

# FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO DECISION SCHEDULE



**Monday 3<sup>rd</sup> April 2006**

**at 4.30pm**

**in Committee Room “B”**

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

**1. KEY DECISIONS**

1.1 None

**2. OTHER ITEMS REQUIRING DECISION**

- 2.1 Irrecoverable Debts – Benefit Overpayments – *Chief Financial Officer*
- 2.2 Workers Memorial Day – *Chief Personnel Services Officer*
- 2.3 Member Development - *Chief Personnel Services Officer*
- 2.4 HR Accommodation - *Chief Personnel Services Officer*
- 2.5 HR Related Agreements - *Chief Personnel Services Officer*
- 2.6 Employee Survey – *Chief Personnel Services Officer*
- 2.7 Asset Management Programme 2006/2007 - *Head of Procurement and Property Services*

**3. ITEMS FOR INFORMATION**

- 3.1 Expansion of Hartbeat – *Assistant Chief Executive*
- 3.2 Pension Dispute – Proposed National Strike Action - *Chief Personnel Services Officer*

**4. ITEMS FOR DISCUSSION**

4.1 None

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

None

**EXEMPT ITEMS**

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

6. **KEY DECISION**

6.1 None

7. **OTHER ITEMS REQUIRING DECISION**

- 7.1 68 Warren Road, Hartlepool – *Head of Procurement and Property Services* (para 3)
- 7.2 Proposed Lease – 20 New burn Bridge Industrial Estate – *Head of Procurement and Property Services* (para 3)
- 7.3 Recovery Of Rent Arrears 5 And 12 New burn Bridge Industrial Estate - *Head of Procurement and Property Services* (para 3)
- 7.4 Land At The Rear Of 17 Middlegate - *Head of Procurement and Property Services* (para 3)
- 7.5 Internal Adaptations To Jesmond Road Primary School - *Head of Procurement and Property Services* (para 3)

8. **ITEMS FOR INFORMATION**

8.1 None

## **FINANCE & PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

3<sup>rd</sup> April 2006



**Report of:** Chief Financial Officer

**Subject:** IRRECOVERABLE DEBTS – BENEFIT  
OVERPAYMENTS

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### **SUMMARY**

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

- 1.1 To seek the Portfolio Holder's approval to write-out a number of Housing and Council Tax Benefit overpayments, which are now, considered being irrecoverable.

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

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

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

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

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

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

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

- 5.1 The Finance and Performance Management Portfolio Holder only.

**6.0 DECISION(S) REQUIRED**

- 6.1 That the Portfolio Holder approves the write-out of the attached Benefit Overpayment Accounts for the reasons detailed.

**Report of:** Chief Financial Officer

**Subject:** IRRECOVERABLE DEBTS – BENEFIT  
OVERPAYMENTS

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**1. PURPOSE OF REPORT**

- 1.1 To seek the Portfolio Holder's approval to write-out a number of Housing and Council Tax Benefit overpayment debts, which are now, considered being irrecoverable.

**2. BACKGROUND**

- 2.1 The Council's financial procedure rules provide that any debt due to the Council of £1000 or more can only be written-out with the express permission of the Portfolio Holder.
- 2.2 Whilst every effort is made to collect debts due to the Council, certain debts become irrecoverable, and this report seeks the Portfolio Holder's agreement for their write-out.

**3. FINANCIAL IMPLICATIONS**

- 3.1 The appendix attached to this report details the individual Benefit Overpayment debts over £1000, and the reasons why each debt remains unrecovered:

Appendix A – Benefit Overpayments: Write-Off requests 2005/06\*

\* This item contains exempt information under Schedule 12A Local Government Act 1972, (as amended by the Local Government (Access to information)(Variation) Order 2006) namely, information relating to the financial or business affairs of any particular person (including the authority holding that information) (para 3).

- 3.2 All debts submitted for write-out from the accounting records have been comprehensively scrutinised by my officers. However further recovery work will continue where possible and individual debts will be reinstated if payment is eventually received or further developments indicate a debt to later become recoverable.

**4. RECOMMENDATIONS**

- 4.1 That the Portfolio Holder agrees to write-out debts to the value of £37,946.90 in respect of irrecoverable Housing and Council Tax Benefit Overpayments.

## **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder  
3rd April 2006



**Report of:** Chief Personnel Services Officer

**Subject:** WORKERS MEMORIAL DAY

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### **SUMMARY**

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

To present information and requests from the Hartlepool Joint Trades Union Council regarding Workers Memorial Day.

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

The report provides details about Workers Memorial Day and requests from the Hartlepool Joint Trades Union Council.

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

Corporate issues.

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

Non-key decision.

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

Portfolio Holder only.

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

Note the report and determine a response to the requests from Hartlepool Joint Trades Union Council.

**Report of:** Chief Personnel Services Officer

**Subject:** WORKERS MEMORIAL DAY

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**1. PURPOSE OF REPORT**

- 1.1 To present information and requests from the Hartlepool Joint Trade Union Committee regarding Workers Memorial Day.

**2. BACKGROUND**

- 2.1 Attached as Appendix A is a report from Edwin Jeffries, President of Hartlepool Trades Union Council, which details the arrangements for the Workers Memorial Day Service on Friday 28<sup>th</sup> April 2006.

**3. RECOMMENDATIONS**

- 3.1 Note the report and determine a response to the requests from Hartlepool Joint Trades Union Committee.

# **HARTLEPOOL JOINT TRADES UNION COMMITTEE**

**Chair:- M Sullivan**

**Secretary:- E Jeffries**  
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Joanne Machers  
Chief Personnel Officer  
Hartlepool Borough Council

23/03/06 (by email)

Dear Joanne,

**Report to Finance & Performance Management Portfolio Holder's meeting**  
**Monday 3<sup>rd</sup> April 2006**

## **Workers Memorial Day**

Please see attached report from Hartlepool Trades Union Council on arrangements for the Workers Memorial Day Service, Friday 28<sup>th</sup> April 2006, 12.30pm, Christchurch TIC & Art Gallery, Church Square, Hartlepool.

HJTUC recognize the importance of the event and request that the Portfolio Holder give consideration to the following:-

- a) The Authority consider authorising a minutes silence at 12.30pm on Friday 28<sup>th</sup> April 2006, in remembrance of 'those workers who have lost their lives through industrial accident or disease'
- b) The Authority give consideration to authorising the lowering of flags on public buildings on Friday 28<sup>th</sup> April 2006.
- c) The Authority give consideration to allowing the sale of the Workers Memorial Day remembrance forget-me-not purple ribbons on Council premises to staff and public.

The Themes of the event this year, under the umbrella of 'Unionised Workplaces – Safer Workplaces', include 'Global Ban on Asbestos' and 'Prevention and Accountability'

Employees who have died through Industrial Accident or Disease whilst trying to earn an honest living for themselves and their families are not publicly remembered on any other day

Edwin Jeffries  
**Secretary**

# Hartlepool Trades Union Council

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## **Workers Memorial Day Service & Wreath Laying Ceremony 2006 Update on arrangements.**

The service will take place on Friday, 28<sup>th</sup> April 2006, 12.30pm, Christchurch TIC & Art Gallery, Church Square, Hartlepool and the laying of the wreaths will follow at the International Workers Memorial in Church Square, Hartlepool.

The honoured guests include:-

Mary Turner, National President, GMB

Cllr C Richardson, Chairman, Hartlepool Borough Council

Barbara Kinnell, Hartlepool and District Asbestos Support Group

Bernard Pike, Regional Secretary, Community (formerly ISTC)

Iain Wright MP

Cleveland Fire Brigade – representatives.

The themes for the 2006 International Workers Memorial Day under the banner of ‘Unionised Workplaces – Safer Workplaces’ include ‘Global Ban on Asbestos’ which is particularly relevant given the recent Court of Appeal decision that overturned 20yrs of precedents regarding compensation for Pleural Plaques, and Prevention and Accountability.

### **Remember the Dead:-**

Those workers who have lost their lives through Industrial Accident or Disease are not publicly remembered on any other day

### **Fight for the Living**

Campaigning for better Health & Safety so workers don’t die or get maimed or killed by occupational accident, illnesses or disease.

HTUC are looking at ways of publicising the event with Alan Wright, Media Consultant and Reverend Michael Gilbertson, Churches Together.

**Edwin Jeffries**

**President**

**HTUC.**

**NB:-** History of International Workers Memorial Day attached.

# April 28th - Workers Memorial Day

## Dead, but not forgotten

“The Westray story is a story of incompetence, of mismanagement, of bureaucratic bungling, of deceit, of ruthlessness, of cover-up, of apathy, of expediency and of cynical indifference”. Mr Justice K. Peter Richard, Commissioner, Westray Mine Public Inquiry.

Above all else, the Westray story is a story of preventable tragedy. Most occupational injuries, diseases, and deaths are preventable. Unfortunately in many workplaces throughout the world a commitment to prevention remains less of a priority than other corporate goals.

Nowhere was this more evident than at Westray. On May 9<sup>th</sup> 1992, 26 miners employed at Westray mine in Pictou County, Nova Scotia were killed as a result of a methane gas explosion.

A two-year public inquiry into the disaster, headed by Justice K. Peter Richard, found many disturbing facts. In his findings Justice Richard wrote: “The evidence before this inquiry compels but one conclusion – the Westray operation defied the fundamental rules and principles of safe mining practice. Management failed to adopt and effectively promote a safety ethic underground. Instead, management, through its actions and attitudes, sent a different message – Westray was to produce coal at the expense of worker safety”.

As many are aware, this is not a unique story. The International Confederation of Free Trade unions (ICFTU) estimates more than 1.2 million workers die each year from unsustainable forms of production. This amounts to 3,300 per day. Approximately 335,000 of these deaths result from occupational accidents, 12,000 of which claim the lives of children. 325,000 are due to occupational diseases most of which result from exposure to hazardous substances. Another 300,000 cases per year are unaccounted for. In addition over 160 million new cases continue to be reported each year about workers who are injured or get work related diseases.

Although no country can lay claim to not having anyone die, countries where trade union rights are least respected tend to be those where workplace death and injuries are highest. In 1998 alone, 123 trade unionists were murdered, 1,650 attacked or injured, 3,660 arrested, and a massive 21,427 sacked for trade union activities.

This is the tip of the iceberg. Studies related to the documenting and reporting of accidents or injuries show a great proportion of cases that never reported. For each reported case about another ten are not. A doubling or tripling of official fatality or injury estimates might more accurately reflect the real situation.

Responding to this epidemic, Canadian trade unionists established a day of remembrance for all victims of work related injuries, diseases and fatalities. The Canadian Labour Congress (CLC) first declared April 28<sup>th</sup>, Canada's National day of Mourning, in 1984.

It was on this day in 1914 that the Ontario Legislature enacted Canada's first comprehensive Workers Compensation Act. The Day of Mourning has now been officially recognised by the federal government, each province and by thousands of municipalities across the country. This day is increasingly recognised by trade unions, social justice groups and concerned citizens around the world. In fact events are now held in communities in more than 90 countries.

The way we mark this day is evolving. Sponsored by District Labour Councils and trade councils across Canada, Day of Mourning events initially consisted of simple ceremonies where workers and their families gathered at a prominent location in the community such as City Hall or Municipal Park. Individuals spoke about the meaning of the day and a moment of silence observed.

Through efforts of an increasing number of committed activists, surviving family members, friends, neighbours, students and other concerned citizens, commemoration continues, but now in many different ways. Each April 28<sup>th</sup>, church bells ring, candles are lit, black armbands worn, wreaths are laid, trees are planted, flags hang at half-staff and workers put down their tools to remember and recommit.

Mourning the dead is an important part of this day. Fighting for the living, however, is also of utmost importance. For many, this day marks the beginning of a new year in which they will initiate actions in their workplaces and communities aimed at ending the preventable tragedies and suffering.

Throughout the year, workers, unions and social justice groups are initiating public education campaigns. These efforts often focus on issues like occupational disease and the ongoing contamination of our communities by the same toxins to which

workers are exposed in the workplace. These campaigns have fuelled public interest. As events grow and the community gets more involved local media has increased their coverage of the Day of Mourning events. This translates into even greater public awareness.

Although not a new practice, health and safety activists, surviving family members and other concerned citizens have also undertaken campaigns to raise funds in order to erect monuments in prominent locations within their communities. Once erected, these monuments become the focal point for Day of Mourning events. Equally important they become educational tools for the entire community throughout the year.

Whether a monument is an anonymous tribute to fallen workers or memorialises a specific tragic event is of less significance than the general message it attempts to convey. It is a message of remembrance and sadness but also of hope. Hope that we can achieve safer and healthier workplaces and communities.

## Bloodshed in the workplace

How should we look at the carnage in the workplace?

Well, we could say that if 1.2 million workers who were slaughtered in the workplace in a year were to hold hands, they would form a human chain many miles long. Of course we know that the dead don't hold hands, so we can't use this form of measurement.

However, the blood that has been shed in the workplace can be measured by something we can all understand. For example an average workers body holds 10 pints of blood. Then based on the statistics, the 1.2 million workers killed in one year spilled an amount of blood equal to 12 million pints.

How can we determine how much blood that really is? Well, in Canada, for instance, the Canadian Blood Services (Red Cross) uses 500,000 pints of blood a year. So, if we take the 12 million pints of blood that has been shed in the workplace and divide by 500,000, it would equal enough blood to stock Canada's blood bank for the next 24 years.

Another way to calculate how much blood that has been needlessly spilled is to figure out how many lives it could save. For example, one pint of blood can save up to four lives. Therefore 12 million pints would have the potential of saving 48 million lives. That amounts to enough blood to save 17 million more people than the total population of Canada. However this blood will not save one life, it is gone forever.

THINK ABOUT IT! The madness has got to stop.

## History behind International Workers Memorial Day

The Canadian Union of Public Employees became pioneers in 1984 when their National President, Jeff Rose announced at CUPE's National health and Safety Conference in Vancouver the establishment of a Day of Mourning for workers who had been killed or injured on the job.

Delegates at the 1986 Canadian Labour Congress Convention followed suit and passed a resolution calling for the recognition of April 28<sup>th</sup> for the Day of Mourning. This particular day was chosen because it was on that day in 1914 that the province of Ontario passed the first Workers Compensation Legislation in Canada.

In the later part of 1990, New Democratic Party MP Rod Murphy (Churchill) introduced a private member's Bill calling for the government of Canada to recognise April 28<sup>th</sup>. After receiving full party support, Murphy's bill was passed into law with Royal Assent on February 1<sup>st</sup>, 1991.

