to develop our own workforce of the future. We currently undertake a number of actions to attract young people to local government and we participate in local, national and regional projects to help raise the profile of the public sector and the opportunities it offers.

What we need to achieve

- ✓ Recruitment strategies which reflect the short, medium and long term needs of our workforce
- ✓ Commitment from the Corporate Management Team to a range of initiatives which will support this key objective

How we are going to achieve this

- ✓ Providing work experience placements to school pupils, students and others such as women returners and other groups
- ✓ Promoting working in local government as a career with school, connexions, Job Centre Plus and other agencies
- ✓ Expanding the current Modern Apprenticeship scheme to include identified skill shortage areas
- ✓ Supporting the National Graduate Development Programme

We accept that the priority targets detailed below may seem very broad and beg questions around how they will be achieved. The priorities detailed below are key actions, and each action will have a detailed plan to support it which will be developed and driven by the Strategic Workforce Planning Group, via the normal performance management arrangements. The work plan for the group, will be published annually on the intranet along with associated action plans.

Priority targets to be achieved by 31st March 2009

- Revised competence frameworks for all levels of the authority
- Increase Workforce planning skills among managers
- Develop LMDP Core Skills
- All aspects of Elected Member Development
- Revise Appraisal process and Qualification Based Training
- Increase Performance management skills amongst managers
- Establish Investors in People internal review group & strategy and
- Develop Workforce skills auditing
- Develop workforce qualification auditing

Priority targets to be achieved by 31st March 2011

- Develop career pathways
- Integrate succession planning into Appraisal
- Develop Partnership working skills amongst managers
- Technical skills auditing
- Addressing skills shortages
- Review recruitment and retention strategy
- Establish National Qualification Framework via Hartlepool Ladder
- Core skills
- Coaching & Mentoring

Priority targets to be achieved by 31st March 2012

- Evaluation
- Accreditation
- Review progress
- Develop new 5 year strategy

For the workforce development strategy to be effective and achieve the targets set, a strategic working group has been established who will monitor the plan on a quarterly basis .

This group consists of:

Wally Stagg	Chief Executives:Human Resources
Lucy Armstrong	Chief Executives:Human Resources
Alison Oxley	Chief Executives:Human Resources
Sarah Culshaw	Children's Services
John Leach	Children's Services
Margaret Hunt	Adult & Community Services
Maggie Heaps	Adult & Community Services
Gwenda Pout	Adult & Community Services
Carol Davis	Neighbourhood Services
Angela Read	Neighbourhood Services
Lynn Finn	Regeneration & Planning
Steve Williams	UNISON
Val Dent	UNISON

The Terms of reference of the group is as follows:

- To co-ordinate and mainstream all council activity in relation to strategic workforce Development and workforce planning
- To be responsible for setting and achieving targets set in relation to the outcomes of the Workforce Development Strategy
- To provide a strategic and corporate lead in developing policy and making improvements in relation to Workforce Planning issues across the Council
- To identify training needs for Hartlepool Borough Council staff in respect of workforce planning issues
- To explore funding opportunities in order to support the Council in progressing the work on the Workforce Development Strategy and associated projects within this strategy.
- To oversee, and provide help and support on, workforce development actions within departments
- To prepare the Council's Workforce Development Strategy and monitor progress.
- To provide corporate guidance on Workforce Planning and Workforce Development.

NATIONAL QUALIFICATIONS FRAMEWORK [revised Sept 2004]

Framework level	Entry criteria	Level Indicators	Examples of qualifications to be obtained at this level
ENTRY	Preferably some level of literacy and numeracy.	Entry level qualifications recognise basic knowledge and skills and the ability to apply learning in everyday situations under direct guidance or supervision. They are not occupationally specific	Entry 1 Entry 2 Entry 3 in range of subjects
LEVEL 1	To have completed secondary education; Entry Level 2 or 3	Level 1 qualification recognises basic knowledge and skills and the ability to apply learning with guidance or supervision. Learning at this level is about activities which mostly relate to everyday situations and may be linked to job competence	GCSE grades D-G; NVQ Level 1; Pre-Apprenticeship qualifications; Foundation Level qualifications
LEVEL 2	GCSE grades D-G; NVQ Level 1; Pre-Apprenticeship qualifications; Foundation Level qualifications	Level 2 qualifications recognise the ability to gain a good knowledge and understanding of a subject, area of work or study and to perform varied tasks with some guidance or supervision. Learning at this level involves building knowledge and/or skills in relation to an area of work or subject and is appropriate for many job roles	5 GCSE grades A*-C; NVQ Level 2; BTEC First Award; Intermediate level qualifications
LEVEL 3	5 GCSEs at grades A*-C NVQ Level 2 Intermediate Programme	Level 3 qualifications recognise the ability to gain and [where relevant] apply a range of knowledge, skills and understanding. Learning at this level involves obtaining detailed knowledge and skills. It is appropriate for those intending to progress to HE, work independently or [occupational] to supervise and train others	A Levels; NVQ Level 3; BTEC National; Advanced level qualifications
LEVEL 4	A Levels; NVQ Level 3; BTEC National	Level 4 qualifications recognise specialist knowledge and involve detailed analysis of high levels of information in technical or professional knowledge.	NVQ Level 4; HNC; Certificates of Higher Education
LEVEL 5	A Levels; BTEC National NVQ Level 4; HNC	Level 5 qualifications recognise the ability to increase depth and understanding of knowledge within an area of work or study to enable them the formulation of solutions and responses to complex problems and situations. Qualifications at this level are appropriate for higher grade technicians, professionals or managers	NVQ Level 5; HND; Foundation Degrees; Diplomas of Higher Education; CMS
LEVEL 6	A Levels; BTEC National; HND NVQ Level 5; Foundation Degrees	Level 6 qualifications recognise a Specialist high-level knowledge of an area of work or study to enable the use of an individual's own ideas and research in response to complex problems and situations. Qualifications at this level are appropriate for professional management positions with a degree of seniority.	BA/BSc (Hons) DMS
LEVEL 7	BA/BSc [Hons] DMS	Level 7 qualifications recognises highly developed, complex specialist knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations	MA/MSc/MBA
LEVEL 8	MA/MSc/MBA	Level 8 qualifications recognise leading experts or practitioners in a particular field. Learning at this level involves the development of new and creative approaches that extend or refine existing knowledge or professional practice	PhD; DPhil

THE TOGETHER PROJECT & Union Learning Representatives



Hi, I'm Janice Remington,
Together Project Co-ordinator!
It's my job to promote the
services available to you from
Union Learning Representatives.



What is the 'Together Project'?

The 'Together Project' is a partnership between Trade Unions, Hartlepool Borough Council and Housing Hartlepool. Together we work to help you develop the skills you need day to day or to fulfill a personal learning need.

Union Learning Representatives are based in most departments across the Council and are employees who want to take an active part to help find out your aspirations. They can provide advice and support to help your learning, whether work related or personal.

What can we do for you?

- Inform you of training / learning opportunities
- Provide initial advice
- Open doors to learning for you
- Find out information on courses on this page or whatever your interest may be!

What do you need to do?

Contact either myself or one of the 17 Union Learning Representatives currently in Hartlepool Borough Council.

We treat everyone with respect and ensure all chats are confidential.



Ann Sharp
Tel: 523499



Steve Williams
Tel: 523713



Caroline Gregory
Tel: 284276



Shiobhan Rafferty
Tel: 284313



Margaret Harman
Tel: 523332



Derek Wardle
Tel: 523414



Ken Carney
Tel: 523246



Frank Douglas
Tel: 523562



Paul Shields
Tel: 233950



Mick Fenwick
Tel: 523030



Edwin Jeffries
Tel: 523868



Sonia Taylor
Tel: 523872



Debbie Kenny
Tel: 523700



Vicky Raper
Tel: 286122



David Walker
Tel: 07947 369309



Sharon Downing
Tel: 284197





"creating tomorrow's workforce today"

The Hartlepool Learning Mission

Hartlepool Borough Council recognises that people are its greatest resource.

Within Workforce Development, our mission is simple:

“To enhance learning, develop our employees and Elected Members at all levels and support change”.

We will achieve this by:

- Encouraging lifelong learning with all our employees and Elected Members
- Undertaking regular reviews of the opportunities for development offered to our employees and Elected Members
- By listening to employee and Elected Member views and gathering feedback
- Providing development opportunities to unlock the potential of all our employees and Elected Members.
- Developing and delivering appropriate, cost-effective learning solutions to meet corporate objectives and individuals' needs.
- Working in partnership with the Joint Trade Unions to support employee development
- Scanning the external environment to identify sources of funding to support development and learning within the Council
- Promoting access to learning opportunities and ensuring that no individual is disadvantaged or discriminated against in relation to training, learning and development.

HARTLEPOOL LEARNING LADDER

Skill Groups	Target Groups	National Qualification Framework Level
LEVEL 6 – LEADERSHIP SKILLS	1 st & 2ND TIER OFFICERS	Level 7-8
LEVEL 5 – GENERIC MANAGERIAL SKILLS	ALL STAFF WITH SUPERVISORY / MANAGERIAL RESPONSIBILITY	Level 5- 6
LEVEL 4 – ACADEMIC SKILLS	NOMINATED STAFF & ELECTED MEMBERS	Level 3 - 4
LEVEL 3 – VOCATIONAL / TECHNICAL SKILLS	NOMINATED STAFF & ELECTED MEMBERS	Level 2 - 3
LEVEL 2 – CORE SKILLS	ALL STAFF	Level 2
LEVEL 1 – BASIC SKILLS	ALL STAFF	Level 2

Consultation and Implementation Arrangements

The Strategic Workforce Planning Group (see page 36) have worked together during the period August 2006—March 2007 to develop this exciting and ambitious strategy for the Hartlepool workforce. The implementation timetable is as follows:

04/12/06	draft document to CMT
04/12/06	WFD group meeting
11/12/06	Deadline for report to Democratic Services
21/12/06	Draft to Portfolio Holder meeting
02/01/07	consultation begins
15/01/2007	WFD group meeting
19/01/07	Consultation ends
05/02/2007	WFD Group Meeting
05/02/2007	CMT approval of final draft & final comments
14/02/07	Final plan completed
15/02/07	Deadline for final draft and report to Dem Services
26/02/2007	Strategy approved at portfolio holder meeting
05/03/2007	WFD Group Meeting
09/03/2007	Summary leaflet for staff produced and agreed by group
01/04/2007	WFD strategy official start date
20/04/2007	Strategy officially launched at Workforce Planning conference

The following groups were invited to take part in the consultation process;

- Corporate Management Team
- All employees including Elected Members
- Joint Trade Union
- Union Learning Representatives
- Together Project
- Investors in People Corporate Groups
- Departmental Workforce Development Representatives
- Learning & Skills Council
- Improvement and Development Agency (IDEA)
- Economic Development Department of Hartlepool Borough Council
- Hartlepool College of Further Education
- Jobcentre Plus

This document is also available in other languages, Braille, large print, and audio format on request, ☎ 01429 523476

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

এই ডকুমেন্ট অন্য ভাষায়, বড় প্রিন্ট আকারে এবং অডিও টেপ আকারেও অনুরোধে পাওয়া যায়।

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

ئەم بەلگەيە ھەروەھا بە زمانەکانی کە، بە چاپی درشت و بە شریتی تەسجیل دەس دەکەوێت

Bu belge çeşitli dillere çevrilmiş olup, isterseniz iri harflerle basılmış şeklini ve kasetini de size gönderebiliriz.

www.hartlepool.gov.uk

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder
26 February 2006



Report of: Chief Personnel Officer

Subject: EMPLOYEE ATTENDANCE 2006/7 – THIRD QUARTER

SUMMARY

1. PURPOSE OF REPORT

To update the portfolio holder on the Council's performance up to, and including, the third quarter of 2006/7 and action taken in the third quarter of 2006/7 in relation to employee absence.

