

PLEASE NOTE VENUE

PERFORMANCE PORTFOLIO DECISION SCHEDULE



Friday 13th July 2007

at 3.00 pm

in Training Room 2, Belle Vue Community, Sports and Youth Centre,
Kendal Road

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

1. **KEY DECISIONS**

None

2. **OTHER ITEMS REQUIRING DECISION**

2.1 Employee Attendance 2006/07 – Annual Report – *Chief Personnel Officer*

3. **REPORTS FOR INFORMATION / DISCUSSION**

3.1 Complaints to the Local Government Ombudsman in 2006/07 – *Assistant Chief Executive*

3.2 Workforce Development & Workforce Planning – 2006-07 Annual Report – *Chief Personnel Officer*

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

None

PERFORMANCE PORTFOLIO
Report to Portfolio Holder

13 July 2006



Report of: Chief Personnel Officer

Subject: EMPLOYEE ATTENDANCE 2006/7 - ANNUAL REPORT

SUMMARY

1. PURPOSE OF REPORT

To update the portfolio holder on the Council's performance in 2006/7 in relation to employee absence, future targets and to receive endorsement of actions proposed to achieve the targets.

2. SUMMARY OF CONTENTS

The report provides details of employee absence in 2006/7, future targets and the actions proposed to meet the targets.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

Note the report and endorse the actions planned.

Report of: Chief Personnel Officer

Subject: EMPLOYEE ATTENDANCE 2006/7 – ANNUAL REPORT

1. PURPOSE OF REPORT

1.1 To update the portfolio holder on the Council's performance in 2006/7 in relation to employee absence, future targets and to receive endorsement of actions proposed to achieve the targets.

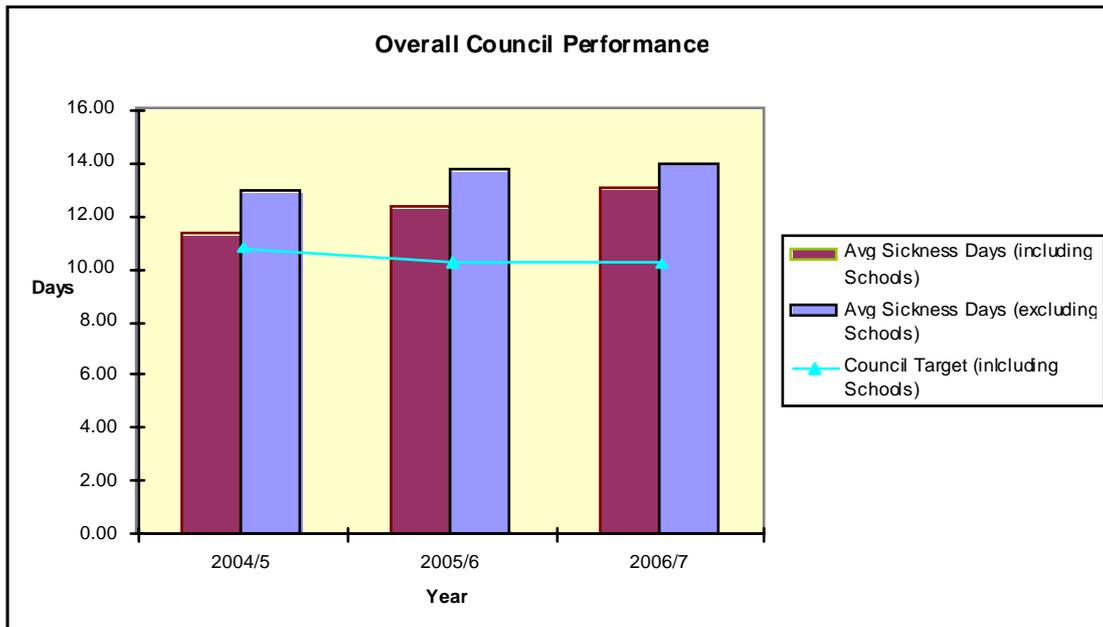
2. BACKGROUND

2.1 Effective absence management increases the amount of time employees are available to deliver services, thus securing improvements in efficiency and quality of provision. As such the Government has included BVPI 12 – The number of working days lost due to sickness absence in its range of Corporate Health Performance Indicators.