History was made; Canada officially became the first country in the world to recognise April 28<sup>th</sup> as the Day of Mourning. As we enter into the year 2000, Canadian workers should be pleased to know that the Day of Mourning is now practiced by trade unionists in over 80 countries worldwide.

(above extracts taken from *Dead, But Not Forgotten - Morts, mais pas oubliés* by Ed Thomas)

## **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder  
3rd April 2006



**Report of:** Chief Personnel Services Officer

**Subject:** MEMBER DEVELOPMENT

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### **SUMMARY**

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

To report on the 2005/06 Elected Member Development Programme and to outline the activities for 2006/07.

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

The report outlines the progress to date of the Member Development Programme. There is a Member Development Strategy in place, the programme has been launched and Members issued with Personal Development Logs and annual training programme has been delivered and evaluated.

The report goes on to outline proposals for the future of the programme. These proposals include providing an induction programme for newly elected and re-elected Members, to continue and support the completion of Personal Development Logs, to deliver and evaluate an annual training programme and a number of activities to promote and raise awareness of Member Development Activity.

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

Elected Member Development is contained within the Workforce Development Plan which is which supports the corporate way forward and change management programme.

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

Non-Key

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

Portfolio holder meeting 3 April 2006

**6.0 DECISION(S) REQUIRED**

To approve the implementation of the actions for the future of the programme

**Report of:** Chief Personnel Services Officer

**Subject:** MEMBER DEVELOPMENT

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**1. PURPOSE OF REPORT**

- 1.1** To report on the 2005/06 Elected Member Development Programme and to outline the activities for 2006/07.

**2. BACKGROUND**

- 2.1** A cross party Elected Member Development Group exists and its purpose is to lead, design and implement an Elected Member Development Programme which aims to equip Elected Members with the skills necessary to carry out their role and to enable continuous improvement in the quality of all services to the community.

The group meet on a monthly basis and comprises:-

Councillor P Jackson (Chair)  
Councillor G Hall  
Councillor V Tumilty  
Councillor L Sutheran  
Councillor G Lilley  
Joanne Machers, Chief Personnel Services Officer  
Julie Wilson, Principal Workforce Development and Diversity Officer

Over the last year the group have considered a number of issues including:

Competency Frameworks for Elected Members  
Investors in People status for Elected Members  
Charter for Member Development  
Evaluation of training and development events  
Training and development resources available to Members Resource  
Take up of training and development opportunities

### 3. PROGRESS TO DATE

#### 3.1 Elected Member Development Strategy

An Elected Member Development Strategy has been approved and implemented (**appendix 1**) the Strategy intends to:-

- Establish a culture whereby continuous elected member development is seen as a key component to the success of the organisation.
- Equip elected members with the skills and knowledge necessary to deliver high quality services.
- Ensure that all elected members are trained to a level appropriate to their roles and responsibilities as a minimum, recognising the importance of their roles with the council, their constituency and on outside bodies.

#### 3.2 Launch of Programme

The Elected Member Development Programme was launched by the Member Development Group on 28 June 2006 and was attended by 18 Elected Members. The launch introduced Members to the programme, Eleanor Haywood for the North East Employers Organisation attended the event to give a presentation on external accreditation and the event also provided an opportunity for Members to be issued with their personal development logs.

#### 3.3 Personal Development Logs

Every Elected Member has been provided with their own personal development log which is designed to assist members to identify, address and record their own development activities. The personal development log contains a skills audit, learning styles questionnaire, personal development plan and evaluation information.

#### 3.4 Training Programme

A training programme for Elected Members has been delivered throughout the year (**appendix 2**). In the absence of completed personal development plans this programme has been based on perceived needs, an IT skills audit (**appendix 3**) and information from individual departments and changes to legislation.

### 3.5 Evaluation

After each training session evaluation forms are completed and below is a summary of the feedback received.

Item	V Good	Good	Acceptable	Disappointing	Bad	V Bad
Joining Instruc.	25%	17%	42%	1%		1%
Relevance	42%	42%	16%			
Learning Methods	25%	42%	33%			
Length	1%	50%	42%			
Tutor	33%	50%	17%			
Handouts/ Visuals	25%	50%	25%			
Training Room	1%	25%	58%	1%		
Venue	1%	33%	58%			
Refresh.		33%	66%			

#### Example of Individual Comments:

Well worth attending, interesting comments and discussion.  
 Increased awareness of recent developments.  
 Thoroughly enjoyable.  
 Understand the full picture more  
 Very good tutor, very good at getting issues over and information first class.  
 A very excellent trainer facilitator, good, explains every aspect clearly.  
 It was excellent, most enjoyable and informative

### 3.6 Financial Resources

A specific budget has been allocated to fund the Member Development Programme, a summary of expenditure is attached at **appendix 4**.

## 4. FUTURE OF THE PROGRAMME

### 4.1 Induction

Building on the success of the existing induction programme, the Member Development Group intend to extend this to include pre-election events to ensure candidates standing for election are well informed about the role of an Elected Member and what to expect. Following local elections on 4 May 2006 an Induction Programme to be delivered to re-elected and newly elected Councillors.

**4.2 Personal Development Plans**

To encourage members to complete their personal development plans and to assess and meet their individual requirements for support, one to one interviews will continue to be made available. These interviews cover all aspects of support and not just 'Development' activities. The meetings are also used to involve and consult all members in order for them to help shape the member development programme.

**4.3 Training Programme**

Continue to provide a Member Development training programme based on both individual and corporate requirements covering areas such as community leadership, personal skills, diversity awareness etc. The corporate training programme for staff will also be publicised to members to encourage 'mixed' events, shared learning and efficient use of training and development resources.

**4.4 Awareness Raising**

A notice board and suggestion box to be placed in the member's room to advertise development activities, provide feedback and seek suggestions for continuous improvement.

Each department to host a one hour awareness sessions to include a tour of buildings and an introduction to key officers and services to enable members to become more familiar with staff and service locations.

Members to participate in the Political Awareness course for officers to provide an overview of their role, to build officer/member relationships and increase awareness.

To work to the principles of both Investors in People and the Charter for Member Development to ensure the programme is aligned with external accreditation.

**5. RECOMMENDATIONS**

That the actions for the future of the programme be approved and implemented.



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## Elected Member Development Strategy

### Statement of Commitment

Hartlepool Borough Council recognises the need for skilled political and community leadership to enable continuous improvement in the quality of all services to the community. We are therefore committed to the continuous development of our elected members. We aim to build upon the current skill base and secure sustainable improvements in political leadership. In order to do this we intend to:

- Establish a culture whereby continuous elected member development is seen as a key component to the success of the organisation.
- Equip elected members with skills and knowledge necessary to deliver high quality services.
- Ensure that all elected members are trained to a level at least appropriate to their roles and responsibilities, recognising the importance of their roles within the council, their constituency and on outside bodies.

The Council will achieve these objectives by ensuring that:

- Access to training and development activities is guided by a commitment to the Council's corporate equality & diversity policy.
- The strategy derives from, and contributes to the overall corporate mission and values.
- Development activities are provided in response to identified organisation, individual and statutory needs, which are assessed annually through the use of personal development plans.
- All training opportunities provided meet best value requirements to ensure value for money is obtained and the benefits to both individuals and the council can be measured.
- The Elected Member Development Steering Group plays a lead role in all issues concerning the development of elected members.



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## Hartlepool Borough Council Elected Member Development Strategy

### 1. Induction

The purpose of induction is to ensure the effective integration of elected members into and across the authority. The process has 3 stages:

#### 1. Pre-induction

Pre-induction information is given to candidates regarding what to expect on election day, the next day, week and events in the near future.

#### 2. The Induction Programme

All newly elected members will be required to complete an induction programme, which will cover basic areas of knowledge necessary and the completion of necessary documentation including the Code of Conduct and declaration of interest forms.

Re-elected members will be required to attend the initial induction session only in order to complete the necessary documentation and meet new and old colleagues and officers. Re-elected members will also be invited to attend any subsequent induction sessions as required.

#### 3. Member Induction Handbook

A handbook containing all the necessary forms, information and course handouts and materials will be made available electronically and in hard copy (where required) to all members.

### 2. Personal Development Activities & Planning

Each elected member will complete a Personal Development Plan and will be offered the opportunity to complete an annual personal development plan (PDP) with the Principal Workforce Development & Diversity Officer. The PDP will record all development activities undertaken, identify training and development needs including the required knowledge and understanding of political roles. It will also address personal skills development and evaluation of any development activities undertaken in order to inform future development plans.

*Each elected member will be required to make a commitment to undertake 3 self selected development goals.*



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### **3. Sustaining a Proactive Member Development Programme**

A development programme aimed at addressing member development priorities will be completed on an annual basis and approved by the Member Development Steering Group. The programme features in the corporate workforce development plan 2005-2010 to ensure that it is shaped to meet external pressure and drivers and contributes to the long-term vision and objectives of the council.

The programme will give elected members the opportunity to participate in continuous professional development activities each year and will be designed to assist them in their role within the Council.

The content of the annual development programme will be driven by council plans, new and current legislation, as well as training needs identified in personal development plans. A minimum standard for elected member development is shown at appendix 1. A wide range of development activities will be made available to enable elected member to demonstrate their ability to meet and go beyond the minimum standard. These will include seminars, e-learning, distance learning, benchmarking visits and other alternative forms of learning & development.

A commitment will be made to training and development for Elected Members which values and recognises the skills and experience they bring with them, identifies their individual needs and offers a diversity of ways of meeting these needs.

Every Elected Member will receive details of the Member Development Programme on an annual basis. Requests for attending Development activities should be made to the Principal Workforce Development and Diversity Officer who will seek approval and confirm attendance.

The Member Development Programme will be funded by a specific Member Development budget which is held by the Member Services Section.



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## 4. Sharing and Evaluating Learning

Elected members will be encouraged to share their learning with other colleagues and appropriate officers. Mechanisms for this will be included in the evaluation process. Members will be encouraged to feedback comments to the Member Development Steering Group and communicate with each other via the intranet/internet.

The evaluation process will follow Kirkpatrick's model of evaluation by examining:

- members' initial reaction to development activities,
- what skills and knowledge have been acquired,
- how that learning has been transferred to the role, and
- how the learning will benefit the organisation.

An overall evaluation report regarding the content of the development programme, attendance and return on investment will be produced each year. This report will be made available to the Member Development Steering Group, the Mayor and all elected members.

In addition each Member will produce a progress report against their 3 self selected goals detailed in their Personal Development Plan. If 2 or 3 goals have been achieved no further action is necessary. If none or 1 goal has been achieved then the Elected Member will be invited to discuss this further with the Member Development Steering Group in order to ascertain if any additional support might be needed.

## 5. Accreditation of the Member Development Programme

The Member Development Steering Group will make decisions regarding accreditation of the member development programme against local and national criteria and awards.



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## Appendix 1

### HARTLEPOOL BOROUGH COUNCIL

### THE HARTLEPOOL ELECTED MEMBER

The Hartlepool ELECTED MEMBER:

1. Works in partnership & builds positive relationships by making others feel valued, trusted and included by working collaboratively to achieve goals
2. Demonstrates political understanding, acts ethically, consistently and with integrity when communicating values or representing group views in decisions and actions
3. Acts as a critical friend by seeking opportunities for scrutiny and providing constructive feedback.
4. Communicates enthusiastically and empathetically with the community in order to learn, understand and act upon local issues
5. Is a community leader who encourages trust by representing all sections of the community
6. Understands and executes their judicial role by following protocol, evaluating arguments and making decisions that balance public needs and local policy

MEMBER DEVELOPMENT - COURSE INFORMATION

COUNCILLOR	TOTAL DAYS		MEMBER DEVELOPMENT LAUNCH		MEMBERS SEMINAR (CPA - The Harder Test)		STRESS MANAGEMENT		RISK MANAGEMENT TRAINING		RISK MANAGEMENT TRAINING		RISK MANAGEMENT TRAINING		ELECTRONIC HARTLEPOOL - WHAT IT MEANS FOR YOU		PROCUREMENT SEMINAR		PRE-EVALUATION OF SCRUTINY TRAINING		PROCUREMENT SEMINAR		LOCAL DEMOCRACY WEEK EVENT		LOCAL DEMOCRACY WEEK EVENT		NEREO - EFFECTIVE MEETINGS & CHAIRING SKILLS FOR COUNCILLORS	
			28 JUNE 2005		9 AUGUST 2005		1 SEPTEMBER 2005		SEPTEMBER 2005 (9.45am - 11.45 am)		SEPTEMBER 2005 (12noon - 2.00pm)		SEPTEMBER 2005 (4.00pm - 6.00pm)		SEPTEMBER 2005		SEPTEMBER 2005		21 SEPTEMBER 2005		28 SEPTEMBER 2005		NOVEMBER 2005 (9.30 am - 11.45 am)		NOVEMBER 2005 (12.45 pm - 3.00 pm)		16 NOVEMBER 2006	
			NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT
Allison, D																												
Barker, C																												
Belcher, S J																												
Cambridge, J	1	6																										
Clouth, H		2																										
Cook, R W	1	6																										
Coward, W J		2																										
Cranney, K H		1																										
Drummond, S F	1																											
Fenwick, S		2																										
Ferriday, D R P		2																										
Fleet, M		2																										
Flintoff, R		1																										
Fortune, S W	1	1																										
Griffin, S	4	8																										
Hall, G G	3	4																										
Hargreaves, P																												
Henery, G	4	5																										
Hill, C F	1	1																										
Iseley, W H	2	2																										
Jackson,P T		2																										
James, M A	2	3																										
Johnson, M																												
Kaiser, S																												
Kennedy, J	3	3																										
Lauderdale, J		1																										
Marshall A	1	3																										
Lilley, G M	3	4																										
London, F	7	9																										
Marshall, J																												
Morris, G H	3	4																										
Payne, R W		1																										
Preece, A	4	6																										
Rayner, P	1	1																										
Richardson, C	1	3																										
Rogan, T		2																										
Shaw, J E	3	4																										