2. SUMMARY OF CONTENTS

The report provides details of employee absence up to, and including, the third quarter of 2006/7 and action taken in the third quarter of 2006/7.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

Note the report.

Report of: Chief Personnel Officer

Subject: EMPLOYEE ATTENDANCE 2006/7 – THIRD QUARTER

1.0 PURPOSE OF REPORT

- 1.1 To update the portfolio holder on the Council's performance up to, and including, the third quarter of 2006/7 and action taken in the third quarter of 2006/7 in relation to employee absence.

2.0 BACKGROUND

- 2.1 The extent to which employees are absent from work due to illness has a direct impact on the quality, level and cost of the provision of services. As such the Government has included BV PI12 – The number of working days/shifts lost due to sickness absence in its group of Corporate Health Performance Indicators.

3.0 THE COUNCIL'S PERFORMANCE UP TO, AND INCLUDING, THE THIRD QUARTER OF 2006/7

When considering performance and particularly projected out-turn figures it is important to recognise that experience indicates that sickness levels are generally higher during the winter months compared to the summer months. The performance data for 2006/7 includes actual data (previously named unweighted data, which does not reflect seasonal differences) and weighted data (which weights the current performance to reflect seasonal sickness patterns over an average of the preceding two years). The target figure for the 3rd quarter was 12.21 days absence per FTE employee. A more detailed breakdown, by department, is attached at Appendices A and B.

- 3.1 The table below illustrates the **third quarter** (October to December) average sickness absence days per FTE employee and also each quarter's sickness rate over the current year for ease of identifying increases or decreases in the current trend. Appendix A shows the 3rd quarter comparisons for each Department.

Sickness Rate	2004/5	2005/6	2006/7
1 st Quarter (Apr-Jun) (unweighted)	10.01	11.23	11.62
2 nd Quarter (Jul-Sept) (unweighted)	9.79	10.01	11.80
3 rd Quarter (Oct-Dec) (unweighted)	12.69	13.04	13.31

- 3.2 Performance in the third quarter tends to be worse than the average performance over the full year because of the winter months and the incidents of cold/flu related absences. The actual rates are higher than the prediction which could indicate an eventual higher annual sickness rate at the end of March 2007 than the previous two years. It is worth noting that in 2006/7 there was no decrease in the sickness rates during July to September as there was in the previous two years but there is no known explanation for this.
- 3.3 The table below illustrates the **first nine months** of 2006/7 (April to December) average sickness absence days per FTE employee compared to the previous two years. This shows a more accurate reflection of what the annual figure might be as it uses data over a 9 month period. The End of Year Prediction uses data from the 9 month period and the previous two years sickness absence rates and gives an estimate of what the likely annual figure will be on 31 March 2007.

Sickness Rate	2004/5	2005/6	2006/7
Apr-Jun (3 months) (unweighted)	10.01	11.23	11.62
Apr-Sept (6 months) (unweighted)	10.29	10.71	12.06
Apr-Dec (9 months) (unweighted)	11.08	11.50	12.54
End of Year 2006/7 Prediction (weighted)			13.43

- 3.4 This data shows a marked increase in the levels of sickness absence from the same time period in 2005/06 of over an average of 1 day each per employee. This is a concern but as you will note from the list of actions being taken there is a concentrated effort to address this across the Council. However, it is encouraging to note that where there has been a particular focus on sickness absence management in Adult & Community Services that this has resulted in a decrease in their sickness absence rates, even through the usually higher rates for the start of the winter period (see Appendix C).

4.0 ACTIONS UNDERTAKEN IN THE THIRD QUARTER OF 2006/7

- 4.1 A number of actions were undertaken during the third quarter of 2006/7 which are expected to help to achieve the target including:
- Regular meetings of Sickness Champions Group
 - High level of focus on Sickness Absence rates across the Council, especially from Adult & Community Services
 - Departments implementing their own targets and actions to reduce sickness absence levels (see reports submitted by Departments to the Portfolio Holder during the last quarter reports)

- Individual case management for all individuals across the Council and a planning process for future actions
- Improved reporting to Departments from HR on individual case management
- Implementation of a Sickness Absence Project Group as a recommendation from the Leadership and Management Development Programme
- Wider publicising of sickness absence issues in New sline and Management Matters

5.0 ACTIONS PLANNED FOR THE FOURTH QUARTER OF 2006/7

5.1 A number of actions are planned during the fourth quarter of 2006/7 that is expected to help in achieving sickness targets in the future. These are set out below . It should also be noted that arrangements in place now to reduce sickness absence levels will not necessarily have an immediate impact on the figures. It is estimated that by the end of the 1st and 2nd quarters in 2007 the results of measures implemented now should start to see a decline in the overall sickness absence rates.

- The table below identifies the number of employees currently on long term sickness absence who are either leaving the Authority or who will be returning to work between 1 January and 31 March. This is a significant number and has been the result of a focused effort by Human Resources working together with Department managers and Head Teachers. Neighbourhood Services and Schools deserve particular attention for the high number of employees where a resolution has been sought or a return to work has been facilitated. It is expected this will decrease the end of year figures as long as there is not a significant number of new sickness absence cases.

Department	Number of Employees Leaving	Number of Employees Returning to Work
Neighbourhood Services	10	12
Adult & Community Services	3	5
Chief Executives and Regeneration & Planning	1	3
Children's Services	3	5
Schools	10	8
Total	27	33

- Joanne Machers has formed a temporary Sickness Absence Management Team within HR to focus on this whole area to

bring about rapid improvements which will in turn impact on the sickness absence rates

- Each Department that has shown an increase in the levels of sickness absence rates has been asked by the Portfolio Holder to attend this meeting on 26 February to give an explanation and discuss their current and future actions to manage sickness absence
- A new Occupational Health contract has been set up from January 2007. An Occupational Health Nurse is now based in the Windsor Offices which has led to a dramatic decrease in the time taken for management referrals for sickness absence cases
- The new Occupational Health Service will be proactively promoting and marketing employee support initiatives which will impact on options for employees who fall ill and hopefully impact on the sickness absence rates
- Departments are recognising the high rates and the need to manage sickness absence so awareness of the issues is far greater
- The Sickness Champions Group are reviewing their terms of reference to ensure they are achieving maximum impact
- There is a pilot Absence Management training course being undertaken in Adult & Community Services over February and March and the impact of this on the management of sickness absence will be closely monitored
- Review of flexible working measures including home working may impact on the rates in the future

6.0 RECOMMENDATIONS

- 6.1 That the employee absence in relation to absence in the third quarter and after nine months of 2006/7, actions taken in the third quarter of 2006/7 and planned future actions be noted.

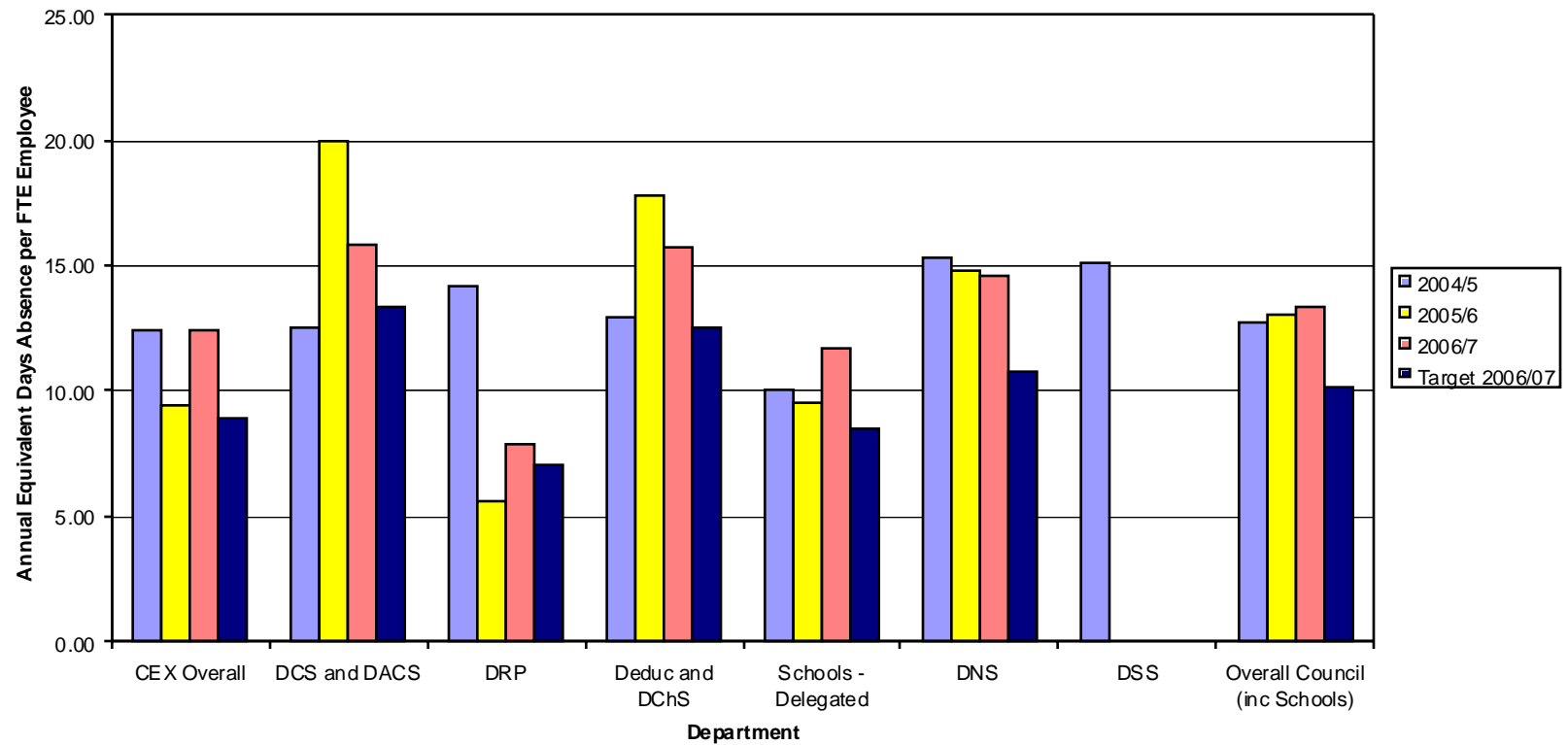
Appendix A

1. Annual Equivalent Performance During Third Quarter

Sickness Rates 3 rd Quarter Only (Oct-Dec)	Chief Executive	Education Dept	Schools	Regen. & Planning Services	Social Services	Com. Services	N'hood Services	Authority
2004/5	12.43	12.91	10.01	14.13	15.09	12.53	15.31	12.69 days
	Chief Executive	Children's Services	Schools	Regen. & Planning Services	Adult & Community Services		N'hood Services	Authority
2005/6	9.43	17.81	9.57	5.57	20.00		14.84	13.04 days
2006/7	12.37	15.77	11.74	7.84	15.81		14.54	13.31 days
Target 2006/7	8.89	12.50	8.52	7.08	13.37		10.77	10.18 days