3. THE COUNCIL'S PERFORMANCE IN 2006/7

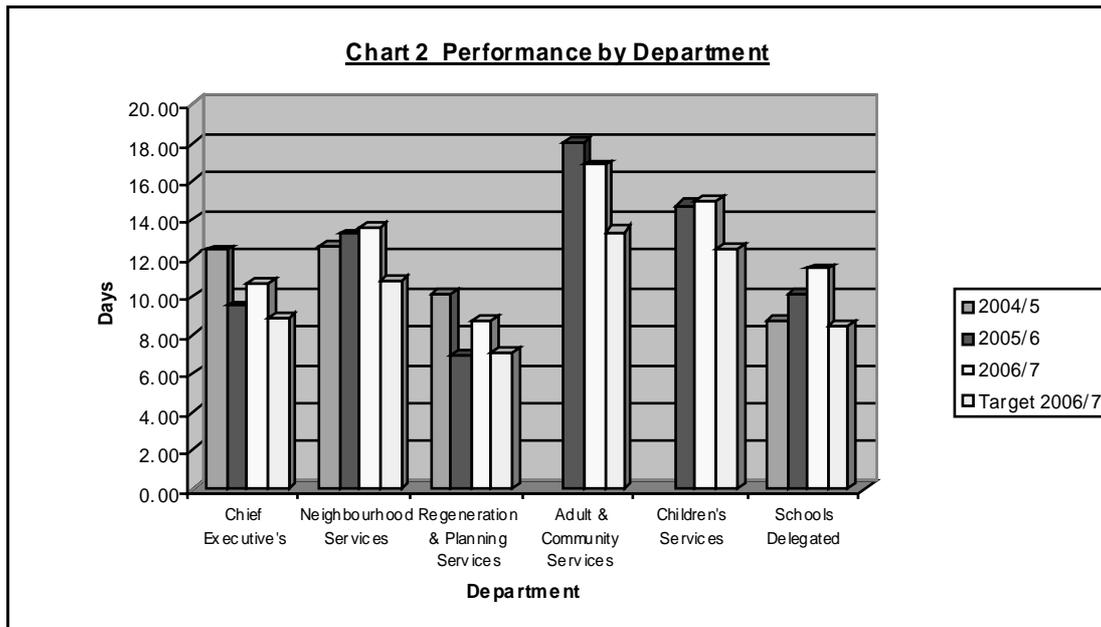
3.1 It should be noted that there is limited information compared to previous years due to the resources required for job evaluation and single status preparation that has taken priority in the Council. The HR Analyser tool has not been able to be developed sufficiently in 2006/7 and therefore information on absence reasons and short, medium and long terms absences are not available.

3.2 In summary, there was an increase in the Council's overall sickness absence for the year 2006/7. This is illustrated in Chart 1 below.



3.2 The 2006/7 performance continues to be in the bottom quartile when compared to the 2005/6 performance data for unitary authorities. The most recent National Employers information (for 2005/6) indicates that the north east region has the third worst sickness record (after the north west and west midlands). The North East also has a higher rate of general ill health nationally and this is expected to reflect on the overall health of the workforce and the number of sickness absence days taken.

3.3 Chart 2 illustrates the sickness absence days per FTE employee for each Department and for Schools for the previous 3 years, including very challenging targets that were in hindsight perhaps too optimistic. The missing data for two departments is due to the Social Services structure that changed in 2005. We can assume that predominately the increase in 2005/6 was as a result of the corporate structure changes that caused disruption at the time, especially within Community Services.