COUNCILLOR	TOTAL DAYS		MEMBER DEVELOPMENT LAUNCH 28 JUNE 2005		MEMBERS SEMINAR (CPA - The Harder Test) 9 AUGUST 2005		STRESS MANAGEMENT 1 SEPTEMBER 2005		RISK MANAGEMENT TRAINING SEPTEMBER 2005 (9.45am - 11.45 am)		RISK MANAGEMENT TRAINING SEPTEMBER 2005 (12noon - 2.00pm)		RISK MANAGEMENT TRAINING SEPTEMBER 2005 (4.00pm - 6.00pm)		ELECTRONIC HARTLEPOOL - WHAT IT MEANS FOR YOU SEPTEMBER 2005		PROCUREMENT SEMINAR SEPTEMBER 2005		PRE-EVALUATION OF SCRUTINY TRAINING 16 21 SEPTEMBER 2005		PROCUREMENT SEMINAR 28 SEPTEMBER 2005		LOCAL DEMOCRACY WEEK EVENT NOVEMBER 2005 (9.30 am - 11.45 am)		LOCAL DEMOCRACY WEEK EVENT NOVEMBER 2005 (12.45 pm - 3.00 pm)		NEREO - EFFECTIVE MEETINGS & CHAIRING SKILLS FOR COUNCILLORS 16 NOVEMBER 2006	
	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT
Sutheran, L M	6	6																										
Tumilty, V	1	5																										
Turner, M W																												
Wallace, S D	1	2																										
Waller, D		3																										
Waller, M P	2	3																										
Waller, R	3	7																										
Wistow, G	1	2																										
Worthy, G		2																										
Wright, E		1																										
Young, D R		4																										

[illegible]

BASIC EXCEL 24 NOVEMBER 2005		NEREO - EFFECTIVE PROJECT MANAGEMENT 28 NOVEMBER 2005		BASIC WORD 29 NOVEMBER 2005		CHAIRING SKILLS 15 DECEMBER 2005		MEMBERS SEMINAR FOR PLANNING AND CONSERVATION TRAINING 10 JANUARY 2006		NEREO - POLITICAL AWARENESS FOR OFFICERS JANUARY 2006		BASIC ACCESS 16 19 JANUARY 2006		NEREO - FINANCIAL MANAGEMENT FOR COUNCILLORS 19 JANUARY 2006		NEREO - TIME MANAGEMENT FOR MEMBERS 25 JANUARY 2006		BASIC POWERPOINT 30 JANUARY 2006		JOINT CABINET AND SCRUTINY EVENT FEBRUARY 2006		DIVERSITY FOR MEMBERS 20 MARCH 2006		PLANNING SEMINAR DATE TO BE ARRANGED	
NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT	NOM	ATT

I.T. Skills Audit - Training Requested

NAME	WORD 29.11.05	TELEPHONE (T) / EMAIL (E) REMINDER SENT	EXCEL 24.11.05	TELEPHONE (T) / EMAIL (E) REMINDER SENT	ACCESS 19.01.06	TELEPHONE (T) / EMAIL (E) REMINDER SENT	POWER POINT 30.01.06	TELEPHONE (T) / EMAIL (E) REMINDER SENT	INTERNET	TELEPHONE (T) / EMAIL (E) REMINDER SENT	INTRANET	TELEPHONE (T) / EMAIL (E) REMINDER SENT
Cambridge				BOOKED ON COURSE		T 12.12.05						
Cook												
Fleet		CANNOT ATTEND		BOOKED ON COURSE		CANCELLED						
Fortune		BOOKED ON COURSE		CANNOT ATTEND								
Griffin		BOOKED ON COURSE		BOOKED ON COURSE		BOOKED ON COURSE						
Henery		T 27.10.05		BOOKED ON COURSE		CANNOT ATTEND		BOOKED ON COURSE				
Iseley		BOOKED ON COURSE		BOOKED ON COURSE		DOING ANOTHER SIMILAR COURSE		DOING ANOTHER SIMILAR COURSE				
Kennedy		CANNOT ATTEND				T 12.12.05 T 09.01.06						
Lauderdale												
A Marshall						T 12.12.05 would not like to						
Marshall												
Morris		BOOKED ON COURSE		BOOKED ON COURSE		BOOKED ON COURSE						
Rogan				T 20.10.05 T 27.10.05		T 12.12.05						
Sutheran		T 20.10.05/27.10.05 BOOKED		T 20.10.05/27.10.05 BOOKED								
M Waller						BOOKED ON COURSE						
R Waller	WOULD LIKE TO BE TRAINED IN LOTUS NOTES											

KEY			
Still to chase		Action Taken	

## Appendix 4

## Budget Information

SUPPLIER	DESCRIPTION	AMOUNT
Print Room	100 copies of member evaluation form	15.00
Print Room	50 copies – launch of member development prog	7.50
Knights	50 white ringbinders for development log	97.00
Knights	50 packs of dividers for development log	48.50
HCFE	Introduction to word course 29.11.05	500.00
HCFE	Introduction to excel course 24.11.05	500.00
HCFE	Introduction to access course 19.01.06	500.00
HCFE	Introduction to pow erpoint course 30.01.06	500.00
NS Dept	Set up equipment for member training 28.09.05	25.75
NS Dept	Set up equipment for member training 28.09.05	5.16
NS Dept	Access due to member training 28.09.05	18.54
Robinsons	X20 lunches 28.09.05	82.25
Robinsons	X20 lunches 21.09.05	82.25
NS Dept	Access due to member training 28.06.05	46.35
H'Pool MIND	Stress Management for Members 01.09.05	300.00
Robinsons	X20 lunches 28.06.05	82.25
Aware UK	Pre Evaluation of Scrutiny	2000.00
NS Dept	Set up equipment for member Planning Seminar	25.75
Aware UK	Executive/Members Event	1500.00
NS Dept	Set up equipment for member launch 28.06.05	25.75
Maggie Heaps	Buffet	100.00 est.
Robinsons	X 20 suppers 13.02.06	82.25
Robinsons	X 20 lunches 16.02.06	82.25
Eifion Sw innerton	Diversity for Members 17.03.06 p.m.	225.00
Robinsons	X15 lunches 17.03.06	52.50
<b>TOTAL</b>		<b>£6904.05</b>

## **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

**Report to Portfolio Holder  
3rd April 2006**



**Report of:** Chief Personnel Services Officer

**Subject:** HR ACCOMMODATION

---

### **SUMMARY**

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

To advise the Portfolio Holder of a change of office location for the Human Resources (HR) Operations and Organisational Development sections of the HR Division and to propose a name for the new offices.

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

The report provides details of the new office arrangements for HR and proposes a name for the new offices.

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

Corporate issues.

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

Non-key decision.

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

Portfolio Holder only.

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

Noting of the report and agreement to the proposed name for the new offices.

**Report of:** Chief Personnel Services Officer

**Subject:** HR ACCOMMODATION

---

## 1. PURPOSE OF REPORT

To advise the Portfolio Holder of a change of office location for the Human Resources (HR) Operations and Organisational Development sections of the HR Division and to propose a name for the new offices.

## 2. BACKGROUND

- 2.1 The current office accommodation for the HR Operations and Organisational Development sections of the HR division is as follows

Section	Location
HR Operations	Civic Centre level 1
Organisational Development (Policy and Information)	Civic Centre level 3
Organisational Development (Workforce Development and Diversity)	Municipal Buildings ground floor
Organisational Development (Job Evaluation)	Municipal Buildings first floor

- 2.2 Close working between the various teams is essential if the best possible service is to be delivered. Having the sections dispersed has a negative impact.

## 3. IMPENDING MOVE TO NEW OFFICES

- 3.1 As part of the Accommodation Strategy, it has been agreed that the above sections will move into the Middleton Grange offices previously occupied by Housing Hartlepool. From a corporate perspective this will free up space in both the Civic Centre and the Municipal Buildings and will therefore facilitate the implementation of both the Accommodation Strategy and the planned improvement works. From a service delivery perspective, bringing together the sections will have a beneficial effect on 'joined-up' working and will facilitate further integration between the Occupational Health service and Employee wellbeing team.
- 3.2 It is anticipated that the move to the new offices will be completed by the end of April 2006.

## 4. NAME OF OFFICES

- 4.1 For many years the building was occupied by the Windsor Restaurant. Whilst it was occupied by Housing Hartlepool, the building was known

as Unit 24, Middleton Grange or the Middleton Grange offices. In order to retain some of the heritage associated with the building and provide a clearer focus as to its location, it is proposed that the offices be renamed to “Windsor offices”.

**5. RECOMMENDATION**

- 5.1 That the portfolio holder note the report and agree to rename the offices to “Windsor offices”.

# **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

**Report to Portfolio Holder  
3rd April 2006**



**Report of:** Chief Personnel Services Officer

**Subject:** HR RELATED AGREEMENTS

---

## **SUMMARY**

### **1.0 PURPOSE OF REPORT**

To obtain Portfolio Holder endorsement of agreements reached with the Hartlepool Joint Trades Union Committee in respect of HR related matters and agreement to extend the Car Loan scheme to include Motor Cycles and Cycles.

### **2.0 SUMMARY OF CONTENTS**

The report provides details of agreements reached with the Hartlepool Joint Trades Union Committee in respect of HR related matters and proposals to extend the Car Loan scheme to include Motor Cycles and Cycles.

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

Corporate issues.

### **4.0 TYPE OF DECISION**

Non-key decision.

### **5.0 DECISION MAKING ROUTE**

Portfolio Holder only.

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

Endorsement of the agreements and to extend the Car Loan scheme to include Motor Cycles and Cycles.

**Report of:** Chief Personnel Services Officer

**Subject:** HR RELATED AGREEMENTS

---

## **1. PURPOSE OF REPORT**

To obtain Portfolio Holder endorsement of agreements reached with the Hartlepool Joint Trades Union Committee in respect of HR related matters and to extend the Car Loan scheme to include Motor Cycles and Cycles.

## **2. BACKGROUND**

2.1 At the Single table meeting held on 22 March 2006, agreement was reached with the Hartlepool Joint Trade Union Committee in respect of the following

- Bank and Public Holiday Entitlement for Part Time Workers
- Amended Adoption and Fostering Leave Scheme
- Car, Motor Cycle and Cycle Allowance and Loan Scheme

2.2 Full details of the agreements are available on the Council's Intranet and the main provisions are detailed in paragraphs 3-5 below.

## **3. BANK AND PUBLIC HOLIDAY ENTITLEMENT FOR PART TIME WORKERS**

3.1 As part of the National Conditions of Service, part time employees are entitled to pro-rata entitlement of the Bank and Public Holiday entitlement of full time employees. It is relatively straightforward to implement this where part time employees work a constant number of hours each day of the week, as they are normally at work on the days when Bank and Public Holidays occur. Complications arise where part time employees work the start or the end of the week and therefore are due to be at work for disproportionate numbers of Bank and Public Holidays. Agreement has been reached whereby

- a) all part time employees will receive a pro-rata Bank and Public Holiday with effect from 1<sup>st</sup> April 2006 and
- b) employees adversely affected by the agreement will have their current Bank and Public Holiday entitlement protected for eighteen months

## **4. ADOPTION AND FOSTERING LEAVE SCHEME**

4.1 The current Adoption and Fostering Leave Scheme was introduced in April 2005. Recently it became apparent that the current arrangements do not adequately cater for a situation where an employee is adopting a new born baby. Legally, babies cannot be

adopted until they are six weeks old but can be fostered from birth. The current scheme has been amended to make better provision (similar to maternity leave) for the period whilst the baby is fostered (i.e. up to six weeks old) without adversely affecting adoption leave entitlement.

## **5. MOTOR CAR, MOTOR CYCLE AND CYCLE ALLOWANCE AND LOAN SCHEME**

5.1 The Council currently operates motor car allowance and motor car loan schemes. The motor car allowance scheme differentiates between Essential and Casual Car Users. Employees designated as Essential Users are required to have a motor car at their disposal whenever required (interpreted as having a car at work at all times). All employees have access to the motor car loan scheme, with the Chief Financial Officer, in accordance with the Constitution, determining the terms of the scheme. No provisions are currently made in respect of motor cycle and cycle allowances and loans.

5.2 The 'Smarter Travel Group' was set up by the Council to consider how to make improvements in sustainable travel arrangements. In the course of its work, it was identified that the above arrangements were an impediment to making improvements in sustainable travel and recommended that the Council consider

- a) Relaxing the requirement for Essential Users to have a car at work at all times
- b) Introducing motor cycle and cycle allowances and making loans available for employees wishing to purchase motor cycle and cycles

5.3 The Essential User Scheme requirements are to be amended such that an employee is required to have their vehicle at work for 80% of the time he/she is at work (calculated each quarter). Safeguards to ensure service provision have been built into the revised arrangements. Mileage payments for all business journeys (equivalent to the maximum HM Revenues and Customs tax-free rates) and loans have been agreed for both motor cycles and cycles, providing the Portfolio Holder agrees to extend the car loan scheme to include motor cycles and cycles (the Chief Financial Officer, in accordance with the Constitution, will determine the terms of the extended scheme).

## **6. RECOMMENDATION**

6.1 That the Portfolio Holder

- a) endorses the agreements reached with the Hartlepool Trade Union Committee in respect of

- Bank and Public Holiday Entitlement for Part Time Workers
  - Amended Adoption and Fostering Leave Scheme
  - Car, Motor Cycle and Cycle Allowance and Loan Scheme
- b) agrees to extend the car loan scheme to include motor cycles and cycles

# **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

**Report to Portfolio Holder  
3 April 2006**



**Report of:** Chief Personnel Services Officer

**Subject:** 2005 EMPLOYEE SURVEY

---

## **SUMMARY**

### **1.0 PURPOSE OF REPORT**

To advise the Portfolio Holder of the results of the Employee Survey undertaken at the end of 2005 and to receive endorsement of the draft actions proposed.

### **2.0 SUMMARY OF CONTENTS**

The report provides details of the results of the Employee Survey and draft actions proposed to address the key messages.

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

Corporate issues.

### **4.0 TYPE OF DECISION**

Non-key decision.

### **5.0 DECISION MAKING ROUTE**

Portfolio Holder only.

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

Note the report and endorse the draft action plan.

**Report of:** Chief Personnel Services Officer

**Subject:** 2005 EMPLOYEE SURVEY

---

**1. PURPOSE OF REPORT**

- 1.1 To advise the Portfolio Holder of the results of the Employee Survey undertaken at the end of 2005 and to receive endorsement of the actions proposed.

**2. BACKGROUND**

- 2.1 The Employee Survey undertaken at the end of 2005 was the third survey of employees (the previous ones were undertaken in 2002 and 2004).
- 2.2 Whilst the whole of the workforce (excluding school employees) were surveyed, the new e-consultation system was used in respect of monthly paid employees (although they had the option of completing a paper version). 828 completed questionnaires were received giving a response rate of 30%, which was markedly down on the earlier surveys in 2002 (45%) and 2004 (47%). It is not possible to say why this was the case. The use of an on-line element is the most obvious methodological departure from previous surveys.
- 2.3 The results of the 2004 Employee Survey and the key actions to be undertaken in respect of the findings were reported to the Performance Management portfolio Holder in June 2004. Progress was made against all the key actions identified and Appendix A provides greater detail.