Appendix B

Annual Equivalent Performance During Third Quarter - October to December 2006

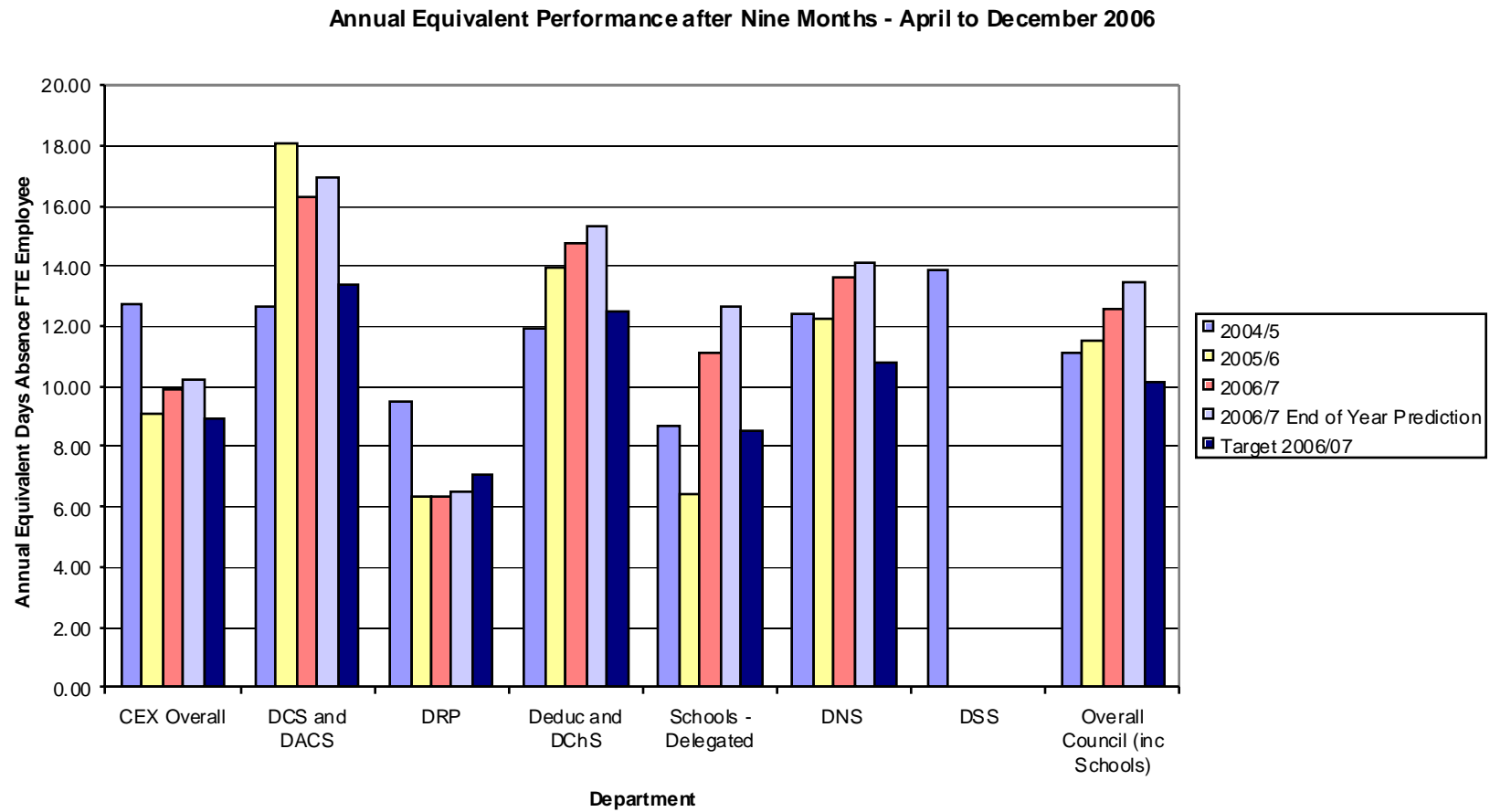


Appendix C

2. Annual Equivalent Performance after Nine Months

Sickness Rate 9 months (Apr-Dec)	Chief Executive's	Education Dept	Schools	Regen. & Planning Services	Social Services	Com. Services	N'hood Services	Authority
2004/5	12.76	11.89	8.66	9.52	13.87	12.61	12.39	11.08 days
	Chief Executive	Children's Services	Schools	Regen. & Planning Services	Adult & Community Services		N'hood Services	Authority
2005/6	9.07	13.90	6.42	6.36	18.08		12.22	11.50 days
6 months (Apr- Sep) 2006/7	8.61	14.10	10.62	5.48	16.52		13.06	12.06 days
9 months (Apr- Dec) 2006/7	9.87	14.74	11.09	6.30	16.29		13.60	12.54 days
End of Year 2006/7 Prediction (weighted)	10.24	15.28	12.62	6.54	16.90		14.10	13.43 days
Target 2006/7	9.33	12.87	8.52	8.52	13.37		10.77	10.29 days

Appendix D



PERFORMANCE MANAGEMENT PORTFOLIO

**Report to Portfolio Holder
26 February 2007**



Report of: Chief Personnel Officer

Subject: LOCAL GOVERNMENT PENSION SCHEME –
DISCRETIONARY PAYMENTS

SUMMARY

1. PURPOSE OF REPORT

To request that the Portfolio Holder makes a decision regarding the options available to Hartlepool Borough Council for the review of the current discretionary payments for the Local Government Pension Scheme (LGPS) following the introduction of new legislation that takes into account the new Age Discrimination Regulations.

2. SUMMARY OF CONTENTS

The report provides background information regarding the new regulations and three options for consideration. In addition the options highlight the financial impacts and the Trade Union response to each.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

The Portfolio Holder is recommended to determine the Council's policy principles in respect of LGPS discretionary payments.

Report of: Chief Personnel Officer

Subject: LOCAL GOVERNMENT PENSION SCHEME –
DISCRETIONARY PAYMENTS

1.0 PURPOSE OF REPORT

- 1.1 To request that the Portfolio Holder makes a decision regarding the options available to Hartlepool Borough Council for the review of the current discretionary payments for the Local Government Pension Scheme (LGPS) following the introduction of new legislation that takes into account the new Age Discrimination Regulations.

2.0 BACKGROUND

- 2.1 The Local Government (Early Termination) (Discretionary Payments) Regulations 2006 were introduced as a result of the Employment Equality (Age) Regulations 2006. The Regulation came into effect from 1 October 2006, however HBC are working to their current policy during the 6 month transitional period.

This report is the result of a review of the current Council arrangements and seeks a decision on the future policy for early retirement and redundancy for Hartlepool Borough Council.

- 2.2 Early termination of employment covers the following situations:

- redundancy
- termination in the interests of the efficient exercise of the employing authority's functions
- in the case of a joint appointment, because the other holder of the appointment has left it (applies in the cases of two people under one contract e.g. husband and wife running a children's home)

- 2.3 Key considerations:

- In an early termination of employment situation, giving one employee any additional compensation simply because they are over 50, and therefore eligible for early retirement, will be automatically regarded as direct age discrimination, if a claim is brought before a tribunal
- The Government has confirmed that differing redundancy payments, based on an age and length of service criteria, is not age discriminatory

- The Regulations gives each Local Authority the discretion to award maximum payments of up to two years' pay (104 weeks) within its policy. In giving this flexibility, it also places responsibility and, therefore liability, for the policy adopted on each individual Local Authority
- The Age Regulations has an Exception Rule (Regulation 33) which allows the use of age and service related criteria based on the statutory calculations for redundancy payments as long as it is applied to ALL payments and as long as the method of calculating the payment is based on the statutory redundancy payment e.g. half a week's pay for service under 22, etc.

2.4 Summary of Changes:

Item 1

Provision Prior to new Regulations

The discretionary power to award a one-off lump sum payment of up to 66 weeks' pay, based on a service and age-related formula.

New Regulations

Provide a discretionary power to award a one-off lump sum payment of up to, but not exceeding, two years' pay (104 weeks), inclusive of any redundancy payment made. (The Authority must publish a policy on how it will exercise its discretion).

Item 2

Provision prior to new Regulations

The discretionary power to award added years as an alternative to the benefits payable under the Local Government Pension Scheme (LGPS) for eligible employees aged 50 or over and under 65.

New Regulations

Remove the power to award added years (although additional membership can still be awarded through the augmentation provisions in the LGPS). Augmentation can only be awarded as an alternative to the cash lump sum (not exceeding 104 weeks and not including the redundancy payments which still need to be paid).

3.0 CURRENT ARRANGEMENTS WITHIN HARTLEPOOL BOROUGH COUNCIL'S POLICY

30 weeks = statutory redundancy maximum

66 weeks = maximum enhanced package (discretion of employer)

Employee Led	Employer Led
Efficiency	Efficiency
66 weeks + early release of pension (no added years) OR Early release of pension + added years OR Early release of basic pension (no added years) OR 66 weeks (if under 50)	66 weeks + early release of pension (no added years) OR Early release of pension + added years OR 66 weeks (if under 50)
Voluntary Redundancy	Compulsory Redundancy
66 weeks + early release of pension (no added years) OR 30 weeks + early release of pension + added years OR 66 weeks (if under 50)	30 weeks + early release of pension (no added years) OR 30 weeks (if under 50)

4.0 PROPOSED ARRANGEMENTS

- 4.1 **Important points to note.** All references in the tables below for 66 or 104 weeks are the maximum entitlements only and will not apply to all cases.

Max. 30 weeks = statutory redundancy maximum (based on age/length of service only)

Max. 66 weeks = maximum enhanced package (discretion of employer) (based on age/length of service)

Max. 104 weeks = maximum enhanced package (discretion of employer) (based on age/length of service)

This report also takes into account the trade union comments. Following the decision of the Portfolio Holder, the Early Retirement / Voluntary Redundancy Procedure will be revised to reflect the changes. If the current policy is amended then, as per Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006, the employing authority "must" publish a statement of the amended policy within one month of the decision and they "must" not give effect to any policy change until one month has passed since the amended policy is published. It is expected, subject to a decision at today's Portfolio Holder meeting that this statement could be submitted to Teesside Pension Fund by 1 March, giving the one month notice prior to a 1 April 2007 implementation date.

5.0 RECOMMENDED OPTIONS

5.1 Option 1

No enhancements and minimum statutory entitlements for redundancy and early release of basic pension granted (with calculations based on weekly basic pay and the statutory cap removed). Early release of pension is at the employer's discretion.

Employee Led	Employer Led
Efficiency	Efficiency
Early release of pension (if statutory minimum age requirement is met)	Early release of pension (if statutory minimum age requirement is met)
Voluntary Redundancy	Compulsory Redundancy
30 weeks + early release of pension (no added years) OR 30 weeks (if under 50)	30 weeks + early release of pension (no added years) OR 30 weeks (if under 50)

Advantages

- This is the most financially effective option as the costs will be smaller than the other options
- It is equitable and fair for employees of all ages as there are no options for negotiation
- Represents no employment risks for age discrimination

Disadvantages

- Fewer options for the employer and employee to find a low risk solution to capability and other employment difficulties
- Removal of current levels of benefits to employees
- A potential increase in the numbers of compulsory redundancies as there is little incentive for voluntary applications

Trade Union Response

- Option 1 is the least preferred of the three options for the Trade Unions as it offers less benefits for its members than they could potentially receive currently.

5.2 Option 2

Employee Led	Employer Led
Efficiency Reasons	Efficiency Reasons
66 weeks + early release of basic pension (no augmentation) OR Early release of basic pension + augmentation OR Early release of basic pension OR 66 weeks (if under 50 or non-LGPS member) OR Augmentation	66 weeks + early release of pension (no augmentation) OR 30 weeks + augmentation OR Early release of basic pension OR 66 weeks (if under 50 or non-LGPS member)
Voluntary Redundancy	Compulsory Redundancy
66 weeks + early release of pension (no augmentation) OR 30 weeks + augmentation + early release of pension OR 66 weeks (if under 50 or non-LGPS member)	30 weeks + early release of pension (no augmentation) OR 30 weeks (if under 50 or non-LGPS member)

Advantages

- Retains current level of benefits for employees
- Maintains the status quo regarding financial cost
- Provides a greater level of negotiation than option 1 for managing 'difficult' employment situations

Disadvantages

- Does not take advantage of the increased flexibility in the regulations which could be seen as a disadvantage with the removal of added years options
- Greater monitoring of payments is required to ensure they are equitable and not in breach of Age Discrimination Regulations

Trade Union Response

- Option 2 is the middle ground for the Trade Unions as it at least offers employees the current level of benefits at 66 weeks. They would however, like to see a rise in the compulsory redundancy amounts.

5.3 Option 3

Employee Led	Employer Led
Efficiency Reasons	Efficiency Reasons
66 weeks + early release of basic pension (no augmentation) OR Early release of basic pension + augmentation OR Early release of basic pension OR 66 weeks (if under 50 or non-LGPS member) OR Augmentation	104 weeks + early release of pension (no augmentation) OR 30 weeks + augmentation OR Early release of basic pension OR 104 weeks (if under 50 or non-LGPS member)
Voluntary Redundancy	Compulsory Redundancy
Phase 1: (initial offer) 66 weeks + early release of pension (no augmentation) OR 30 weeks + augmentation + early release of pension OR 66 weeks (if under 50 or non-LGPS member) Phase 2: (extended offer if no applications received under Phase 1)	30 weeks + early release of pension (no augmentation) OR 30 weeks (if under 50 or non-LGPS member)

<p>- at management discretion)</p> <p>104 weeks + early release of pension (no augmentation)</p> <p>OR</p> <p>30 weeks+ augmentation + early release of pension</p> <p>OR</p> <p>104 weeks (if under 50 or non-LGPS member)</p>	
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Advantages

- An easier solution for 'difficult' employment situations as the financial incentives to resolve the issue are greater
- Offers employees greater benefits for retirement and redundancy after service to the Council

Disadvantages

- The most costly of the three options
- Trade Unions may constantly attempt to negotiate the maximum amount for their members (under Phase 2)
- Employees may stay longer while they negotiate for maximum settlements

Trade Union Response

- Option 3 is the preferred of the three options for the Trade Unions as it offers more benefits for its members. They want to see a rise in the compulsory redundancy amounts offered.

6.0 RECOMMENDATIONS

The Portfolio Holder is recommended to determine the Council's policy principles in respect of LGPS discretionary payments.

HARTLEPOOL JOINT TRADES UNION COMMITTEE

Chair:- M Sullivan

Secretary:- E Jeffries

Union Suite

Municipal Buildings

Church Square

Hartlepool

TS24 7EQ

Tel:- 01429 523868

e.mail:- edwin.jeffries@hartlepool.gov.uk

Wally Stagg
Organisational Development Manager
Hartlepool Borough Council

14/02/07 (by email)

Dear Wally,

Early Termination of Employment Discretionary Compensation Payments

In response to the consultation document regarding the above I can clarify the view of the Trade Unions as outlined at the Single Table meeting of 24th January 2007 and subsequent discussions.

It is felt that the removal of the Discretionary Payments is detrimental to employees with the potential of increased life span after retirement. It has been calculated by actuaries that a payment of 260 weeks would be needed to cover the detriment of the removal of the Discretionary Payment of 'added years' if the employee lived up to 12yrs after retiring. The removal of the Discretionary Payments however is not within the remit of the authority to accept or reject therefore the Trade Unions need to consider the best proposed option.

The Trade Unions cannot accept the phasing element of the Voluntary Redundancy element of option 3 outlined in the report.

Although all options can be deemed to be detrimental to the current position given regard to the comments outlined above, the Trade Unions suggest that Option 3 of the consultation paper previously circulated is their preferred option and request that consideration is given to amending all of this option with 'plus augmentation' replacing the points where it says 'no augmentation'. The Trade Unions also request that discussion is opened on the provision of improving the Compulsory Redundancy payments.

Edwin Jeffries
Secretary
HJTUC

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26th February 2007



Report of: Chief Personnel Officer

Subject: LOCAL GOVERNMENT SERVICES
EMPLOYEES – 2007/8 PAY CLAIM

SUMMARY

1.0 PURPOSE OF REPORT

To inform the Portfolio Holder of the 2007/8 pay claim submitted by the National Trade Unions in respect of Local Government Services (Green Book) employees.

2.0 SUMMARY OF CONTENTS

The report provides details of the 2007/8 pay claim submitted by the National Trade Unions in respect of Local Government Services (Green Book) employees.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Corporate Workforce Issue.

4.0 TYPE OF DECISION

Non-key decision.

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

To note the report.

Report of: Chief Personnel Officer

Subject: LOCAL GOVERNMENT SERVICES
EMPLOYEES – 2007 PAY CLAIM

1.0 PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder of the 2007 pay claim submitted by the National Trade Unions in respect of Local Government Services (Green Book) employees.

2.0 BACKGROUND

- 2.1 In 2004, a three year pay deal was agreed in respect of Local Government Services (Green Book) employees. This deal expires on 31 March 2007 and the trade unions have submitted their pay claim for the subsequent year.

3.0 DETAILS OF THE CLAIM

- 3.1 The key elements of the claim submitted (Appendix 1) is as follows:
- i. One year only
 - ii. 5% or £1,000 whichever is the greater
 - iii. To ensure a £6.30 underpin on the minimum hourly rate
 - iv. An increase in basic annual leave entitlement to 25 days per year as the minimum entitlement for all employees
 - v. A reduction in the standard working week to 35 hours, without loss of pay
 - vi. To increase the night shift allowance over a 3 year period from a time and a third, to time and a half, to time and three quarters, to double time in the final year
 - vii. An increase in the sleep-in allowance to £60
- 3.2 The NJC Employers' Executive is due to meet on the 2nd March to decide how to respond.

4.0 RECOMMENDATION

- 4.1 That the Portfolio Holder notes the report.

**national joint
council for
local government
services**

trade union side

Correspondence to: Joint Secretaries, NJC for Local Government Services,
Trade Union Side, c/o Heather Wakefield, 1 Mabledon Place, London WC1H 9AJ.
Tel: 0845 355 0845 *Fax:* 020 7551 1195 *Text tel:* 0800 0 967 968

Sarah Messenger
Employee Side Secretary
NJC England & Wales
Local Government Employers
Local Government House
Smith Square
London
SW1 P 3HZ

9 February 2007

Dear Sarah

2007 PAY CLAIM

Please find enclosed the Trade Union Side Pay Claim for 2007. Within the document is the rationale for the claim, the context and the economic indicators to support the claim.

We will want to discuss the claim with you at the Joint Secretaries meeting on Wednesday and agree the timetable for negotiations.

With best wishes

Yours sincerely



Heather Wakefield
Trade Union Side Secretary

cc: Brian Strutton, GMB
Peter Allenson, TGWU
Lucille Thirlby, UNISON

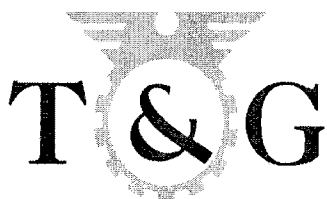
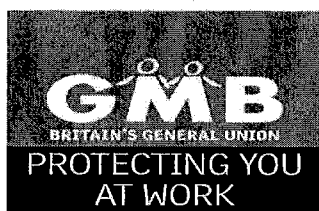
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Local Government Pay Claim 2007/2008

England, Wales and Northern Ireland

**Trade Union Side of the National Joint Council
for Local Government Services**

February 2007



THE 2007 CLAIM

1. One year only
2. 5% or £1,000 whichever is the greater
3. To ensure a £6.30 underpin on the minimum hourly rate
4. An increase annual leave of 1 day for all employees
5. An increase in basic annual leave entitlement to 25 days per year as the minimum entitlement for all employees
6. A reduction in the standard working week to 35 hours, without loss of pay
7. To increase in the night shift allowance over a 3 year period from a time and a third, to time and a half, to time and three quarters, to double time in the final year.
8. An increase in the sleep-in allowance to £60

INTRODUCTION

As the 2004 – 7 NJC pay settlement comes to an end, considerable change continues within local government - all of it exerting greater pressure on local government employees, demanding more for less. There are increasing financial constraints derived from efficiency reviews and council tax capping, further privatisation of services, increased growth in shared services and regionalization of so-called 'back office' functions. The Government and LGA continue to push for joined up service delivery, more user focus and greater flexibility in services. The drive for continuous improvement touches every corner of local government – except the way the workforce is treated.

The trade unions unequivocally support service delivery improvements and the drive for the highest possible standards for service users. However, acknowledgement of the growing pressures on our members required to deliver those standards is long overdue.

Efficiency reviews have taken hold, taking off around £58 million of town hall bills, at the same time councils are expected to deliver service improvements. In 2005/6 local government will have delivered £1.9 bn in efficiency gains, well in excess of the £1.0 billion target set by the Government. Delivering value for money is a laudable aim. But much of the 'success' of the efficiency reviews has come at the expense of staff already under pressure, already the 'poor relations' of the public sector.

During the last three years, NJC staff have continued to be treated less favourably than other groups of public sector workers, despite working alongside them in joined-up service delivery partnerships. Members of the Local Government Pension Scheme have found themselves without the protection afforded to every other public sector pension scheme member. The gender pay gap has narrowed very little – the consequence of Governments and councils' failure to provide funding for Single Status pay and grading reviews, ten years after the Single Status Agreement was struck. The spectre of mass litigation and no-win, no-fee lawyers now haunts many councils and the trade unions, with serious financial consequences.

It is of considerable concern that following the 3-year pay agreement - and 11 years on from the Single Status agreement - only 31% of local authorities have completed and implemented equal pay proofed pay and grading structures. Whilst the joint trade unions acknowledge a further 48% are in the process of carrying out reviews, this delay in delivering equal pay can no longer continue.

According to the Local Government Services Pay Survey 2005 conducted by the Local Government Employers, in June 2005 over 1.4 million people were employed within the scope of the NJC agreement. Fifty six per cent were part time and seventy five per cent were women.

Thirty per cent of all employees were on the lowest five pay points, that is earning less than £12,747 (1 April 2006 pay levels). A further thirty one percent of all employees were on scale point 10 – 17, that is earning up to £15,825 per year. This is £8,000 less than the median annual earnings across the economy of £23,850(2006 Annual Survey of Hours and Earnings) 310,240 part time workers

were on scale points 4, 5 or 6. This equates to 43.7% of all part time workers in local government. It is therefore not a coincidence that this year's pay claim will be seeking mixed claim to ensure the lowest paid receive a flat rate increase with those higher up the scale points receiving an above inflation rate percentage increase.

The DCLG's Pay and Workforce Strategy, which has been developed outside of the NJC collective bargaining process, has cuts to employment levels, sick pay and unsocial hours payments as targets, which have a significant impact on low paid women. Its drive for 'business process re-engineering' seems to disregard the fact that most local government jobs are people-centred and dependent on the goodwill of already undervalued and underpaid women workers. The way the workforce is treated now will have a major impact on the likelihood of meeting the increased demand for social care workers and related staff in a future led by demographic change.

A large proportion of the efficiency review savings have been in adult social services and children's services which are precisely where there are considerable pressures on the predominantly female social care workforce and a huge reliance on agency staff and at a significant cost to local government.