**3. STRUCTURE AND AIMS OF THE SURVEY**

- 3.1 The survey was designed to give employees a greater say in the running of the organisation as well as helping to improve the way it operates and plans for the future.
- 3.2 The aims of the survey were to enumerate:
- Attitudes towards the Council as an employer, internal communications, health and safety, diversity and equality, support provided for employees, training and development, and leadership and change
  - The extent of extra time worked to meet workload demands
  - Use of special leave arrangements
  - Levels of violence and aggression, discrimination, harassment and bullying experienced in the workplace
- 3.3 The survey was structured into ten sections namely:

- (a) A good employer
- (b) Communications with employees.
- (c) Managing pressure of work.
- (d) Managing health, safety and welfare.
- (e) Violence and aggression.
- (f) Managing diversity and equality.
- (g) Discrimination, harassment and bullying.
- (h) Support for Employees.
- (i) Training and development.
- (j) Leadership and change.

- 3.4 The survey was designed to facilitate, where appropriate, comparisons with previous Employee Surveys. However, even where these are statistically different from earlier results, it is not possible to detect a trend from just two data points. The differences recorded could simply be attributable to normal variation present within all measurements. It is only by tracking results over time that it will be possible to determine whether the changes in results, which appear encouraging, do in fact represent an improvement.

#### **4. RESULTS OF THE SURVEY**

- 4.1 An executive summary of the results of the survey is attached at Appendix B. A more detailed report is available on the Council's Intranet

#### **5. DRAFT ACTION PLAN AND ACTION TAKEN TO DATE**

- 5.1 The draft Action Plan developed in response to the survey is attached at Appendix C. The draft Action Plan, along with the detailed results of the survey was presented to the local trade unions at the Single Table meeting held on 22 March 2006 and is due to be considered by Corporate Management Team (CMT) at their Away Day scheduled for 26 April 2006. It is intended that the draft action plan will be updated and refined to reflect any comments made or actions suggested by either CMT or the trade unions, with a more detailed report on the action plan being presented to your June 2006 meeting.
- 5.2 Notwithstanding the above, some actions in response to the survey and its findings have already been undertaken including
- Distribution of leaflets to non school employees detailing how to respond to, and report, any discrimination, bullying, harassment or other violation of their dignity
  - Development of leavers questionnaire arrangements to identify, amongst other things, the reasons for leaving, including whether employees are leaving as a result of any discrimination, bullying, harassment or other violation of their dignity
  - Full page article in Newsline (the employee newsletter) detailing some of the responses to the 2004 survey, the headline results of

the 2005 survey and an indication of future actions, including presenting the report and action plan to this meeting.

**6. RECOMMENDATIONS**

That the Portfolio Holder notes the results of the Employee Survey and endorses the actions taken to date and the draft action plan.

## Appendix A

Key action to be undertaken arising from 2004 Employee Survey	Action Taken
Consider computerising the survey (to support e-government policy and basic skills initiatives).	2005 Employee survey used e-consultation system for monthly paid employees
Develop and implement <ul style="list-style-type: none"> <li>➤ carers leave policy</li> <li>➤ alternative working arrangements policy</li> <li>➤ bullying and harassment policy</li> <li>➤ stress policy</li> <li>➤ employee consultation/communication arrangements</li> </ul>	Arrangements for reporting and investigating discrimination, bullying and harassment (under Dignity at Work policy) reviewed and improved. Policies developed in respect of all other areas
Publicise the Employee Support service/policy and equality and diversity policies more widely.	Service publicised via Newslines and in respect of new discrimination, bullying and harassment arrangements
Review arrangements for reporting and investigating discrimination, bullying and harassment.	Arrangements for reporting and investigating discrimination, bullying and harassment (under Dignity at Work policy) reviewed and improved
Incorporate employee views on employee facilities into the corporate accommodation review	Views incorporated
Implement child care voucher scheme.	Scheme introduced
Review training provisions (including corporate and departmental people management, health and safety and equality/diversity training)	Training provisions reviewed and improved
Design and deliver member induction and member development schemes	Schemes introduced
Design and deliver management competency framework which includes people management and equality/diversity as key elements.	Management competency framework implemented which includes people management and equality/diversity as key elements

# CORPORATE STRATEGY



**HARTLEPOOL**  
BOROUGH COUNCIL

## Employee Survey 2005

**David M. Allen**

**February 2006**

## EXECUTIVE SUMMARY

### BACKGROUND

- All employees received a copy of the 2005 Employee Survey. Monthly paid employees were asked to complete it on-line (with the option of a paper copy if they wished), whilst others received a paper copy.
- 828 completed questionnaires were received giving a response rate of 30%, which was markedly down on the earlier surveys in 2002 (45%) and 2004 (47%). It is not possible to say why this was the case. The use of an on-line element is the most obvious methodological departure from previous surveys.

### A GOOD EMPLOYER

- A majority of employees continued to agree that the council is a good employer (81%) and that they would recommend it to other people as a place to work (76%).
- Many factors were considered important to making a 'good employer'. The three that employees were most likely to rate 'very important' were: ensuring support from managers and supervisors (89% 'very important'); providing the right equipment for the job (88%); and, valuing employees (86%).
- Of these three items, less than half of employees (48%) thought the council was any good at making them feel valued. One in four thought it was poor at this. It did rather better, however, with the other two items.
- The council's strengths, those things at which employees were most likely to say it was 'very good', were: being convenient or close to where they live (39% 'very good'); providing chances for training (38%); and, having flexible arrangements for people with outside commitments (33%).
- Employees were least likely to say the council was 'very good' at listening to what employees have to say and taking it into account (11%).

### COMMUNICATION WITH EMPLOYEES

- Over half of employees (54%) agreed that they generally felt well informed about what is happening in the council and how it affects them and their work.
- The most useful communications methods were: team or section meetings (40% 'very useful') and briefings by senior managers or directors (31% 'very useful').
- Employees preferred to get their information via emails or memos (59%), briefings and presentations (55%), and verbally/ face-to-face in one-to-ones or small groups (50%).

- Of those that received them, two thirds of employees (65%) read most of Newline, whilst half (52%) read most of Management Matters.
- A majority of employees (70%) continued to agree that if they wanted to put forward new ideas or suggestions for improvement they knew how to do so. How many actually do this and how their input is received could be a subject worthy of further exploration in future surveys or through other means.
- Four out of five employees (80%) understood how their work contributes to the overall aims and objectives of the council.

### **MANAGING PRESSURE OF WORK**

- As in 2004, just over one in three employees (37%) felt unduly pressured at present.
- The main cause of pressure was increasing workload (81%). Almost three quarters of employees said that their workload had increased either a lot (38%) or a little (34%) in the last 12 months.
- As many as two out of five employees (42%) often worried about work outside of working hours. A sizeable minority (17%) said pressure was affecting their job performance.
- Over one in four employees (28%) felt that they had had to regularly put in extra time in the last 12 months in order to meet the demands of their workload. And 38% felt they had been 'too busy' during that time. However, a majority (58%) considered their workload to be 'about right'.
- Employees on SO1 or over and those in Regeneration and Planning Services were particularly likely to report problems with pressure and increased workload.

### **MANAGING HEALTH, SAFETY AND WELFARE**

- Nine out of ten employees was aware was aware of the precautions they need to take to be safe at work, and if they felt something was unsafe would feel able to discuss it with their manager or supervisor.
- The proportion of employees who felt that adequate provision was made to ensure their personal safety at work had increased from 65% in 2004 to 78% in the latest survey.
- Similarly, the proportion of employees who said they were provided with a safe and secure working environment had risen from 64% in 2004 to 75% this time.
- Around three quarters of employees were aware of the Health and Safety training available to them (76%) and of how the council's Health and Safety Policy affects them (71%).

- Half of employees (51%) had been on Health and Safety training in the last two years, the same as in 2004.

### **VIOLENCE AND AGGRESSION**

- The proportion of employees who had experienced a violent or aggressive incident at work had fallen from 29% in 2004 to 23% in 2005. A pleasing result no doubt, but one which shows that many employees still suffer negative experiences on the job.
- Just less than two thirds of employees were aware of the precautions taken by the council to protect them from violence and aggression (63%) and felt that they were normally adequate to protect them (64%). Both figures were significantly up on the 2004 results.

### **MANAGING DIVERSITY AND EQUALITY**

- Nine out of ten respondents (91%) agreed that they were committed to the principles of equality and diversity in their workplace and only slightly less (90%) agreed that they put them into practice.
- A sizeable majority of employees agreed that the team they work in is committed to the principles of equality and valuing diversity (83%) and to putting these principles into practice (80%).
- High numbers of employees agreed that the council was committed in principle to equality and valuing diversity (87%) and to putting these principles into practice (84%). Both figures had risen significantly, by seven and six percentage points respectively on the corresponding figures from 2004.
- A majority of employees (69%) felt that the council's policy in this area was effective, but a sizeable minority (25%) were presumably unsure and answered 'neither/ nor'.

### **DISCRIMINATION, HARASSMENT AND BULLYING**

- Four out of five employees (79%) felt that support and advice regarding discrimination, harassment and bullying was readily available to them.
- A majority of employees (87%) had not experienced any discrimination, harassment or bullying in the last 12 months. Around one in eight (13%) had.
- Employees' negative experiences were most likely to be connected with their role and level in the organisation. Perpetrators were colleagues or other employees (46%), line managers (34%), or senior managers (26%).
- The most common form of discrimination, bullying or harassment was verbal, such as shouting, threatening or humiliating comments (53%). Then there was excessive criticism (44%) and victimisation (37%).

### **SUPPORT FOR EMPLOYEES**

- Awareness of the Employee Support Service remained unchanged from the last survey. Less than two thirds (62%) knew something about it, whilst two out of five (39%) said they knew 'nothing'.
- Half of employees (51%) felt they were provided with good support to help them balance work and home responsibilities; a significantly higher figure than in 2004.
- In the last 12 months, employees were most likely to have taken special leave in order to care for their children (9%).
- Adoption/ fostering leave and caring for adults leave were least well known; 47% and 43% had not heard of them.
- Core hours created most difficulties for employees in the flexi-time scheme in respect of dentist or doctors appointments (72%), being at home for deliveries or workmen (62%), and child care or parenting responsibilities (41%).

### **TRAINING AND DEVELOPMENT**

- Nine out of ten employees (88%) had undertaken some form of training in the last 12 months. More than one in three employees (35%) had done training that involved them getting a qualification.
- Most common of all was attending council run courses (70%). External courses (44%) and on the job training (41%) were also fairly widely used.
- Over half the council's employees (57%) had attended equality and diversity training at some point in the last two years.
- Employees tended to agree that their manager supports their training and development (80%), that the council is committed to training and development (78%), and that they are given the same opportunities for development as other employees (72%).
- A sizeable minority of employees disagreed that they had a personal development plan (27%), that their training needs were regularly reviewed (20%), and that they were provided with good information on what training is available to them (19%).

### **LEADERSHIP AND CHANGE**

- Two thirds of employees (66%) said they had confidence in their Departmental Management Team. Half (50%) had confidence in the Chief Executive, up from 2004 (38%). And just less than half (46%) agreed they had confidence in the Corporate Management Team, also up from 2004 (35%).
- Employees were far more likely to feel that the Chief Executive and Directors have a clear vision of where the council is going (55% felt this

way) than the elected members (30%). Although this was the same finding as in 2004, in both instances the actual proportion that felt this way had in fact increased.

- More employees agreed that they had seen some positive changes within the council in the last 12 months (40%) than disagreed (15%). However, the largest proportion (45%) held no view either way. And looking to the future, more employees thought things would improve in the next 12 months (39%) than thought they wouldn't (17%). But again, the largest proportion (45%) held no view either way.
- In respect of the restructure from six to five departments, opinion was pretty divided on how it had been handled and what the long term benefits would be with many employees holding no view either way.
- One in three employees (31%) felt that the changes in staffing structures had not been handled well. One in five (20%) disagreed and felt they had. Half (50%) held no view either way.
- Over one in four employees (27%) agreed that the introduction of the new departments had gone smoothly. However, much the same proportion (26%) disagreed. Again, a high number of employees (48%) took a neutral view.
- Twenty nine per cent of employees thought the new structure will help the council be more efficient. Only 12% disagreed. However, a majority (60%) took a neutral stance at this point in time.
- Over half (56%) of employees agreed that they knew the names of the new departments and what services they provide. Almost one if four (23%) disagreed. And the remainder (22%) held no view either way.
- Employees based in Neighbourhood Services and Adult and Community Services tended to be most likely to hold negative views on the restructure.

## Appendix C

## Employee Survey – Action Plan

Activity (Cross referenced to original report)	Tasks	Lead/Responsibility	Target Dates & Milestones	Comments
1. Introduction		WS		
2. Methodology		WS		
Improve 2007 survey response rates	<ul style="list-style-type: none"> <li>• Increase promotion/publicity</li> <li>• Engage managers</li> <li>• Encourage employees to register with e-consultation system at induction, via Newsline</li> </ul>	WS/LC  WS/LC  GT/AF	March 2007 March 2007 June 2006	

	<ul style="list-style-type: none"> <li>and Consultation Group</li> <li>• Feedback results via Newline, Hartbeat, Hartlepool Mail, DMT, CMT Briefings, CEX briefings, Management Matters, Departmental Newsletters etc and in accordance with the Feedback Communication Strategy</li> <li>• Prepare action plan and regularly report progress</li> <li>• Identify low response areas and measures to improve these</li> <li>• Improve publicity prior to next survey</li> <li>• Consider setting up focus group to explore issues and propose improvements <ul style="list-style-type: none"> <li>• Review departmental rules re use of IT by employees</li> </ul> </li> <li>Develop Tips &amp; Hints for managers to help them encourage completion of survey</li> </ul>	WS/LC/AR	Mar 2006	
			April 2006	
		WS/LC/AR	March 2007	
		WS/LC	March 2007	
		WS	Sept 2006	
		WS/LC	Jun 06	
		Directors	March 2007	
		LC		

Make better use of resources	<ul style="list-style-type: none"> <li>• Incorporate 2007 Managers Survey with 2007 Employee Survey</li> <li>• Use e-consultation system for all employees</li> <li>• Calculate Efficiency savings from use of e-consultation</li> </ul>	WS/LC  AL/Departmental Coordinators AL	March 2007  March 2007  March 2006	
Improve 2007 Survey	<ul style="list-style-type: none"> <li>• Consider inclusion of sections covering Teamwork, Customer Focus, Performance Management in 2007 survey</li> </ul>	WS/LC/CMT	March 2007	
3. A Good Employer		AO		
Consider ways of making employees feel valued	<ul style="list-style-type: none"> <li>• Agree and implement Rewards &amp; Recognition</li> </ul>	WS	June 2006	

	<ul style="list-style-type: none"> <li>Policy</li> <li>Consider other options</li> <li>Consider setting up focus group to explore issues and propose improvements</li> </ul>		Nov 2006 Sept 2006	
Making sure that employees are supported by their managers/supervisors	<ul style="list-style-type: none"> <li>Departments to consider how to ensure employees feel supported by their managers/supervisors</li> <li>Consider setting up focus group to explore issues and propose improvements</li> <li></li> </ul>	Directors  WS/LC	July 2006  Sept 2006	
Paying competitive wages/salaries	<ul style="list-style-type: none"> <li>Undertake Pay &amp; Grading review</li> </ul>	WS	March 2007	
Listening to what employees have to say and taking it into account	<ul style="list-style-type: none"> <li>Departments to consider how to ensure employees feel the Council listens to what they have to say and takes it into account</li> <li>Consider establishing a focus group to explore issues further</li> <li>Agree and implement departmental Staff Suggestion Schemes</li> </ul>	Directors  WS/LC  Directors	July 2006  Sept 2006  June 2006	

	<ul style="list-style-type: none"> <li>•</li> </ul>			
Retaining employees	<ul style="list-style-type: none"> <li>• Departments to consider measures which may help to retain employees</li> <li>• Implement Recruitment and Retention Strategy</li> </ul>	Directors  JM	June 2006  Mar 2006	
Improving employee satisfaction with their current role and level of responsibility	<ul style="list-style-type: none"> <li>• Ensure managers consider employee satisfaction in appraisals</li> </ul>	Directors	June 2006	
4. Communication with Employees		WS		
Improve the profile and usefulness of Management Matters	<ul style="list-style-type: none"> <li>• Send out Management matters in either CEX or CPSO name</li> <li>• Review the distribution lists</li> <li>• Increase publicity for Management Matters by asking departments to promote it, include an article in the new CMT briefings, include in CEX's briefings to manager's etc.</li> </ul>	WS  WS/Directors  WS/CEX/Directors	April 2006  April 2006 June 2006	
Improve usefulness of notice boards in Council workplaces	<ul style="list-style-type: none"> <li>• Arrange for notice boards to be tidied up and</li> </ul>	Directors	June 2006	

	allocate responsibility to individual employees for keeping them up to date <ul style="list-style-type: none"> <li>• Allocate specific notice boards (or areas of boards) to trade unions</li> </ul>	Directors	June 2006	
Presenting information to employees in a format they prefer	<ul style="list-style-type: none"> <li>• Finalise and publish Communication Channels guidance</li> </ul>	WS	June 2006	
Identify barriers to employees putting forward suggestions	<ul style="list-style-type: none"> <li>• Consider setting up focus group to explore issues and propose improvements</li> </ul>	WS/LC	Sept 2006	
Improve communication with employees	<ul style="list-style-type: none"> <li>• Consider setting up focus group to explore issues and propose improvements</li> <li>• Implement Corporate Communications Strategy Action Plan</li> </ul>	WS/LC  WS/AR	Sept 2006  In accordance with plan	
	<ul style="list-style-type: none"> <li>•</li> </ul>			
5. Managing Pressure of Work		AO/DQ		
Improve management of pressure at work	<ul style="list-style-type: none"> <li>• Ensure managers consider pressure at work in appraisals and appropriate responses</li> </ul>	Directors	June 06	

	<p>made where employee indicate they feel pressure at work, particularly for those on SO1 and above and in Regeneration &amp; Planning</p> <ul style="list-style-type: none"> <li>• Review workloads for those on SO1 and above and in Regeneration &amp; Planning</li> <li>• Introduce Leavers Questionnaire for all employees and auto-alert any discrimination etc issues</li> <li>• Implement actions arising from the corporate stress 'health check'</li> <li>• Undertake departmental stress 'health checks'</li> <li>• Develop and implement stress action plans</li> <li>• Implement Managing Corporate Stress at Work Policy</li> <li>• Consider setting up focus group to explore issues and propose improvements</li> </ul>	<p>Directors</p> <p>GT/AL</p> <p>JM</p> <p>Directors</p> <p>Directors</p> <p>Directors</p> <p>WS/LC</p>	<p>Oct 2006</p> <p>May 2006</p> <p>Mar 2007</p> <p>June 2006 Oct 2006 Ongoing</p> <p>Sept 2006</p>	
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6. Managing Health Safety and Welfare		DQ/AO		
Improve Health and Safety training coverage	<ul style="list-style-type: none"> <li>Identify why employees have not received health &amp; safety training, consider whether this such training is necessary and address as appropriate</li> <li>Identify and provide training to areas of the Council not receiving training where this is appropriate</li> <li>Consider refresher training where appropriate</li> <li>Include health and safety training as part of the core training provision and publicise accordingly</li> </ul>	DQ/BT/Training Co-ordinators  DQ/BT/Training Co-ordinators  DQ/BT/Training Co-ordinators  JW/RW/Training Co-ordinators		
7. Violence and		AO/DQ		

Aggression				
Violence & Aggression	<ul style="list-style-type: none"> <li>- Explore in detail where employees did not say they were aware of the precautions to protect them from violence &amp; aggression and consider whether this is of concern</li> <li>- Identify and advise employees of the measures where this is appropriate</li> </ul>	DQ/BT/Direct ors  DQ/BT/Direct ors		
8. Managing Diversity and Equality		JW		
Improve spread of employees receiving Equality and Diversity Training	<ul style="list-style-type: none"> <li>• Ensure equality &amp; diversity training is made available and taken up by all areas of the council, particularly weekly/four weekly paid employees</li> </ul>	RW/JW/Direc tors		

		JW/AO		
9. Discrimination, Harassment and Bullying				
Improve arrangements for, and support available to, employees who experience discrimination, harassment or bullying	<ul style="list-style-type: none"> <li>Publicise arrangements for addressing (and support available) bullying etc by sending out leaflets, using Newsline, Management matters, Scenarios, Intranet, Induction etc</li> <li>Remind managers/supervisors of their responsibilities to address such issues (and possible consequences of not doing so)</li> <li>Introduce Leavers Questionnaire for all employees and auto-alert any discrimination etc issues</li> <li>Consider setting up focus group to explore issues and propose improvements</li> </ul>	<p>VK</p> <p>WS</p> <p>GT/AL</p> <p>WS/LC</p>	<p>Feb 2006</p> <p>Feb 2006</p> <p>May 2006</p> <p>Sept 06</p>	

10. Support for Employees		AO		
Raise employees awareness of support available to employees	<ul style="list-style-type: none"> <li>• Increase publicity for the Employee Support service by sending out leaflets, using Newsline, Management matters, Scenarios, Intranet, Induction, with particular emphasis on employees in Neighbourhood services, those with less than 2 years service and weekly/four weekly paid employees</li> <li>• Increase publicity for Carers Leave (particularly Adoption Leave and Caring for Adults) by sending out leaflets, developing booklets, using Newsline, Management matters, Scenarios, Intranet, particularly for Neighbourhood Services and weekly/four weekly paid employees</li> <li>• Consider setting up focus</li> </ul>	<p>BT</p> <p>AO</p> <p>WS</p>	<p>2 months following review of the Employee Support Policy</p> <p>Sept 06</p>	

	<p>group to explore issues and propose improvements</p> <ul style="list-style-type: none"> <li>• Review Employee Support Policy and arrangements</li> <li>• Review Flexible Working arrangements, including the Flexitime Scheme</li> </ul>	<p>AS</p> <p>AS</p>		
Address issues regarding Flexitime Scheme	<ul style="list-style-type: none"> <li>- Revise Flexitime Scheme and develop other flexible working schemes in conjunction with trade unions</li> </ul>	AS		
11. Training and Development		RW/JW		
Improve employee perceptions in respect of training arrangements	<ul style="list-style-type: none"> <li>• Review and promote personal development plans and training needs review arrangements, particularly in Chief Executives</li> <li>• Consider refresher training</li> <li>• Consider setting up focus</li> </ul>	<p>RW/JW/Directors/CEMT</p> <p>RW/JW/Training Coordinators</p> <p>WS/LC</p>	Sept 06	

	<p>group to explore issues and propose improvements</p> <ul style="list-style-type: none"> <li>• Ensure training needs are included in all appraisals</li> <li>• Ensure regular appraisals are undertaken in respect of all employees</li> </ul>	<p>Directors</p> <p>Directors</p>	<p>June 06</p> <p>June 06</p>	
Review arrangements for publicity of courses	<ul style="list-style-type: none"> <li>• Ensure equal publicity of, and access to, training, particularly in Neighbourhood services and weekly/4 weekly paid employees</li> </ul>	RW/JW/Directors		
12. Leadership and Change		JM		
Increase publicity for new departments and promote benefits, particularly in Adult & Community Services and Neighbourhood Services		WS/AR		
Increase Chief Executive's	<ul style="list-style-type: none"> <li>• be present and take a role</li> </ul>	CEX		

profile	<ul style="list-style-type: none"> <li>in the Long Service Awards (already in hand)</li> <li>• be present and take a role in the proposed Celebrating Success event (already being planned)</li> <li>• undertake visits to depots, sites, outlying offices to meet staff</li> <li>• more coverage in Newsline which helps answer the question "What has the Chief Executive ever done for me?"</li> </ul>	<p>CEX</p> <p>CEX</p> <p>AR</p>		
Increase the profile of CMT	<ul style="list-style-type: none"> <li>• produce posters with pictures of CMT members in the corporate structure format (a bit like the Members photo sheet.) and have a page on the intranet for Chief Executive / CMT messages</li> <li>• Management Matters series – the Council's structure explained</li> </ul>	<p>WS</p> <p>AA</p>		
Positive messages	<ul style="list-style-type: none"> <li>• Publicise every change</li> </ul>	WS		

	<p>made as a result of the employee survey – tag the actual change “You said – we acted”</p> <ul style="list-style-type: none"> <li>• Set “success story” targets for departments</li> <li>• Establish an annual corporate “Celebrating Success” event</li> <li>• Focus on national press releases</li> <li>• Resolve issues with local press e.g. invite local press to visit/tour and meet with key officers, give them lunch</li> </ul>	<p>JM</p> <p>RW</p> <p>AR</p> <p>AR</p>		
Change management	<ul style="list-style-type: none"> <li>• Publicise change protocol and local arrangements more during management restructures e.g. face to face group meetings, e-mail staff, posters around the workplace</li> <li>• Agree a plan to address Adult &amp; Community Services issues particularly</li> </ul>	<p>HR</p> <p>DACS</p>		
Departmental issues	<ul style="list-style-type: none"> <li>• Consider departmental</li> </ul>	Directors		

	responses to the whole of the 2005 Employee Survey, and identify actions, at DMT's			
Strategic issues	<ul style="list-style-type: none"> <li>Identify strategic issues for the Council and CMT, and agree actions in response to them</li> </ul>	CMT	April 2006	



# **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

3<sup>rd</sup> April 2006



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

**Subject:** ASSET MANAGEMENT PROGRAMME  
2006/2007

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## **SUMMARY**

### **1.0 PURPOSE OF REPORT**

To provide a position statement on the management of the Council's assets, to outline plans for 2006/7 and to seek approval to the proposed property maintenance programme for 2006/2007

### **2.0 SUMMARY OF CONTENTS**

The updated position statement and budget details for property maintenance in 2006/2007

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

Asset Management is key in effective use of Council resources.

### **4.0 TYPE OF DECISION**

Non - Key

### **5.0 DECISION MAKING ROUTE**

Performance Management Portfolio Holder

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

- 1) That the Portfolio Holder notes the progress on and plans for the asset management plan / capital strategy including the approach to option appraisal.
- 2) That the Portfolio Holder notes and approves the approach to maintenance backlog in Section 6 of the report including the formalisation of a maintenance strategy.

- 3) The Portfolio Holder is asked to note and approve the continued approach taken to the removal of major barriers to access to buildings open to the public.
- 4) That the Portfolio Holder is asked to note and approve the broad approach being taken to the removal of Shortcomings to improve performance of BVPI 156.
- 5) That the proposed Corporate Planned Maintenance programme of work as detailed in **Appendix 3** Table A be approved.
- 6) That the Head of Procurement and Property Services be authorised to apply flexibility in the order and value of proposed expenditure to ensure maximised benefits from the budgets available with minimised service disruption
- 7) That the Portfolio Holder notes the problems highlighted in respect of derelict Council land and buildings and the need to address these issues via the asset management plan / capital strategy.

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

**Subject:** ASSET MANAGEMENT PROGRAMME 2006/2007

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## **1. PURPOSE OF REPORT**

- 1.1 To provide a position statement on the management of the Council's assets, to outline plans for 2006/7 and to seek approval to the proposed property maintenance programme for 2006/2007

## **2. BACKGROUND**

- 2.1 Asset Management has an important role to play in achieving the Council's and the Community Strategy objectives:-
- Better public services through better assets – the right assets in the right place can make the difference.
  - Sustainable Communities – the contribution of land and property to regeneration.
  - Property and investment planning is a key part of the Council's overall budget framework – contributing to the efficiency strategy and effective use of resources.
  - Sharing public sector property assets – in the future integration and alignment of services.

## **3. THE ASSET MANAGEMENT PLAN (AMP) AND THE CAPITAL STRATEGY**

- 3.1 The Council's Asset Management Plan (AMP) provides a lead on Strategic Asset Management and provides a framework for the appraisal and selection of the capital and annual planned maintenance programmes. The 2002/03 Plan was categorised as "Good" by the Government Office for the North East which meant an additional capital allocation for 2003/4 of £100k (one year only). The plan was delivered alongside the Council's 3 year Capital Strategy.
- 3.2 In previous years our excellent Comprehensive Performance Assessment (CPA) rating also meant that the Council did not need to reproduce the Plan however, this has been done annually on the basis of good asset management.
- 3.3 The AMP is a comprehensive document looking at existing and future arrangements and sets out relevant priorities. The AMP will again be reviewed in 2006 but significantly it will be integrated with an updated Capital

Strategy linking corporate objectives and the capital programme to the Council's financial strategy.