Recruitment and retention

Local government has been facing severe recruitment and retention difficulties for a considerable time, as evidenced in previous pay claims submitted by the trade unions and the employers own data. This year's settlement needs to take some serious steps towards addressing the root causes of that staffing crisis. Not only is it leading to severe pressure on many of our members – with consequent stress and ill health problems. It has also led to the widespread growth in the use of agency staff, which is costing local government dear – in financial terms, in respect of loss of accumulated expertise and performance and therefore in the consequent delivery of services.

Total market value is unknown but the Recruitment and Employment Confederation suggest that the recruitment and staffing market is now worth in excess of £23 billion a year.

Staff shortages are particularly acute in social services and it was reported in the Local Government Employers Social Care Workforce Survey 2005 that 3.2 per cent of the total local authority social care workforce were long term agency workers, compared with 2 percent in 2003. The 2005 Survey estimates local authorities' expenditure at £339 million on both long term and short term agency staff in social care. This equates to 5.6% of the payroll costs nationally.

This over-use of agency staff can only hold back the delivery of service improvements, particularly in crucial areas such as adult social care and children's services. 89% of respondent local authorities reported using long term agency staff (100% in London) and 86% using short term agency staff (81% in London). The 2005 LGE Survey of the Social Care Workforce showed pay as a commonly cited reason for recruitment difficulties among social workers, occupational therapists and home care staff.

This staffing crisis has a decided knock-on effect on directly employed staff who have to cover for vacant posts and fill the knowledge and skills gaps which use of agency staff inevitably entails. A MORI poll of 10,000 members in local government carried out by UNISON in 2005 showed morale to be low, with over half (57%) members saying it had worsened over the last year. This was on top of declining morale in previous years! The link between pay and morale is evident. 49% of the minority, who thought morale had improved, said that pay is an important issue. This figure rises to 58% among those who feel morale has got worse in the last year.

2004 – 7 Agreement

In submitting this year's pay claim we must reflect on the 2004 – 7 NJC agreement.

Pay

Between 2004 and 2006 pay in Local Government rose by only 8.9 %, falling behind the rise in average earnings, which grew by 12.4% and inflation which rose by 9.3%. This represents a fall in real living standards for local authority employees. Our members strongly feel that the 2004-7 settlement was overall a low one, with the true brunt of increased fuel and housing costs negating the cost of living increases for the majority of our members.

The table below sets out the comparison of the 2004-7 Settlement alongside inflation and average earnings:

	NJC pay increases	Index of NJC pay increases	Average Earnings Index, (Annual average, Whole economy, excluding bonus)	RPI (Annual average)
<i>Base 2004</i>				
		<i>100</i>	<i>113</i>	<i>181.3</i>
2004	2.750%	102.75	117.8	186.7
2005	2.950%	105.8	122.4	192
2006	2.950%	108.9	127	198.1
Cumulative increase		8.90%	12.4%	9.3%

Source: Office of National Statistics, www.statistics.gov.uk

Single Status

Only 31% of authorities have now completed pay and grading reviews and implemented new pay structures. Whilst a number of authorities are in the process of discussion / preparation of reviews (13.8%), carrying out job evaluation (36%) or finalising pay settlements (7.9%), 6.8% of councils have no plan to review pay and grading. 'The Long Wait' described in the TU submission to the LGPC is still the reality for the majority of our members.

Workforce Training and Development

For the trade unions, the Workforce Training and Development Agreement within the 2004-7 settlement was an important step towards a systematic approach to tackling the lack of investment in lifelong learning for our members. However, according to the Local Government Employers' annual Peoples' Skills Scoreboard survey in 2005, even though overall spend on training has increased slightly from 0.9% in 2001/02, it is still only 1.2% of the payroll. This represents around £227 spent per employee per year. In addition, there is continuing evidence to suggest that access to training is unequal, to say the least. In 2001/02 spending on managers, professional development and continuing professional development accounted for 41% of the total training budget but in 2005 this has increased to 43%. However, only 1% was spent on skills for life in 2005.

Workforce planning

Another key element of the agreement was workforce development planning. However, according to the employers' survey in 2005 only 23% of authorities completed workforce development plans covering only 32.2% of the workforce. The lack of workforce planning will have serious implications for the future, given the demographic changes which will soon be placing enormous demands on councils.

2007 PAY CLAIM

Our claim this year is a mixed one, formulated to ensure a pay increase which keeps pace with inflation for all employees and some 'bottom loading' for the lowest paid. The employers' own survey demonstrates that large proportions of women and part time women workers are crowded into the pay structures from scale points 4 – 25. 39% of full time employees and 90% of part time employees on scale points 4 -9 were women. Of the 725,639 part time workers, 636,592 are found within scale points 4 to 17. This equates to 87% of all part time workers in local government. This increases at scp 10 -17 where 92% of part time employees are women and 65% of full time employees are women. The level of this year's pay award needs to specifically address the low pay of women in the NJC.

Scale point 4 equates to £5.80 per hour, a mere 45 pence above the National Minimum Wage. By paying a flat rate of £1,000 this minimum would increase to £6.32 per hour, which we believe is a modest step towards alleviating the effects of low pay on our members. A claim has also been submitted to increase the night allowance and sleep in allowance. It is no coincidence that the staff working in the

lowest paid jobs also do work which attract these allowances. The trade unions feel strongly that these payments have not kept pace with inflation and need to be uplifted to reflect that.

Annual Leave

The position of members' terms and conditions still remains unresolved. Local government has slipped behind the levels offered by other employers, for example, the basic starting holiday entitlement for NJC employees is less generous than for the great majority of employee groups in both the public and the private sectors according to Incomes Data Services (*Hours and holidays 2006*, IDS Studies 830, September 2006). The IDS study found that basic holiday entitlement averaged 24.9 days across all organisations and sectors. It should also be noted that the government proposes to increase the statutory annual leave entitlement to 24 days on 1 October 2007 and then to 28 days on 1 October 2008. We are therefore seeking improvements to the basic annual leave entitlement and the length of the working week.

We also take this opportunity to point out that there are many workers who are not directly employed by local authorities but who have a contractual right to the pay and benefits agreed by the NJC, such as support staff in Fire and Emergency services, Planning Authorities and National Parks. There are others whose employers look to NJC agreements when determining terms and conditions. For these staff too we claim a deal which values public services and those who provide them fairly.

THE 2007 CLAIM

- 1. One year only**
- 2. 5% or £1,000 whichever is the greater**
- 3. To ensure a £6.30 underpin on the minimum hourly rate**
- 4. An increase annual leave of 1 day for all employees**
- 5. An increase in basic annual leave entitlement to 25 days per year as the minimum entitlement for all employees**
- 6. A reduction in the standard working week to 35 hours, without loss of pay**
- 7. To increase in the night shift allowance over a 3 year period from a time and a third, to time and a half, to time and three quarters, to double time in the final year.**
- 8. An increase in the sleep-in allowance to £60**

EVIDENCE TO SUPPORT OUR CLAIM

A. Economic Indicators

Annual average earnings, excluding bonuses, rose to 3.8 % in the year to October 2006, though public sector earnings have now fallen behind those in the private sector. Public sector average earnings rose by 3.5%, with earnings in the private sector growing by 3.6%.

The IRS panel of experts expect average earnings growth to run at 4.3 per cent throughout the remaining three quarters of 2006 and 4.3 per cent over 2007. The Independent Treasury Economic Monitoring Group (ITEM) estimates that average earnings will be running at 5.5% by the final quarter of 2007.

In October the National Minimum Wage rose to £5.35 hour, edging closer towards the bottom NJC rate. The amount a worker needs an hour to achieve a 'living wage', without recourse to in-work benefits, has been calculated by the Family Budget Unit to be £7.74 for a two earner family with two children.

Inflation

We do not consider CPI to be an appropriate benchmark by which to assess the 2007-2008 pay increase for our members. In the year to December the Consumer Price Index (CPI) which excludes housing costs rose by 3.0 per cent. The low weight placed on housing costs and council tax goes some way to explaining the differences between the RPI and CPI.

The all-items Retail Prices Index, the measure of change in the prices of goods and services bought for the purpose of consumption by the vast majority of households in the UK, showed a headline rate of 4.4 per cent in the year to December 2006, the highest rate for 15 years since December 1991.

Inflation has risen steadily from a December 2005 low of 2.2%. The main cause continues to be higher fuel and lighting costs (with growing electricity and gas bills) but food, furniture and tobacco prices have also increased sharply. The consensus of the IRS panel of experts is that the headline inflation rate for the first quarter of 2007 will average 4%, with an average of 3.4% over the year.

With the third increase in borrowing costs since August taking rates to 5.25%, the Bank of England said it still expected inflation to keep rising against a backdrop of record oil prices and higher university tuition fees, with the latter in England rising from £1,175 to £3,000 from October 2006.

Fuel and Energy costs

Overall the price paid for fuel and light in real terms has risen by 12.0 per cent between the first quarter of 2005 and the first quarter of 2006. In that period, domestic electricity prices rose by 9.0 per cent in real terms and gas by 13.4 per cent. Householders now have to pay on average £20/week for electricity and gas - £9 more than in 2003.

The price of heating oils has increased by 27.4 per cent in real terms. Whilst the price of coal and smokeless fuels has risen by 4.9 per cent in real terms.

For the first time in three years the Chancellor increased fuel duty by 1.25p per litre (ppl) from midnight on 6 December. Petrol prices have also increased by more than 28 per cent. According to the Automobile Association a two-car family is paying about £22.98 more on petrol every month than it did at the start of the year. There has also been a five per cent increase in the price of diesel from 30 June 2005 – 30 June 2006.

Average household water bills for England and Wales have increased by 11.8 per cent since the start of the year.

House prices

House prices continue to boom in England and Wales, where the average house price has risen 7.8% to £173,717, according to the Land Registry.

According to the Halifax, the fastest annual gains outside of Scotland over 2006 were Greater London (12.2%) and East Anglia (13.0%), with Northern Ireland registering a blistering 52.9% increase over 2005.

Overall house prices have risen 185 per cent since 1995, three times faster than take-home pay. Forecasters predict that continued economic growth, rising employment and ongoing lack of supply will continue to drive up house prices over the coming months. The Royal Institute of Chartered Surveyors expects house prices to rise by 7 per cent in 2007, Nationwide is projecting price rises of between 5 and 8 per cent and Halifax is forecasting annual house price inflation of 4 per cent.

In addition, during the three months up to and including June 2006, the average cost of rents increased by £351 or 3.5 per cent, with an average gross annualised rent of £10,433, up £240 from the previous month.

It is becoming even more difficult for low paid NJC workers to live in the areas in which they work. The Halifax reported in July 2006 that key public sector workers are being frozen out of the housing market in two-thirds of the towns and cities of Britain after prices have doubled in five years. The definition of key workers excludes many NJC staff who are far worse paid than teachers and nurses, with reduced ability to obtain housing in the private market.

Council tax

Council tax bills in England have risen on average by 4.5 per cent this year, nearly twice as much as inflation. Some local authorities in England and Wales say rises of six per cent on top of inflation-related increases will be needed in some parts of the country. These figures prompted widespread concern about the effect they will have on low-income families, particularly when combined with rising fuel and water prices. It is predicted that the average Band D bill would rise to more than £1,300 in April, with final decisions made in February.

In fact the average council tax bill in Great Britain has increased by 121 per cent since its introduction in April 1993. This is significantly higher than the 36 per cent rise in the headline rate of the RPI.

Childcare costs

Childcare costs are of particular significance to many NJC employees. Not only is the workforce overwhelmingly female, but it is well recognised in childcare research that it is generally women within households who pay the childcare bills. The rise in childcare costs is therefore a genuine problem for many of our members.

According to the Daycare Trust 2006 survey of childcare costs, the typical cost of a full-time nursery place for a child under two is £142 a week in England - over £7,300 a year, a rise of 27 per cent in five years – outstripping inflation by nearly 20 per cent. In some parts of the country, particularly London and the South East, the cost of a nursery place is much higher – typically £197 a week in inner London or over £10,000 a year. The highest cost identified in a survey by the Daycare Trust in its 2006 survey was £400 a week, over £20,000 a year.

Typical costs for a full-time nursery place for a child under two in Wales is £128 a week. The typical cost for an after school club is £40 for 15 hours a week.

The current average award through the childcare element of the Working Tax Credit is £49.80 a week. There is no extra help for parents with three or more children.

More than two thirds of Children's Information Services noted that parents have reported a lack of affordable, quality childcare in their area.

B. Other public sector pay settlements

Public sector pay settlements

Teachers were awarded a 2.5 per cent increase for 2006 and 2007 with a review clause. If the average rate of inflation for the 12 months preceding April 2007 falls below 1.75 per cent or exceeds 3.25 per cent, any of the parties of the Pay Review Body can ask the STRB to consider the case for seeking a remit from the Secretary of State to review teachers' pay.

Professional, technical and support staff in higher education have accepted a 3-year settlement, worth between 15.5% and 13.1% over three years. For all staff earning over £17,000, it is worth 13.1%. For staff earning less than this, it will be worth more and for the lowest paid in the sector, the deal will increase their pay by 15.5% by October 2008.

Civil service settlements have varied across departments. The Home Office awarded administrative, clerical, specialist immigration and managerial staff 3.5% average earnings growth as part of a two-year deal, while the Inland Revenue has settled at 5.5% for 2006.

The third and final stage of a three-year pay award for staff at the Department for Work and Pensions (DWP) was implemented on 1 July 2006, giving most employees a minimum pay increase of 3%.

C. Private sector pay rates

The table below compares the NJC scale points 4-6 with supermarket cashiers pay rates. It is now clear that many local authorities face competition for staff from supermarkets, who generally offer more "family friendly" work patterns and less physically and emotionally demanding work.

NJC Rates Scale Pt. 4-6	Company name	Pay rates – Supermarket Cashiers
£5.64 - £5.85	Asda	£5.58 an hour (provinces); £5.96 (mid zone); £6.35 (London)
	Tesco	£5.45 an hour to £6.02
	Waitrose	£5.40 to £5.48 an hour (zone 1); £5.49 to £5.68 (2); £5.69 to £5.99 (3); £6.00 to £6.33 (4)
	Sainsbury	£5.40 an hour (recruitment); £5.55 (competent) (counter assistant)
	Pret a Manger	£5.35 an hour to £7.25

D. Improvements to Terms and Conditions

Annual Leave

Under the Working Time Regulations, all workers have the right to at least four weeks' paid leave (including bank holidays). A Government consultation on proposals to prevent employers from counting the eight permanent bank and public holidays as part of the current statutory leave ended on 22 September. The Government will now phase in eight additional days leave, starting with an increase from 20 to 24 days (pro rata for part-time workers) from 1 October 2007 and then to 28 days on 1 October 2008.

Evidence of good practice

The 2006 IDS annual study of hours and leave found that basic holiday entitlement averaged 25 days across all organisations and sectors. Holiday entitlement in public services averaged 25.8 days a year.

Based on agreements recorded in UNISON's Bargaining Information System (BIS), at least 53 local authorities already provide more than 20 days annual leave. 11% of authorities offer 21 days leave, 36% provide 22 days leave and a further 36% provide 23-25 days leave. 14% provide 26-29 days. In a small number of cases where the basic leave is recorded as 20 days, higher amounts of leave are available to those on higher grades.

Table 1: Public sector annual leave entitlement

Occupation	Annual leave (excluding statutory days)
A4C	27, 29 after 5 years, 33 after 10 years
Teachers	58
Police	22, 25 after 2 years, 27 after 10 years, 28 after 15 years, 30 after 20 years
Police Staff	27 after 5 years
Firefighters	25, 31 after 5 years
Royal Mail (postal/admin grades)	30 after 20 years
Post Office	30 after 20 years
Civil Service	Normal is now 30 days

Table 2 below shows paid holiday entitlement for a selection of industries, using data supplied by Income Data Services.

Table 2: AVERAGE BASIC HOLIDAY ENTITLEMENT BY SECTOR

Industry sector	Holidays
Overall average	24.6
Mining & quarrying	27.5
Energy & water	26.2
Public services	25.8
Finance	25.4
Glass, ceramics & building materials	25.2
Paper, print & packaging	25.2
Food, drink & tobacco	25.1
Oil, chemicals & pharmaceuticals	25.0
Engineering (including electronics)	24.6
IT, telecommunications & media	24.6
Not-for-profit	24.5
Textiles, clothing & footwear	24.5
Transport, storage & distribution	24.3
Agriculture & forestry	23.6
Other manufacturing	23.5
Retail	23.2
Construction	22.8
Hotels & leisure	21.6

Source: IDS hours and holidays database

Based on the evidence above, it would appear that a claim to increase basic annual leave entitlement to 25 days is no more than a claim for workers in local government to be brought in line with holiday entitlement that most workers already receive.

35-hour week

There are a number of public sector organisations who currently operate a 35-hour working week. Examples of those include the Audit Commission, the Corporation of London, the Financial Services Authority and Scottish Teachers.

The private sector also has some workers operating a 35 hour working week, as has the voluntary sector. Some examples of these include Eurostar, Midland Mainline, Grattan, Abbey, Barclays Bank, HSBC, Asthma UK and Hanover Housing Association.

There are many organisations within the public sector that are able to organise their workloads quite satisfactorily on a 35 hour week and there does appear to be a growing trend for organisations to move to a shorter working week.

Based on agreements recorded in UNISON's Bargaining Information System (BIS) 11 local authorities provide working hours of less than 37 hours a week. 11% of authorities in the Incomes Data Services 2006 survey of hours and leave found that one in twenty employers had cut working hours or improved holiday entitlement over the past year.

Harmonisation of white-collar and manual conditions in the public sector has contributed to reduction in hours, particularly for manual workers. The IDS study found that five organisations had changed working hours in 2006. In the National Health Service, the final stage of Agenda for Change moved all staff to 37.5 hours from 39 hours a week a week from 1 December 2006. Hours for manual workers and ancillary staff in 'old' universities have dropped from 38 to 36.5 hours a week.

CONCLUSION

The 2004-7 NJC agreement did not maintain our members' pay at the level of inflation across the three years, or average earnings. Our claim seeks to address this further relative decline in local government workers earnings. Substantial improvement in public services cannot be delivered by a workforce experiencing the high level of casualisation facing NJC staff, through agency and temporary working. Joined up service delivery – an aim of Government supported by the NJC unions – requires that NJC staff do not continue to see a decline in their pay and conditions relative to other public service workers.

For these reasons, we believe that our claim is a just one, well supported by evidence, and one we hope is given the very serious consideration it deserves.

The steady rise in the rate of inflation clearly shows the damaging effects on the cost of living on our members over the last three years. Above inflation increases in key areas such as housing, fuel and energy, council tax and childcare costs support our evidence for a pay award substantially above the rate of inflation. Our claim is a mixed percentage and flat rate claim which seeks to address the high cost of living for low paid staff who, proportionately, are hit far harder by any cost of living increases than those on the higher pay bands.

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

26 February 2007



Report of: Head of Procurement and Property Services

Subject: HARTLEPOOL INDOOR BOWLS CENTRE –
PROPOSED SUBLEASE

SUMMARY

1.0 PURPOSE OF REPORT

To obtain Portfolio Holder approval to the proposed sublease which is being implemented to allow grant funding to be obtained for building improvements.

2.0 SUMMARY OF CONTENTS

The report contains a summary of the occupational arrangements currently in place and outlines what is required for grant funding to be obtained for the building improvement works.

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

That Portfolio grants consent to the sublease and consent for the licence for alterations.

That Portfolio Holder authorises the Estates Manager to negotiate a licence for a ramp to the building to be installed.

Report of: Head of Procurement and Property Services

Subject: HARTLEPOOL INDOOR BOWLS CENTRE –
PROPOSED SUBLEASE

1. PURPOSE OF REPORT

- 1.1 To obtain Portfolio Holder approval to the proposed sublease which is being implemented to allow grant funding to be obtained for building improvements.

2. BACKGROUND

- 2.1 Hartlepool and District Indoor Bowls Club Limited currently lease the Indoor Bowls Club on Raby Road from the Council on a 21 year lease with effect from 6th November 1993.
- 2.2 For the last 18 months, they have had an informal hire arrangement with Hartlepool United Disabled Supporters Association (HUDSA) who have used a room within the Bowls Club to hold meetings. The Association have experienced problems with the building due to it not being very acceptable for persons with mobility problems. Rather than insist that either the Council or the Bowls Club undertook the work at their own expense, HUDSA have applied for grant funding to have either a ramp installed, or to have the external access arrangements changed.
- 2.3 HUDSA have now achieved this grant funding, but this is conditional on them having a formal occupation of the room which they have until now hired. This requires a sublease being entered into.
- 2.4 The Bowls Club have proposed that HUDSA be allowed a sublease of the room and ancillary facilities (i.e. toilets) for 3 years. HUDSA would be required to keep the room in good repair and decoration. There is also proposed to be a clause within the sublease allowing the Bowls Club to utilise the room should it be considered that the room is under-occupied. HUDSA are agreeable to these terms.

3. FINANCIAL IMPLICATIONS

- 3.1 HUDSA are to pay the Bowls Club a nominal rent (£400) in the first year, subject to annual review. Although this rent will have no financial impact on the rent received by the Council, it is seen as beneficial to the Council that the Bowls Club have a guaranteed, albeit small, income stream which will help payment of rent by the Bowls Club to the Council.
- 3.2 The Lease between the Council and the Bowls Club allows subletting, subject to approval by the Council, which may not be unreasonably withheld or delayed.
- 3.3 On balance, the sublease will be of benefit to the Council as this will see a Council building being made more accessible without the Council having to spend its own funds. In addition the community's increased use and responsibility of assets is a key element of the Governments White Paper on Stronger Communities.
- 3.4 The main disadvantage of a sublease being granted to HUDSA would be that, should HUDSA still be in occupation when the Bowls Club terminate their lease, HUDSA would become a direct tenant of the Council, which would pose management difficulties if the building were to be used for another purpose. It is therefore proposed that the Council request that the sublease be excluded from the Security of Tenure provisions of the Landlord and Tenant Act 1954, so that the Council would have the right to terminate the lease to HUDSA if this scenario occurred. In practice the Council will work with all parties to ensure satisfactory arrangements.
- 3.5 The improvement works will also require a licence for alterations to be completed to formalise the situation. As the timescale for HUDSA to receive grant funding are tight, it is proposed that the Council enter into this licence with the Bowls Club, so that this is not required after the sublease is complete, which would take a further period of time. Should a ramp be installed to the exterior of the property, this would encroach upon Council land outside of the area which is leased to the Bowls Club. The Council would need to enter into a licence with HUDSA to regularise this area.

4. RECOMMENDATIONS

- 4.1 That Portfolio grants consent to the sublease and consent for the licence for alterations.
- 4.2 That Portfolio Holder authorises the Estates Manager to negotiate a licence for a ramp to the building to be installed.

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

26 February 2007



Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2006/07 – 3RD
QUARTER MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the Neighbourhood Services Departmental Plan 2006/07 in the first three quarters of the year.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Neighbourhood Services Departmental Plan 2006/07 and the third 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 26 February 2007.