- 3.4 The integrated document will strengthen the Council's approach to managing its asset base and address the relevant key lines of enquiry within the Use of Resources judgement of the CPA.
- 3.5 The draft document is due for completion in April 2006 and will be considered by Cabinet in June 2006.
- 3.6 To ensure delivery of the priorities within the AMP / Capital Strategy a Strategic Capital Resource and Asset Programme Team of officers (Assistant Director Level) chaired by the Director of Neighbourhood Services will be put in place. This team will:-
  - Provide vision to AMP
  - Identify and prioritise use of resources
  - Agree the Council's capital programme based on option appraisals / business cases
- 3.7 The Corporate Asset Management Group will continue to operate and will concentrate on:-
  - Operational management
  - preparation of options
  - delivery of AMP / Capital Strategy priorities

The Group will include senior officers covering capital and asset streams such as:-

- Land and Property
  - Highways / Transport
  - Other major infrastructure (e.g. coast protection, car parks, anhydrite mine, war memorials)
  - Vehicles, plant and equipment
  - Housing
  - Regeneration Schemes
  - Childrens Services
- 3.8 **Appendix 1** illustrates the proposed Asset Management and Capital Strategy framework.

#### 4. CAPITAL AND ASSET STREAMS

- 4.1 **Land and Property** – the delivery of the Council's 3 – 5 year disposal strategy, the accommodation strategy coming out of the Council's Way Forward Change Management Programme and the issues around untidy / derelict Council land.
- 4.2 **Highways and Transportation** – the preparation of a Highways Asset Management Plan, the Local Transport Plan and maintenance programmes.

- 4.3 **Other Major Infrastructure** – including the Council's responsibility for car parks, coast protection structures and war memorials.
- 4.4 **Vehicles, plant and equipment** – procurement and leasing arrangements.
- 4.5 **Housing** – investment within the Council's strategic housing function
- 4.6 **Regeneration** – investment in schemes through a variety of initiatives across the Borough.
- 4.7 **Childrens Services to Schools** – linking with the Childrens Services Asset Management Plan and future investment in Building Schools For the Future.

## 5. OPTION APPRAISAL

- 5.1 The Council currently requires all capital programme bids to be appraised in line with the budget framework and corporate priorities with an emphasis on whole life costing to ensure sustainability of a project (**Appendix 2** refers)
- 5.2 The current Capital Strategy has been driven largely by Government allocations to specific schemes which undergo project appraisals.
- 5.3 The Council's planned maintenance programmes for property and highways are appraised and selected using a range of criteria. As an example **Appendix 3** indicates the criteria for the public buildings planned maintenance programme which is considered scheme-by-scheme by the Corporate Asset Management Group.
- 5.4 The option appraisal scheme for capital bids generally, is being reviewed considering our current arrangements and those of other local authorities, including Beacon Councils. They will be an integral part of the AMP / Capital Strategy prioritisation of capital bids.
- 5.5 The option appraisal scheme will also supplement the Council's 3 – 5 year disposal strategy (Approved by Cabinet on 6.9.2004) and Accommodation Strategy in making assessments of land and property disposals and acquisitions.

## 6. MAINTENANCE BACKLOG

- 6.1 Maintenance Backlog is customarily represented by a single monetary figure, usually large, and in the case of Hartlepool Borough Council, for the Corporate Estate excluding schools, is now assessed as being £7,226,810. This figure is made up as follows :-

- **Priority 1. £309,880.** Urgent work that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation.
- **Priority 2. £3,919,188.** Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of legislation.
- **Priority 3. £2,997,742.** Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.

6.2 Works in Priority 4 are of a long term nature and are outside of the 5 year planning period. They should not be classed as backlog.

6.3 Works outside the 5 year planning period include such items as the continuing need to service plant and equipment and to undertake redecoration and undertake lift and boiler replacements. Such items will, as time passes, fall eventually within the 5 year period and could then be planned for. The approach taken to date upon the collection and assessment of this information is changing due to the current drivers of Asset Management, Best Value and Value for Money considerations. Value for money can be considered as the optimum combination of whole life costs and quality to meet the Council's requirements.

6.4 The adoption of such methodology would require the whole life costs of operating a building over the time period to be calculated and known. This would include all maintenance costs and would facilitate to an optimum the planning for not only the maintenance but for the operation of properties. It is envisaged that increasing use of this methodology will be imperative in not only proving value for money but also in ensuring that the Council has plans in place to deal with its backlog of maintenance. This is a developing field and the importance of whole life costing is illustrated by the following table from the Royal Academy of Engineering who found that the typical costs for owning a building are in the ratio of :

1	Construction costs
5	Maintenance costs
200	Building operation costs.

Other research puts the ration as:

1	Design
5	Construction
200	Costs in use – including maintenance.

- 6.5 In previous years we have reported backlog maintenance as a total of the 4 priority categories. i.e. £11.25 million in 2005. These figures need to be considered in the context of a five year planning period and the way to consider this information is that the **Backlog Maintenance** that is outstanding comprises only the **Priority 1** items totalling **£309,880**. There will, of course, always be a backlog of maintenance.
- 6.4 The **Priority 2 and 3** items being considered as **Required Maintenance** (i.e. required with two to five years) totalling **£6,916,930**.
- 6.5 Since the current system of Condition Assessment and Priority Grading was introduced in 2002 the Backlog Maintenance in Priority 1 has been reduced from £707,725 to the current £309,880 whilst the Required Maintenance shows a slight rise from £6,916,930 to £6,918,285.
- 6.6 The ideal would be for each year to have sufficient Annual Planned Maintenance Budget to deal with all the identified Priority 1 items together with a planned budget to tackle the Required Maintenance (over 5 years).
- 6.7 Analysis of the historical Condition Assessment data that has been collected over the past five years shows that an annual Planned and Cyclical Maintenance Budget of £1,400,000 is currently required to deal with the required maintenance of the Corporate Estate and utilising the accepted 70/30 Planned/Reactive ratio a sum of £415,000 required for Reactive Maintenance although this is subjective.
- 6.8 Over the next 6 months a maintenance strategy will be formalised that will consider budgets currently allocated to Planned and Reactive Maintenance to see how they compare with what is assessed as the requirements. The strategy will be built on stakeholder input through the AMP / Capital Strategy Groups.
- 6.9 The current system sees maintenance budgets disaggregated to Service Departments giving them responsibility for their own Reactive and Cyclical maintenance with a top slicing for Planned Maintenance.
- 6.10 Cyclical Maintenance items such as boiler, heating and ventilation servicing, redecoration, electrical inspection and testing are currently the responsibility of Service Departments.
- 6.11 The Maintenance Strategy would provide a plan with options to remove the Backlog of Maintenance, and deal with the Required Maintenance over the next five years whilst at the same time ensuring that all cyclical and appropriate Reactive Maintenance is carried out.
- 6.12 Initiatives such as the investment of £3 million of prudential borrowing into Capital Maintenance Works at the Civic Centre over the next 3 years show that planning is in place to deal with Backlog and Required maintenance as long as strict control is exercised in its prioritisation.

6.13 Funding of our maintenance strategy may come from a number of sources such as prudential borrowing, invest-to-save or property rationalisation / efficiencies. Funding options will require consideration within the 2007/8 budget process.

6.14 The next section provides the maintenance planning framework for 2006/7.

## 7. MAINTENANCE PROGRAMME 2006/7

7.1 The allocation for property maintenance in 2006/2007 is as follows:

### Corporate Planned Maintenance

- Dealing with all Buildings Excluding Schools £188,259
- Non Schools Contributions £22,968
- Total provisional budget £211,227

### Administration Buildings reactive and Cyclical and Reactive cyclical Budgets.

• Civic Centre	27,342	101,421
• Aneurin Bevan House	865	4,247
• Leadbitter Buildings	1,132	9,478
• Archive Offices	763	3,217
• Municipal Buildings	1,350	16,611
• Bryan Hanson House	<u>1,413</u>	<u>8,828</u>
Total Provisional Reactive/Cyclical Budget	<u>34,963</u>	<u>145,901</u>

**Other departmental disaggregated reactive and cyclical maintenance budgets (increased in line with inflation)** **£319,645**

Major Barriers to Access – capital allocation 2006/7 **£50k**

2.5% sustainable increase in maintenance budget. ring fenced for legionella management corporately **£64k**

Proposed Prudential Borrowing for Civic Centre major investment programme 2005/2008. **3 million raised over 3 years**

War Memorial (Victory Square / Redheugh Garden) Capital Investment **£98,000**

- 7.2 The combined allocation of planned cyclical and reactive maintenance for 2006/7 is £711,736 to cover 170 buildings. This presents a difficulty in the Council's drive to improve buildings and "Reduce" the "Backlog" of maintenance currently standing at £309,880 and the required maintenance of £6,916,930. (£1.4 million over 5 years).
- 7.3 In 1999/2000 a Sustainable Property Strategy was introduced to increase the Repairs and Maintenance Budget by 5% in real terms annually, but this was reduced to 2.5% from 2002/3 owing to the Council's financial position and has therefore resulted in a fall in the available funding for Corporate repairs and maintenance.
- 7.4 Owing to Corporate budget pressures the 2.5%% real increase in maintenance has now been set aside for the additional commitments relating to Legionella inspection and testing over all departments rather than increasing mainstream maintenance. This has committed £64,000 of the mainstream maintenance budget.
- 7.5 Inevitably the funding available to the Council is less than the collective demands of the buildings for repair work, planned maintenance and modernisation work. There is now a combined total of backlog and required maintenance of around £7.3 million with a much greater percentage of reactive rather than planned works taking place. In order to target funding to the areas of greatest need, information provided by the Property Services Division of Neighbourhood Services is used. This reflects a continual process of investigation and assessment of the repair and maintenance needs of buildings. That technical assessment is matched with the established criteria for prioritisation in the Asset Management Plan / Capital Strategy.
- 7.6 The Council's decision to allocate £3m for works to the Civic Centre enables the essential backlog maintenance works in respect of this building to be addressed. This will ensure the Civic Centre can continue to be operational for the next 30 years and addresses one of the Council's greatest maintenance risks.
- 7.7 It is recognised that further investment will be required and this will be addressed as part of the development of the Council's Asset Management Plan / Capital Strategy.

## 7.8 Breakdown of Backlog by Priority and Condition Grades

**CONDITION DATA - 22/03/06****Corporate Property Maintenance Backlog**

	<b>P1</b>	<b>P2</b>	<b>P3</b>	
<b>Condition</b>				<b>TOTALS</b>
<b>A</b>	£0	£200	£1,200	£1,400
<b>B</b>	£5,250	£387,110	£920,782	£1,313,142
<b>C</b>	£251,460	£3,379,548	£2,045,280	£5,676,288
<b>D</b>	£53,170	£152,330	£30,500	£236,000
<b>Totals -</b>	<b>£309,880</b>	<b>£3,919,188</b>	<b>£2,997,762</b>	

**Condition Gradings**

<b>A</b>	<b>Good</b>	Performing as intended and operating efficiently
<b>B</b>	<b>Satisfactory</b>	Performing as intended but minor repairs needed
<b>C</b>	<b>Poor</b>	Exhibiting major defects and/or not operating as intended
<b>D</b>	<b>Bad</b>	Life expired and/or serious risk of failure

**8. MAJOR BARRIERS TO ACCESS – CAPITAL ALLOCATION**

8.1 The program for the removal of identified Major Physical Barriers to access to buildings open to the public has been on going since 2001. A budget totalling £300,000 has been provided to date and the improvements to a number of properties have included the provision of level access and unisex accessible toilets amongst many other things.

8.2 2005/06 saw the completion of a further phase of this programme combined with works to remove the shortcomings to Best Value Performance Indicator 156 Accessibility of Buildings, which is regarded as a corporate priority

8.3 Properties to benefit from major barrier removal were :

- Wharton Terrace Annexe
- Seaton Park Pavilion – with further works to be completed in 06/07
- Sir William Gray House

8.4 Shortcomings to BVPI 156 Compliance have been addressed at the following properties in accordance with the recommendations of the Access Officer. and are currently awaiting audit:-

- West View Sure Start

- Ward Jackson Park Visitors Centre
- Drugs Action Centre
- Rossmere Way Surestart
- West View Community Centre
- Brougham Enterprise Centre
- Throston Grange Community Centre
- Brinkbum Youth Centre

8.5 Capital funding of £50,000 per year is to be provided for a further two years and this will enable the completion of the programme of identified major barriers providing reasonable access to all buildings open to the public. It will also facilitate the raising of the percentage of buildings in which all the public areas are suitable for and accessible to the public in accord with the requirements of Best Value Performance Indicator 156 from 16.7% in 2004/5 to around 30% at the end of 2006/7.

8.6 The Chief Financial Officer has agreed to the acceleration of the programme and the proposed spending profile is as follows:-

	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
Base Budget Allocation	£50000	£50000	£50000	£50000
Budget to be pre allocated		(£36000)	(£18400)	(£50000)
Budget brought forward	£36000	£ 18400	£50000	£0
Expenditure Major Barriers	£86000	£30800	£72600	£0
Expenditure BVPI 156		£ 1600	£ 9000	£0

8.7 The proposed Major Physical Barriers Programme for 2006/07 and follows the schedule of identified schemes. is :-

Seaton Park Pavilion	Unisex Accessible Toilet	£19600
Lynn Street Vehicle Testing	Ramped access	£15000
Greatham Youth Centre	Unisex Accessible Toilet	£19000
Bridge Youth Centre	Unisex Accessible Toilet	£19000
	Total expenditure	£72600

8.8 The proposed programme to remove BVPI 156 Shortcomings is as follows:-

#### **2006/07**

<b>Property</b>	<b>Works</b>	
Headland Branch Library	External Works, entrance doors lobbies, corridor and unisex toilet	£9000
	Total expenditure	£9000

8.9 It is hoped that Service Departments may offer to contribute to the funding of some of these works and therefore there will need to be some flexibility in the proposed expenditure on individual schemes and the ability to move from year

to year to suit Service Department requirements so that front line services are not disrupted.

#### 8.10 Reserve BVPI Shortcomings Removal Schemes

Jutland Road Community Centre	Main entrance, internal door unisex toilets and counter	£4000
Lynn Street Vehicle Testing	External Works, main entrance induction loop and counter	£8000
Leadbitter Buildings	External works, main entrance internal corridors	£6000
Burbank Community Centre	External Works, main entrance internal doors, unisex toilet, induction loop and counter	£16000

8.11 It can be seen that all schemes are generally scheduled in order of increasing expenditure and that even with some Service Department contributions it is unlikely that it will be possible to complete all works from within the budget available. However a noticeable difference will be made to access to building open to the public and the BVPI 156 performance will be improved.

8.12 The programme for the Removal of Major Barriers has been prioritised using a number of factors:-

- Disability Rights Commission Survey
- Access Audits
- Suitability Surveys
- Characteristics of site

8.13 From existing data the Council has identified the following to be the areas of highest priority:-

- Stepped main access to buildings
- Lack of accessible toilets
- Uneven internal levels
- Provision of lift access to first floor
- Provision of aids to communication (i.e. Induction Loop Systems)
- Internal corridors/doors

8.13 The Council conducted a Viewpoint 1000 survey in April 2000 upon Access for the Disabled in which the views of both disabled and able bodied people on access to public buildings used by the general public were sought. The results indicated that the buildings where the respondents felt that access could be most improved were:-

- Civic Centre
- Local Housing Offices
- Central Library

- Municipal Buildings
- Borough Buildings
- Mill House Leisure Centre

8.14 The survey also indicated that the most improvement to make access for the disabled easier could be made at :

- Council Offices
- Leisure facilities
- Tourist Attractions
- Libraries.

8.16 Representatives of Hartlepool Access Group indicated that priority should be given, in the first instance to buildings that the public had no option but to attend to obtain services. These factors inform the prioritisation process. A close working relationship has been made with the Hartlepool Access Group through the Council's Access Officer and attendance at meetings of the Hartlepool Access Forum which the Access Officer chairs.

## **9. DERELICT COUNCIL LAND AND BUILDINGS**

9.1 The problem of untidy/derelict buildings and sites in the Borough have recently been highlighted together with the associated financial implications for the Council

9.2 Whilst the properties currently targeted are privately owned (a recent report to the Portfolio Holder for Liveability and Regeneration refers), there is clearly a need for the Council to address its own problem sites. Currently however there is no dedicated budget for this purpose and efforts to address any such problems have to seek ad hoc solutions using whatever available funding streams to serve the particular purpose. Possible ad hoc solutions could be the Portfolio Initiatives provision or the potential (but unconfirmed) capital receipt from an eventual disposal for redevelopment. Such an approach is inefficient, uncertain and can take a long time to effect solutions.

9.3 Any consideration of establishing a dedicated fund to address such problems with Council-owned properties, however, needs to be considered alongside the continuing need to address the needs for repair and maintenance of operational Council property within the asset management strategy and capital strategy.

## **10. HIGHWAYS ASSET MANAGEMENT**

10.1 The Tees Valley Authorities have jointly appointed a consultant, Opus International Consultants, to provide a series of Workshops to enable the production of Highway Asset Management Plans for each of the Authorities.

## 10.2 The workshops and dates are as follows:

Structure of the document and data needs(complete) - March 2006  
 Level of Service and Performance Reporting - April 2006  
 Whole Life Costing and Lifecycle Plans - June 2006  
 Process Evaluation and Risk Management - Sept 2006  
 Forward Work Program and Valuation - Oct 2006  
 Overall Review and Improvement Action Plans - If req. 2006

## 10.3 The Highways Asset Management Plan should be ready for implementation by January 2007 and will be further developed into a Transport Asset Management Plan (TAMP) during 2007 (this adds transportation elements to the plan).

# 11. FINANCIAL IMPLICATIONS

## 11.1 Corporate Planned Maintenance

Projects for 2006/2007 are included in **Appendix 3** as follows:

Table A – lists projects which need to be addressed as a matter of Urgency and agreed by the Corporate Asset Management Group using the criteria for prioritisation

Table B – identifies reserve projects based on the same information

The costs quoted at this stage are estimated values. It is suggested that projects in Table A are approved for inclusion in the 2006/2007 programme.

Table B remains as an ongoing list which reflects a high priority of the remaining condition related backlog maintenance.

# 12. RECOMMENDATIONS

## 12.1 That the Portfolio Holder notes the progress for the asset management plan / Capital Strategy including the approach to option appraisal.

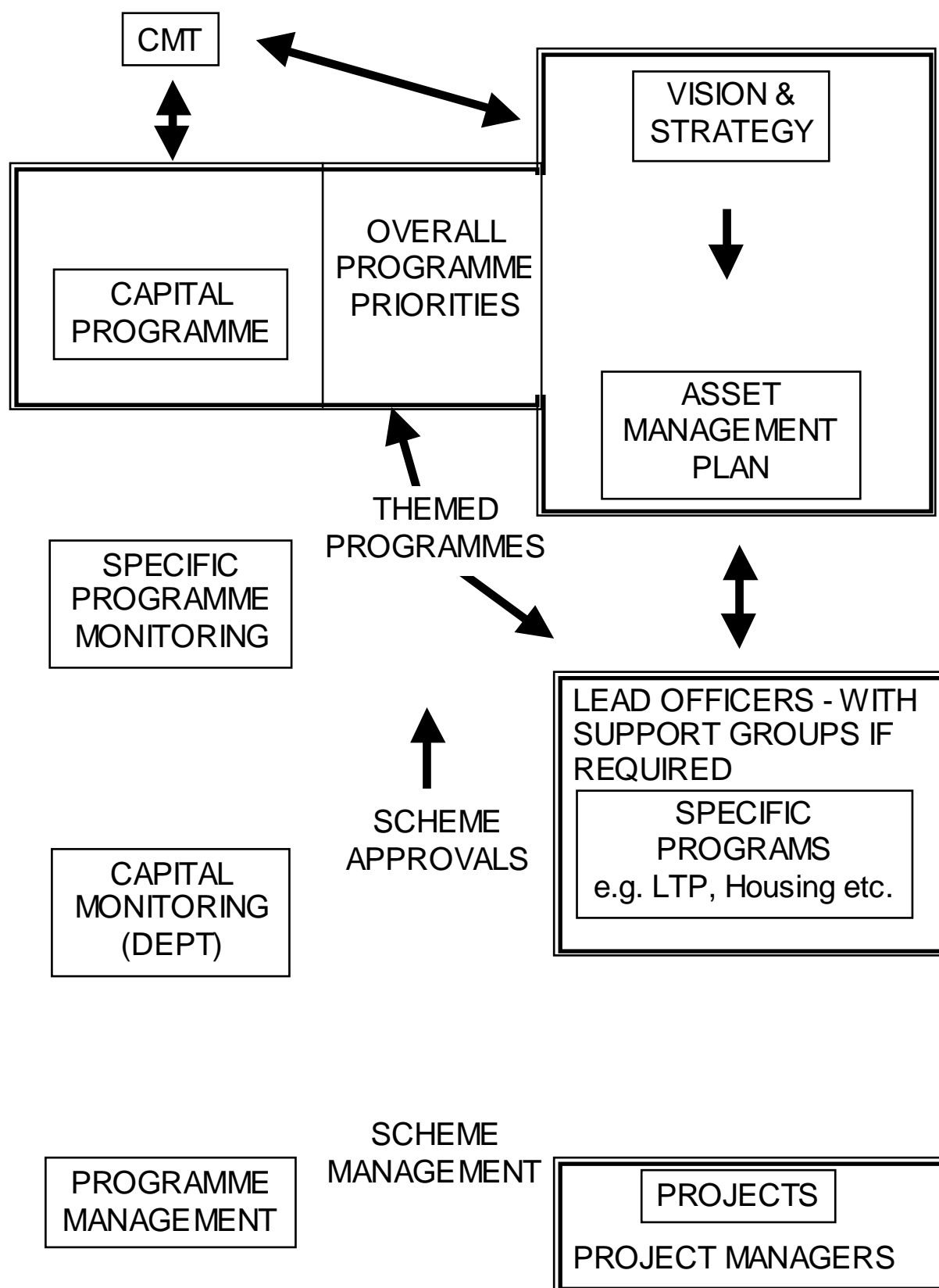
## 12.2 That the Portfolio Holder notes and approves the approach to maintenance backlog in Section 6 of the report including the formalisation of a maintenance strategy.

## 12.3 That the Portfolio Holder is asked to note and approve the continued approach taken to the removal of Major Barriers to Access to Buildings Open to the Public.

## 12.4 That the Portfolio Holder is asked to note and approve the broad approach being taken to the removal of shortcomings to improve performance of BVPI 156.

- 12.5 That the proposed Corporate Planned Maintenance programme of work as detailed in **Appendix 3** Table A be approved.
- 12.6 That the Head of Procurement and Property Services be authorised to apply flexibility in the order and value of proposed expenditure to ensure maximised benefits from the budgets available with minimised service disruption
- 12.7 That the Portfolio Holder notes the problems highlighted in respect of derelict Council land and buildings and the need to address these issues via the Asset Management Plan / Capital Strategy.

Asset Management and Capital Strategy



**STRATEGIC CAPITAL RESOURCE  
AND ASSET PROGRAMME  
TEAM**

**CORPORATE ASSET  
MANAGEMENT PLANNING  
TEAM**

**2nd TIER** CHAIR  
DIRECTOR OR NEIGHBOURHOOD SERVICES  
MEMBERS  
ASSISTANT CHIEF FINANCIAL OFFICER  
HEAD OF PROCUREMENT & PROPERTY SERVICES  
ADULT AND COMMUNITY SERVICES (Asst Dir)  
CHILDRENS SERVICES (Asst Dir)  
PLANNING AND REGENERATION (Asst Dir)

**3rd TIER** CHAIR  
HEAD OF PPS / ACFO  
AMP LEAD OFFICERS  
DEPARTMENT REPS  
PROJECT LEADS (as  
required)

**TERMS OF REFERENCE**

APPROVE – VISION  
STRATEGY  
AMP

PREPARE - VISION AMP

DELIVER STRATEGY / AMP

CAPITAL AND ASSET STREAMS:-

RESOURCE - IDENTIFY AND  
PRIORITISE  
USE OF RESOURCES

BUILDINGS  
LAND  
HIGHWAYS  
OTHER MAJOR INFRASTRUCTURES  
(e.g. coast protection, Anhydrite Mine)  
VEHICLES PLANT AND EQUIPMENT  
HOUSING  
REGENERATION  
CHILDRENS SERVICES

MODERATE - CONTROVERSIAL  
MARGINAL  
ONE OFF SCHEMES

**See Distribution**

Assistant Chief Financial Officer &  
Head of Property Services  
CL/LH Mr C Little, Ext. 3101

***IMPLEMENTATION OF REVISED APPROVAL PROCEDURES FOR  
SUBMITTING CAPITAL BIDS***

The purposes of this memo are:

- to outline why the Council needs to implement revised approval procedures for submitting capital bids; and
- to outline the new procedures.

***Why are new procedures needed?***

In previous years the Council's capital investment strategy aimed to maximise investment in the town to secure new or improved facilities. In view of the deteriorating revenue position in future years this approach is no longer appropriate. Therefore, a new strategic approach is needed to enable Cabinet to consider bids before they are submitted. This approach will apply to all proposals and enable Cabinet to ensure that only those bids, which will contribute towards the Council's overall aims are approved.

The Budget and Policy Framework report referred to the need for these new procedures and both Cabinet and Council have approved the basic approach. This memo set outs the proposed detailed procedures.

The new procedures will play an important part in the next CPA review as they will help demonstrate that the Council: -

- has a policy led budget;
- links budgets and the capital programme to its priorities;
- effectively manages its asset base;
- has effective arrangements for reporting and monitoring performances against budgets.

***New Procedures***

In order to ensure a consistent corporate approach all proposed bids for capital projects (including schemes, which will be fully funded from grants), will need to be approved by Cabinet before they are submitted. The report to Cabinet will need to include the following sections: -

- Brief description of project;
- Description of how project will contribute to achievement of the Council's aims, (including the specific Community Strategy Aim);

- Analysis of capital cost of proposal and funding sources;
- Description of how project is aligned to the Corporate Asset Management plan (via prior consultation with the CAMG).
- Analysis of revenue cost of proposal (including determination of “Whole Life Costs” and the value of annual revenue contribution to establish a “Whole Life Costs” reserve) and funding arrangements, including
  - an exit strategy if time limited grant funding will be used; or
  - the identification of savings which will be implemented to offset new costs and why the proposal is a higher priority than the existing service.
- Risk Assessment, including:
  - strategy for managing project within approved capital budgets to demonstrate how overall cost increases will be managed;
  - assessment of impact on future service flexibility of grant claw back arrangements;
  - arrangements for ensuring funding conditions will be complied with.

The report will also include a detailed Project Evaluation Form, either the standard HBC pro-forma or the funders project application where this records the same information.

### ***Implementation Date for New Arrangement***

With immediate effect.

ASSISTANT CHIEF FINANCIAL OFFICER  
(CORPORATE FINANCE)

HEAD OF PROPERTY  
SERVICES

### **Distribution:**

J Fitt, Director of Education  
 P Scott, Director of Regeneration & Planning  
 J Mennear, Acting Assistant Director of Community Services (Cultural Services)  
 A Mawson, Head of Community Safety & Prevention  
 I McMillan, Acting Director of Social Services  
 I Parker, Acting Director of Neighbourhood Services  
 J Cordiner, Acting Assistant Director of Education (Resources)  
 J Mason, Support Services Manager, Regeneration & Planning  
 D Ward, Principal Finance Officer, Community Services  
 J Willis, Principal Finance Manager, Social Services  
 K Smith, Head of Support Services, Neighbourhood Services  
 S Shears, Chief Accountant  
 S Barber, Assistant Chief Accountant (Other Services)  
 A Carr, Assistant Chief Accountant (Education, Community Services & Social Services)

## 2.7 APPENDIX 3

	Property	Description of Project	Estimated Costs Including Fees	Prioritisation Criteria														Table A		
					Corporate Property Objectives															
				AMP Category	Community Strategy Themes and Priority aims	Ensure Property Solutions Appropriate to service needs	Maximise financial return from property	Minimise Cost in use of property	Enhance quality Sustainability. Accessibility	Outcome of Best Value reviews	Anticipated Service delivery life	Long term Interest in Property	Strategic Corporate Property Review	Integration with proposed future capital Funded refurb	Availability and possibility of attracting additional funding other funding sources	Requirements to phase works in order to spread costs	Potential revenue saving	Health and Safety Implications	Comments	
1	Church Street Offices	Boiler Replacement	30000	n/a	Yes	Yes	Yes	Yes	Yes		Long Term	Yes					Yes	Yes	Boilers obsolete	
2	A2L	Boiler Replacement	60000	2a	Yes	Yes		Yes	Yes								Yes	Yes	December 2005 operational problems requiring asbestos clearance no parts available for the plant (obsolete)	
3	Throston Library	Roofing	30000	2d	Yes	Yes		Yes	Yes		Long Term	Yes					Yes	Yes	Site inspection KT/SH/AW 25th August 2005	
4	Education Development Centre	Roofing Phase 3	60000	2c	Yes	Yes	Yes	Yes	Yes		Long Term	Yes				Yes	Yes		Noted evode and membrane failure	
5	Civic Centre	Completion of Electrical test and inspection	20000	n/a	Yes	Yes		Yes	Yes		Long Term	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Continuation of previous phases linked to major investment project	
		Sub total	200000																	

## 2.7 APPENDIX 3

																			<b>Table B</b>
6	Seaton Carew Library	Roofing	30000	3c	Yes	Yes		Yes	Yes		Long Term	Yes					Yes		Site inspection 9th December 2005 AW/SH
7	Seaton Carew Youth Centre	Roofing	65000	2c	Yes	Yes		Yes	Yes		Long Term	Yes					Yes		Site inspection AW/SH 4th October. Interim repairs completed December 2005
8	Seaton Carew Youth Centre Sports hall	Roofing	65000	2c	Yes	Yes	Yes	Yes	Yes		Long Term	Yes					Yes		Site inspection AW/SH 4th October. Interim Repairs completed December 2005
9	Education Development Centre	Windows to Garden area	6000	2c	Yes	Yes	Yes		Yes		Long Term						Yes		User priority supported by Childrens Services
10	A2L	Roofing	60000	2c	Yes	Yes		Yes	Yes							Yes	Yes	Yes	Interim repairs 2005/2006. Need to consider the Masts and telecommunication equipment
11	Municipal Buildings	Rationalise Boiler plant	60000	n/a	Yes	Yes	Yes	Yes	Yes		Long Term	Yes	Yes				Yes		Approaching obsolescence and prone to failure and inefficient
12	Indoor Bowls Centre	Roofing phase 1. TV or Dining room	30000	2b	Yes	Yes	Yes	Yes	Yes				Yes			Yes			Site visit 11th July 2005 SC/SH
13	Victory Square	Paving	15000	n/a	Yes	Yes		Yes	Yes		Long Term	Yes				Yes	Yes	Yes	Further water ingress above Argos Office December 2005

# **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder  
3<sup>rd</sup> April 2006



**Report of:** Assistant Chief Executive

**Subject:** EXPANSION OF HARTBEAT

---

## **SUMMARY**

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

To inform the Portfolio Holder of plans to incorporate supplements into Hartbeat resulting in the expansion of the magazine from a 48 to a 64 page publication.