6. DECISION REQUIRED

Achievement on actions and indicators be noted

Report of: Director of Neighbourhood Services

Subject: NEIGHBOURHOOD SERVICES
DEPARTMENTAL PLAN 2006/07 – 3RD
QUARTER MONITORING REPORT

1. 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 31 December 2006.

2. 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 Councils recently introduced electronic performance management database is used 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. THIRD 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 2 of these performance indicators. Table 1, below, summarises the progress made, to the 31 December 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	12	-
Amber	61	63	17	-
Red	5	3	4	1
Annual	4	29	-	1
Total	95	117	-	-

- 3.5 Twelve of the actions for which the Portfolio Holder has responsibility have already been completed, and a further 17 are on target to be completed by the target date. However, 4 of the actions have been highlighted as not being on target. 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
NS028	Appraise requirements of web based solution for Corporate Property Database and Land terrier records	Nov 06	Determined that a GIS web based solution is appropriate. The requirement will be met through the development of a Corporate GIS.
NS087	Develop and implement GIS solution on a phased basis	Nov 06	A review of the business case for a corporate GIS has been delayed and is currently being undertaken within the ICT strategy.
NS094	Reduce long term sickness absence within the services through innovative attendance management	Mar 07	There is an increased emphasis on closure of long term sickness. Also reviewing frequent absence cases on monthly basis.
NS097	Successful completion of improvement group projects identified for 2006/7	Mar 07	Four improvement projects were identified for 2006/7, it is expected that only three will be completed by April.

- 3.6 It can also be seen that 1 of the Performance Indicators has been highlighted as not expected to hit the target (detailed in table 3 below) and one further indicator is collected on an annual basis and therefore no update is available for this at present.

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 During the third quarter, the Neighbourhood Services Department completed a number of actions for which the Portfolio Holder has responsibility for, including -

- NCH compulsory purchase orders have been successfully progressed.
- The integrated Asset Management Plan and Capital Strategy has been used to develop a 3 year capital programme for our assets

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

26th February 2007



Report of: Head of Procurement and Property Services

Subject: LAND AT THE REAR OF BARFORD
CLOSE/WISBECH CLOSE

SUMMARY

1.0 PURPOSE OF REPORT

To obtain Portfolio Holder's views on the proposal by residents to purchase Council land.

2.0 SUMMARY OF CONTENTS

The report outlines the history to the proposal and details the consultations that have taken place.

3.0 RELEVANCE TO PORTFOLIO MEMBER

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

4.0 TYPE OF DECISION

Non-key

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

Portfolio Holder's views are sought.

Report of: Head of Procurement and Property Services

Subject: LAND AT THE REAR OF BARFORD
CLOSE/WISBECH CLOSE

1. PURPOSE OF REPORT

- 1.1 To obtain Portfolio Holder's views on the proposal by residents to purchase Council land.

2. BACKGROUND

- 2.1 In November 2006, the Council's Estates Manager was approached by the South area Neighbourhood Manager with a proposal forwarded to him by residents of Wisbech Close and Barford Close to purchase land adjacent to their homes. The residents stated that they had experienced problems associated with anti social behaviour on the land. The areas of land can be viewed on the plan attached to this report at **Appendix 1**.
- 2.2 In line with the principles set out in the approved Policy on Public Open Spaces, the Estates Manager contacted the Development Control 'one stop shop' to ascertain whether they would have any objections to the disposal of the land. The response can be seen attached to this report at **Appendix 2**. In summary, the response was that an application for the change of use of the land would not be viewed favourably. It also stated that Hartlepool Police's Crime Prevention officer claimed that there had not been any reported problems with this land in the last 5 years.
- 2.3 Both of these comments would mean that the proposal to purchase this Public Open Space would not be in line with the approved policy, which states that:

In order to comply with legislation it is proposed that disposal of open space lands should only be considered if any problems that are being encountered cannot be solved by design.

And

Where it appears that the proposed use is unlikely to be granted planning permission no further consideration should be given to the request for disposal.

3. FINANCIAL IMPLICATIONS

- 3.1 At the time of the initial request, the Council's Neighbourhood Manager was made aware of the terms subject to which any disposal would be considered. This was prior to the 'one stop shop' response and given this response, it would seem premature to be proposing terms. For information however, the initial memorandum proposing terms have been attached to this report at **Appendix 3**.

4. RECOMMENDATIONS

- 4.1 That Portfolio Holder's views are sought.


APPENDIX 1

2.12



Regeneration & Planning Services
Email: DevelopmentControl@hartlepool.gov.uk
Our Ref: U/2006/1169
Your Ref:
Contact Officer: Linda Wright ☎01429 523273
29 November 2006
Emma Dixon
Estates Department
Procurement and Property Services
Hartlepool Borough Council

Bryan Hanson House
Hanson Square
Hartlepool TS24 7BT
Tel: 01429 266522
Fax: 01429 523599
DX60669 Hartlepool-1


HARTLEPOOL
BOROUGH COUNCIL

RECEIVED BY OSRM
30 NOV 2006

Dear Emma

TOWN AND COUNTRY PLANNING ACT 1990
PROPOSAL: Incorporation of land into curtilage
LOCATION: Land At Barford Close And Wisbech Close Hartlepool

I refer to your informal enquiry received on 22/11/2006.

The Council operates a system of involving all relevant departments and a number of outside agencies to give comprehensive advice on any development proposal (The One Stop Shop Initiative). The advice below is based entirely on the information you have provided.

1. Planning Legislation

Based on the information provided I can confirm that planning permission would be required for the abovementioned proposal. This would not be straightforward as any application would be contrary to Council Policy regarding loss of open space and would be considered as a departure from the Local Plan. The application would also have to be considered by the Government Office for the North East.


From a purely planning point of view I think it would be unlikely that approval would be recommended for this proposal. Colin Stainthorpe, Hartlepool Police Crime Prevention Officer, has indicated that there have been no incidents reported in this particular area for the last 5 years.

2. Highways

A Stopping Up Order would be required. The cost of this, approx £1000, would have to be paid by the applicants. It is likely that there would be great deal of opposition to the loss of this open space and footpaths from members of the public.

Whilst every effort has been made to identify the consents that will be required before the project can proceed, I cannot confirm that this list is exhaustive and this letter does not constitute a legal determination

C:\oncom\p\p\INFADV.DOC


INVESTOR IN PEOPLE

Linda Wright
Planning Officer

DAVE FRAME, NEIGHBOURHOOD MANAGER (SOUTH), OWTON
MANOR NEIGHBOURHOOD OFFICE

EMMA DIXON, ESTATES SECTION, LEADBITTER BUILDINGS

3387

ED/e/1098/cap/BA

24th November 2006

LAND AT THE REAR OF WISBECH CLOSE/BARFORD CLOSE

I refer to our recent discussions in respect of the above and write to advise that I have now had the opportunity to consider this matter further and am able to provide some further information to enable you to further advise the residents involved in this matter. Please note however that this information is for guidance only and any official terms for negotiation would need to be issued by my Section, and all comments made in this memo are on a Subject to Contract and Without Prejudice basis. In addition, I am awaiting comments on the proposed change of use from the Planning 'one stop shop' and therefore any potential disposal of land is subject to their comments.

I have attached a copy of the Council's approved policy on the Disposal of Public Open Space. You will note that this policy states that disposal should only be considered where problems are being experienced with the land cannot be resolved by alterations to the design of the land. To enable any disposal to proceed therefore, I would need evidence that problems are being experienced with the land, and in this regard I understand that you were making enquiries into the claims that there have been anti social behaviour problems with the land.

Furthermore, I would also need evidence to show that the Council had used its best endeavours to resolve the problems being experienced by remedies to the design of the land, for example by planting areas or carrying out more regular grounds maintenance.

Should all of these criteria be satisfied, and should Planning have no objections to the disposal, the residents would be offered the opportunity to purchase the land. In addition to the other main terms to which the transaction would be subject, any disposal would be subject to the following costs:

Purchase Price:

I can advise that the approximate costs of purchase attributable to each property would be as follows:

1 Wisbech Close £1940

APPENDIX 3

2.12

2 Wisbech Close	£380
16 Barford Close	£950
18 Barford Close	£550
20 Barford Close	£120
22 Barford Close	£210

You will note that the main provision for offering residents land at less than best consideration is whether this land currently poses a liability to the Council but I understand from our discussions that the land does not pose a severe maintenance issue. I also believe that the disposal, whilst it may benefit those residents involved, would not benefit the wellbeing of the wider community as it is likely that the problem would be pushed elsewhere. I therefore do not think that there are grounds to justify a disposal of this land at less than best consideration.

Stopping Up:

As you are aware, the footpath running through the site is currently adopted and a Stopping Up Order would be required to release this land. The costs involved with this would be £1000 to be shared equally between the residents.

These would need to be shared equally by all residents.

Costs Incurred From Purchase of Subsoil of Footpath:

As previously advised, the subsoil of the footpath is not within the ownership of the Council. There would be 2 options here for the residents:

1. The Council could enter into negotiations with the owner of the subsoil and purchase the complete area of subsoil under the footpath in one transaction and then sell off each area along with the Council owner remainder of land to each individual resident. The costs of the Council purchasing this land (including those borne by the owner of the subsoil) would then need to be borne by each resident whether or not the purchase by them proceeded to a conclusion
2. Each individual enters into negotiation with the owner of the subsoil and purchases the 'footpath' area in a separate transaction to the transaction in which they purchase the remainder of the land from the Council. In my opinion, the residents would probably incur more costs undertaking this option and it could also be potentially more time consuming.

Should the subsoil be first purchased by the Council and sold on to each resident, I would anticipate the cost of each area of land to be as follows:

1 Wisbech Close	£1940
2 Wisbech Close	£380
16 Barford Close	£1150
18 Barford Close	£820
20 Barford Close	£380
22 Barford Close	£530

APPENDIX 3

2.12

The cost of the Council's and the Vendors fees in connection with the Council's purchase of the subsoil would also need to be paid.

Planning Fees:

To enable the land to be enclosed by the residents, a planning application would be required and the residents would need to bear the costs of this. I understand that only one planning application would be required and that the fee involved would be £265, to be shared between all residents.

Legal and Surveyors Fees:

Each owner would be responsible for the payment of the Council's reasonable legal and surveyors fees incurred in the transaction. In this regard I can advise that the Council's surveyor's fees would be £500 per property and the Council's Legal fees would be £450 plus disbursements.

In addition, the purchasers would be responsible for the payment of their own solicitors fees, although I can advise that in previous cases, where all owners have elected to appoint the same solicitor, private firms are usually able to offer a reduced fee.

Cost of Service Relocation/Wayleave:

I understand that there may be utility apparatus running under this area of land and in this regard I can advise that each individual would be responsible for the payment of any costs of relocation if required by the service providers, or any wayleave which was required as a result of the purchase.

Fencing:

Each resident would be responsible for the payment of and erection of a boundary fence and the maintenance of this thereafter.

I trust that this provides you with further information to enable you to go back to the residents. Please note that I am of the opinion that the agreement of all residents would be required for this scheme to proceed as it is essential that no areas of land 'pockets' remain.

Should you require further clarification please do not hesitate to contact me.

Emma Dixon
Estates Manager

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

26th February 2007



Report of: Head of Procurement and Property Services

Subject: 1) LAND AT KING OSWY DRIVE (FORMER
HENRY SMITH'S SPORTS HALL)
2) LAND AT TEES ROAD (SEATON SNOOK)

SUMMARY

1.0 PURPOSE OF REPORT

To obtain Portfolio Holder authorisation for the Estates Manager to enter into a statutory declaration to obtain a legal title to two areas of land.