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

The report gives details of the various supplements and when they will appear in the magazine.

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

Corporate issue.

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

Non-key decision.

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

Portfolio holder only.

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

To note the report.

**Report of:** Assistant Chief Executive

**Subject:** EXPANSION OF HARTBEAT

---

## **1.0 PURPOSE OF REPORT**

- 1.1 To inform the Portfolio Holder of plans to incorporate supplements into Hartbeat resulting in the expansion of the magazine from a 48 to a 64 page publication.

## **2.0 BACKGROUND**

- 2.1 Hartbeat, the community magazine for the residents of Hartlepool, is produced by the Council and is a well-established magazine. Published quarterly, 43,500 copies are distributed to all homes in the Borough and other locations such as hotels, restaurants and public buildings. It was launched in magazine format as a 28 page publication in 1997 but since then it has grown and is now a 48 page magazine. Prior to this it used to appear in the Hartlepool Mail as a pull-out in tabloid format.

- 2.2 The growth of Hartbeat is down to three key factors as follows:

- Advertising support has remained constantly strong to the extent that on occasions advertisers have had to be turned away.
- In recent years a number of organisations who are members of the Hartlepool Partnership have bought editorial space to help spread their messages to the community and beyond.
- Surveys of local residents show that there are high satisfaction levels. For example, 97% of residents read some or most of the content in the magazine.

- 2.3 Surveys have been carried out via the Viewpoint citizen's panel. The latest survey in 2005, which had over 800 respondents, showed that 97% found Hartbeat either helpful or very helpful in explaining the activities of the Council and what goes on in Hartlepool. 96% thought Hartbeat was easy to read and 75% said they were either satisfied or very satisfied with the magazine.

## **3.0 DEVELOPMENT OF SUPPLEMENTS**

- 3.1 It is important with any publication to continue to develop and improve it for the benefit of readers. Recently, the Council's Public Relations Team who coordinate the magazine have been exploring the

possibility of incorporating 8-page supplements/features to add value. As a result the following supplements/features will appear in the magazine during the 06/07 financial year.

**June -** Safer Hartlepool Partnership - community safety initiatives  
Adult and Community Services – School's Out information

**September -** Safer Hartlepool Partnership – community safety initiatives  
Children's Services – Education achievements

**December** Safer Hartlepool Partnership – community safety initiatives  
Children's Services – Education achievements

**March 07** Safer Hartlepool Partnership – community safety initiatives  
Children's Services – Education achievements

- 3.2 It is interesting to note that the development of Hartbeat over time has also achieved substantial savings for the Council. Going back to 1996, the budget for Hartbeat was £60,000. In comparison, the budget to produce four editions during 2006/07 is £6,335. However, given the overall support now for the magazine, the aim for 2006/07 is to make it a self financing publication.

#### 4. **RECOMMENDATIONS**

To note the report.

## **FINANCE AND PERFORMANCE MANAGEMENT PORTFOLIO**

**Report to Portfolio Holder  
3rd April 2006**



**Report of:** Chief Personnel Services Officer

**Subject:** PENSION DISPUTE – PROPOSED NATIONAL  
STRIKE ACTION

---

### **SUMMARY**

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

To brief the Portfolio Holder on the proposed national strike action by the trade unions and the Council's response

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

The report provides information on the proposed strike action by the trade unions and the Council's response.

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

Corporate issues.

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

Non-key decision.

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

Portfolio Holder only.

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

Noting of the report.

**Report of:** Chief Personnel Services Officer

**Subject:** PENSION DISPUTE – PROPOSED NATIONAL STRIKE ACTION

---

**1. PURPOSE OF REPORT**

To brief the Portfolio Holder on the proposed national strike action by the trade unions and the Council's response

**2. BACKGROUND**

- 2.1 The Portfolio Holder will recall that the trade unions obtained support for a national strike action around this time last year. At the eleventh hour, a deal involving the Office of the Deputy Prime Minister (ODPM), Local Government Association (LGA) and Trade Unions was struck resulting in the proposed strike action being called off. Following discussions involving all parties, the Deputy Prime Minister issued draft regulations in November for statutory consultation (with a view to these being made and laid in March 2006 to come into effect from April 2006). The report submitted to your meeting on 28 November 2005 provided full details of the draft regulations and the relevant positions (at that time) of the LGA and trade unions.

**3. PROPOSED STRIKE ACTION**

- 3.1 The local government trade unions received overwhelming support (for example, over 80% of Unison members who voted supported industrial action) for strike action in a recent ballot. The Council have received formal notification of a national day of strike action on 28<sup>th</sup> March 2006 from all appropriate trade unions.
- 3.2 The Council's approach to the results of the ballot is to try and maintain services where it is safe and appropriate to do so. Once firm decisions about services have been made the arrangements will be publicised widely.
- 3.3 The Council also recognises employees' right to strike and is working with the trade unions to ensure that the day of action is trouble-free and has no longer term industrial relations legacy.
- 3.4 I will provide a verbal report on the day of action at your meeting.

**4. LGA RESPONSE**

- 4.1 The Tripartite Committee comprising the ODPM, LGA and trade unions met on Tuesday 14 March 2006. Following the meeting, the LGA confirmed it “is still of the view that the draft regulations issued in December present the best way forward and were not convinced by the Unions' last minute representations at the Tripartite Committee on the Local Government Pension Scheme meeting this week.

The LGA understands union concerns that their members are being treated differently from other public sector employees, but the funded nature of the LGPS means that it has to be treated separately. The LGA is also unaware of any mechanism that would preserve the 85 year rule for all existing members and be legal.

It is now up to the Deputy Prime Minister, as the regulator, to ensure the scheme is appropriately updated and amended so that it can be affordable, sustainable and acceptable to tax payers. The LGA is deeply concerned that the threatened strike action will jeopardise services to the most vulnerable members of our communities”.

- 4.2 The LGA also set out the key policy points on the most recent stages of the discussions in a letter to the ODPM (Appendix 1)

**5. RECOMMENDATION**

- 5.1 That the Portfolio Holder notes the report

**Appendix 1**

The Rt Hon John Prescott MP  
Deputy Prime Minister  
ODPM  
26 Whitehall  
London SW1A 2WH

15 March 2006

Dear John

**Changes to the Local Government Pension Scheme in 2006**

Following the meeting of the Tripartite Committee on Tuesday 14 March I thought it would be helpful if I wrote to you detailing the Local Government Association (LGA) position which I hope will help you in the decision you have to make in the very near future.

The LGA wants an LGPS that:

- remains sustainable and affordable to scheme employers and to local taxpayers whilst being fair to existing and future employees, and
- addresses the social and economic challenges that result from changing demographics, and
- complies with forthcoming age discrimination legislation.

As you will know, the LGA has been consistent in its position throughout the Tripartite Committee discussions which followed the revocation of the April 2005 changes to the Scheme. That position was reached after consulting authorities last autumn, agreed by the LGA Executive and confirmed to the Tripartite Committee last November. We have since listened carefully to the unions' representations made in response to your proposals for change to the LGPS but, having considered these, we are still of the view that the draft regulations issued in December present the best way forward.

If the Government decides to depart from the proposals in those draft regulations any resulting increase in costs must not fall on employers or council taxpayers. This is in line with your statement to Parliament.

We have accepted your reassurances throughout this process that a replacement Statutory Instrument would be laid by April 2006 to replace the revoked April 2005 Order and also that the cost incurred by Funds during the period of revocation would not fall to be met by the Government or by employers.

We understand the unions' genuine concern that their members in the LGPS are being treated differently from other public sector employees, but we were not party to the decisions in the PSF and indeed you have made it clear throughout that the funded nature of the LGPS means that it has to be treated separately. In addition we are not aware of any mechanism that would preserve the 85 year rule for all existing members which would be legal.

Our position contrasts with that of the unions who wish all existing members of the Scheme to be protected from the removal of the 85 year rule. We do not consider the £5 billion cost of lifetime protection to be affordable, sustainable or justified and we would not wish to accept the unions' high risk assumptions about how this cost could be met. The reasons for our views are set out in the attached annex.

The Government's statement that up to 50% of any savings resulting from the removal of the 85 year rule could be recycled back into the Scheme must be seen in the context of these being taken forward into the new LGPS from April 2008, not in meeting the cost of protections under the current Scheme.

As the Regulator, we trust that you will ensure the scheme is appropriately updated and amended so that it can be affordable, sustainable and acceptable to tax payers.

Stabilising costs to safeguard the scheme will pave the way for the next stage of review to modernise the scheme so that it meets the needs of the current and future local government workforce. We look forward to engaging in those discussions over the coming months.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sandy', with a stylized, cursive script.

## Annex

The LGA has carefully considered the evidence presented to the Tripartite Committee and believes that changes to the LGPS are necessary. As you will know:

- we have accepted the Government's legal advice that the 85 year rule has to be removed in respect of benefits accruing after 30<sup>th</sup> September 2006, although we would prefer the 85 year rule to be removed in respect of benefits accruing after 31<sup>st</sup> March 2006 for new entrants
- we have agreed the Government's proposition that transitional protections should be applied on an objective justification basis to older members who will be aged 60 or over by 31<sup>st</sup> March 2013 (or that any other form of transitional protection may be offered provided that the cost to employers is no more than what it would have been under the revoked April 2005 regulations)

We do not believe that the unions' demand for lifetime protection for all existing Scheme members is justified for the following reasons:

- employees are living and drawing their pension for longer (in the last 30 years, men's life expectancy at 65 has risen by nearly a third and women's by nearly a fifth)
- pension costs for employers and hence, where the employer is a local authority, for council tax payers are rising as a result
- at the 2004 LGPS Fund valuations, the Funds in England and Wales were on average only 74% funded, with a £27 billion "black hole"
- although investment returns have subsequently risen, these gains have been offset by much reduced yield expectations
- changes to the Scheme are therefore needed to ensure the Scheme's future viability and affordability
- our actuarial advisers believe that the eventual costs of the various proposals are more likely to be close to those estimated by the Government Actuary's Department (GAD), as set out below, than the significantly different estimates produced by the union's advisors.
- GAD has estimated the following costs
  - cost of revoking the April 2005 changes between the revocation as at April 2005 to the proposed reintroduction of the changes in October 2006 – £0.6 billion

- cost of providing lifetime protection for all existing scheme members in excess of protection to members who will be aged 60 or over by 31 March 2013 - £5.0 billion.
- saving over the next 50 years if 50% of Scheme members opt to the maximum extent possible to commute pension into lump sum (using a commutation rate of 12:1) - £4.5 billion
- cost of recycling half the savings over the next 50 years from the removal of the Rule of 85 - £8.0 billion.
- the employers' understand that the savings from the removal of the 85 year rule have already been factored into the majority of employers' contribution rates set at the 2004 valuations, and GAD estimates that if lifetime protection is offered to all existing members, employer contributions would rise by around 2% at the next valuation
- if, however, half the saving of the removal of the Rule of 85 were recycled back into the Scheme, this would leave employers facing a £4.1 billion shortfall (i.e. £0.6 billion cost of revocation + £8.0 billion recycling of half the saving over the next 50 years - £4.5 billion commutation "savings" over the same period = £4.1 billion)
- the unions wish employers to accept high risk assumptions about how this shortfall could be met which, if they do not materialise in full, will lead to further costs falling on employers and hence on council tax payers following the next Fund valuations in 2007
- it has only ever been agreed that savings from commutation should be used to fund the cost of revocation. There has been no agreement that any such savings should also go towards the cost of lifetime protection for all existing Scheme members
- according to GAD, a reserve for future longevity improvements could well, in any case, use up the potential £4.5 billion of "savings" from commutation. In other words, the figure of £4.1 billion mentioned above would again rise to £0.6 billion + £8.0 billion = £8.6 billion
- if lifetime protection for all existing Scheme members were to be granted by the Government the likely outcome would be a poorer scheme for new members (or increased contributions for new members) akin to the situation that appears to be occurring in the public sector pension schemes covered by the PSF agreement. Lifetime protection for all existing members and a poorer scheme for new employees would create a two tier workforce, a situation which we are keen to avoid and which we are surprised the unions are willing to accept

- we have not yet heard any convincing argument as to how lifetime protection for all existing Scheme members is legally and objectively justifiable having regard to the forthcoming age discrimination legislation
- the 85 year rule is not only age discriminatory but also discriminates against women as proportionately fewer female scheme members are able to meet the 85 year rule than men (due to career breaks, starting work in local government later, etc)
- we would not be happy to go beyond the assumptions used by GAD when assessing the cost of full protection (e.g. a 7% staff turnover rate for those covered by the 85 year rule) nor would we wish to go beyond the assumed 50% take-up of the 12:1 commutation option assumed by GAD.