The areas of land are:

- 1) Land at King Oswy Drive (former Henry Smith's Sports Hall)
- 2) Land at Tees Road (Seaton Snook)

2.0 SUMMARY OF CONTENTS

History regarding the two sites and the reasons as to why the Council should pursue title to them.

3.0 RELEVANCE TO PORTFOLIO MEMBER

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

4.0 TYPE OF DECISION

Non-key

5.0 DECISION MAKING ROUTE

Portfolio Holder only

5.0 DECISION(S) REQUIRED

Authority for the Estates Manager to complete a statutory declaration.

Report of: Head of Procurement and Property Services

Subject: 1) LAND AT KING OSWY DRIVE (FORMER HENRY SMITH'S SCHOOL SPORTS HALL)
2) LAND AT TEES ROAD (SEATON SNOOK)

1. PURPOSE OF REPORT

- 1.1 To obtain Portfolio Holder authorisation for the Estates Manager to enter into a statutory declaration to obtain a legal title to two areas of land.

The areas of land are:

- 1) Land at King Oswy Drive (former Henry Smith's School Sports Hall)
- 2) Land at Tees Road (Seaton Snook)

2. BACKGROUND - LAND AT KING OSWY DRIVE (FORMER HENRY SMITH'S SCHOOL SPORTS HALL)

- 2.2 Hartlepool Borough Council purchased 59.275 acres of land known as land forming part of Low Warren Farm on the 19th April 1946. Item no. 1 (shown hatched on the plan attached as **Appendix 1**) formed part of this area.
- 2.3 On the 15th August 1956 the Borough Council transferred to County Council of Durham three areas of land, including this site, which formed the former Henry Smith's Comprehensive School.
- 2.4 On the 1st April 1974 Cleveland County Council was established and the ownership of Henry Smith's School was transferred to Cleveland.
- 2.5 On the 1st April 1996 Hartlepool Borough Council became a Unitary Authority. At this time Cleveland County Council transferred back to Hartlepool Borough Council the ownership of the various schools, along with other land in Hartlepool. Unfortunately the title deeds for this area have not been traced although we are of the opinion that this land was included within these transfers.
- 2.6 When Henry Smith's School existed this area had built upon it the Sports Hall that served the school. It was subsequently demolished to coincide with the sale on the 27.3.2002 by the Borough Council of the

adjoining land to the Diocesan Board of Finance in order for the Diocesan to develop the new St. Hild's Church of England School.

- 2.7 The area of land in question now forms part of the playing field to the school.
- 2.8 It is necessary for us to complete a statutory declaration for this area of land to regularise the situation whereby the Church of England and Roman Catholic Schools in Hartlepool own the land that their buildings are built upon and the Council own the adjoining playing fields.

3. BACKGROUND - LAND AT TEES ROAD (SEATON SNOOK)

- 3.1 The area of land shown hatched on the plan attached as **Appendix 2** was purchased by the Council on the 21st June 1962 at which time it was known as 'The Stints' at Seaton Carew. The area is approximately 165.7 acres in size.
- 3.2 The site forms part of a Site of Special Scientific Interest (S.S.S.I) which the Council lets on a Farm Business Tenancy for the grazing of cattle. It is for both of these reasons that we would want to establish a legal right to the land.
- 3.3 Unfortunately the statutory declaration is necessary because the original deed giving the Borough Council title to the land cannot be traced.

4. FINANCIAL IMPLICATIONS

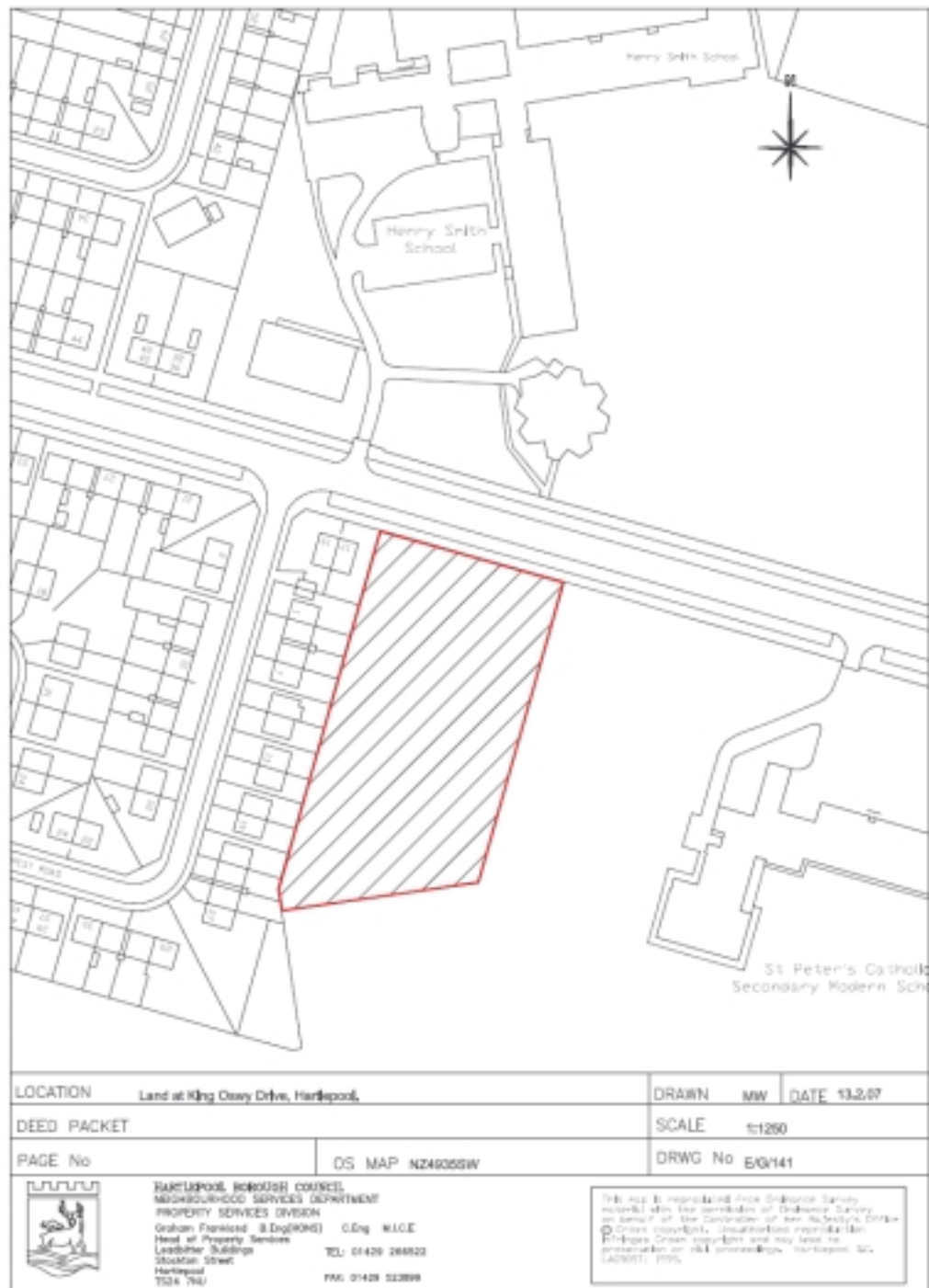
- 4.1 There are nominal costs relating to the registering of a statutory declaration. These are as follows:
- | | |
|----------------------------------|-----------------------|
| Swearing of the declaration: | £5.00 per declaration |
| Registration of land: | £7.50 per declaration |
| Officer time (Legal and Estates) | Approx 2 hours |
- 4.2 As an alternative to the official statutory declaration process, it is hoped that the Land Registry, upon perusal of the evidence which has been collected proving that the Council has an interest in this land, will grant title to the Council. These costs are therefore a 'worst case scenario'.
- 4.3 The costs will be paid for by Neighbourhood Services' non-operational property budget, which will be offset against the rent the Council receives for the grazing land covered by one of the statutory declarations.

5. RECOMMENDATIONS

- 5.1 That Portfolio Holder authorise the Estates Manager to complete a statutory declaration in order to establish the Council's legal title to the areas.

APPENDIX 1

2.13



APPENDIX 2

2.13



PERFORMANCE MANAGEMENT PORTFOLIO

26 February 2007



Report of: Scrutiny Co-ordinating Committee

Subject: FORMAL RESPONSE TO THE LANGUAGE
TRANSLATION AND INTERPRETATION SERVICES
SCRUTINY REFERRAL

1. PURPOSE OF THE REPORT

- 1.1 To provide the formal response of the Scrutiny Co-ordinating Committee in relation to the Language Translation and Interpretation Services, referred by the Performance Management Portfolio on 18 September 2006.

2. BACKGROUND INFORMATION

- 2.1 At the meeting of Performance Management Portfolio held on 18 September 2006, consideration was given to the Authority's progress in providing translation and interpretation services to service users and to request endorsement of the actions that had been proposed.
- 2.2 At this meeting it was agreed that 'the issue be referred to Scrutiny Co-ordinating Committee to allow Members the opportunity to help develop the strategy and arrangements' (Minute 50 refers).
- 2.3 As such, at a meeting of the Scrutiny Co-ordinating Committee held on 19 January 2007, consideration was given to the draft framework of the Access Strategy together with the proposed groups to be involved in the consultation process.

3. FORMAL RESPONSE OF THE SCRUTINY CO-ORDINATING COMMITTEE

- 3.1 Members of the Scrutiny Co-ordinating Committee were largely supportive of the framework of the Draft Access Strategy, however, a number of comments were made, as outlined below:-
 - (a) That concern was expressed in relation to the cost to the Authority of using Interpreters as and when required;

- (b) That were possible the Authority should encourage mothers to talk to their children in their mother tongue to avoid the dependency upon interpreters;
- (c) That consideration should be given to the provision of appropriate aids and adaptations within the Authority's new Contact Centre;
- (d) That the overarching strategy should include Education;
- (e) That the travelling community were an 'overlooked' group in terms of their language issues, integration when they choose to settle, suppression of culture and roots and should therefore be included within the diversity planning and consultation exercise;
- (f) That the 'straplines' currently included on the Authority's literature that are currently made available to the public for example Members' Ward Surgery posters were felt to be impractical and that a recognised branding should be further explored; and
- (g) That there should be better use of public notice boards to display the Authority's diversity statement / branding.

4. RECOMMENDATIONS

4.1 It is recommended that the Performance Management Portfolio Holder:-

- (a) considers the formal response of the Scrutiny Co-ordinating Committee, as outlined in Section 3 of this report; and
- (b) allows the Scrutiny Co-ordinating Committee to further comment on the key aspects of the Draft Access Strategy where possible and prior to its approval.

January 2007

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BACKGROUND PAPERS

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

- (i) Report of the Chief Personnel Services Officer entitled 'Language Translation and Interpretation Services' presented to the Performance Management Portfolio Meeting held on 18 September 2006;
- (ii) Minutes of the Performance Management Portfolio Holder Meeting held on 18 September 2006;
- (iii) Report of the Scrutiny Manager entitled 'Scrutiny Topic Referral from Performance Management Portfolio Holder – Language Translation and Interpretation Services' presented to the Scrutiny Co-ordinating Committee held on 19 December 2006;
- (iv) Report of the Chief Personnel Officer entitled 'Interpretation and Translation Services' presented to the Scrutiny Co-ordinating Committee held on 19 January 2007; and
- (v) Minutes of the Scrutiny Co-ordinating Committee held on 19 December 2006 and 19 January 2007.