There is a promising decline in sickness absence rates for Adult & Community Services that is expected to continue into 2007/8. It is unfortunate that this has coincided with an unusual upturn in sickness absence rates in other areas such as Chief Executives and Regeneration and Planning which is not expected to continue but has meant overall that the sickness has increased.

The upward trend for increasing sickness absence in Schools is a cause for concern as these figures impact greatly on the overall levels within the Council significantly because of the numbers of staff involved (38% of Authority employees). Since early 2007, there has been intensive consultation with Schools and developments in the HR service to Schools to support them with sickness absence management and it is expected that this will assist in reducing the sickness absence rates in 2007/8.

- 3.6 According to 2004/5 local government sickness absence levels more than 40% of all absences on Council employees are attributable to stress, back problems and other musculoskeletal issues.

The reasons for absence have not been collated for 2006/7 for reasons explained. However, there is no reason to assume that the trend has not continued in that the main cause of sickness is stress (work and/or personal stress) followed by musculo-skeletal.

There is a focus for the development of proactive measures to alleviate work related stress ongoing and a health promotion strategy has been targeted as a priority in 2007/8.

4. 2006/7 AND FUTURE YEARS' INDICATORS AND TARGETS

4.1 Each Department has set their average sickness absence targets for 2006-7 as detailed in Table 1 below:

Table 1

| Department | 2006/7 Target (days) | 2006/7 Target (%) |
|--|-------------------------------------|----------------------------------|
| Chief Executive's | 9.21 | 3.53 |
| Adult and Community Services | 13.37 | 5.13 |
| Regeneration & Planning Services | 7.50 | 2.88 |
| Children's Services | 12.50 | 4.79 |
| Schools | 11.00 | 4.22 |
| Neighbourhood Services | 10.19 | 3.91 |
| Overall Council | 11.05 | 4.24 |
| Government Top Quartile for Unitary Authorities | 8.90 | |

4.2 The target set for 2007/8 is based upon individual targets set by departments and for schools. For subsequent years the targets reflects a Council wide reduction of 0.5 days year on year, subject to review. The 2007/8 target, if achieved, will represent an excellent improvement in sickness absence performance management.

5. ACTIONS TO ACHIEVE THE TARGETS SET

5.1 A series of actions are planned to achieve the targets including:

- Continuation of the work of the Sickness Champions group and monitoring of the effect of its work plan
- Development of managers to manage absence within their teams via LMDP together with other programmes that incorporate cultural aspects of the 'Hartlepool Manager' – the former is now mandatory session and not optional
- Development of Human Resource Officers to effectively support and advise managers on a consistent basis
- Development and access to Rehabilitation and Return to Work policies through phased returns

- Review of employee support services to expedite access to key services to reduce absence
- Health Promotion Plan to proactively improve the health and wellbeing of Council employees focusing on prevention of musculoskeletal issues, ergonomics in the work place and stress prevention
- Review of Attendance Management policy and procedure and monitoring its application
- Continued development and support of family friendly work life balance policies and practices
- Improve the processes to manage Stress at Work, utilising information and results from Department Stress Health Checks
- Development of sickness information for managers, including schools. Linked to HRIS system.
- Utilise recommendations from LMDP Work Based Sickness Group who have been monitoring sickness absence management across the Council
- CMT Briefings to promote sickness absence work strategies
- Comparing 'best practice' with other authorities
- Monitor results of Attendance Management training pilot for Adult and Community Services

6. RECOMMENDATIONS

- 6.1 That the employee absence in 2006/7 be noted and future targets and proposed actions be endorsed.

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

13th July 2007



Report of: Assistant Chief Executive

Subject: COMPLAINTS TO THE LOCAL GOVERNMENT
OMBUDSMAN IN 2006/07

SUMMARY

1. PURPOSE OF REPORT

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

2. SUMMARY OF CONTENTS

The report covers the Local Government Ombudsman's Annual Letter reviewing complaints received about Hartlepool Borough Council in 2006/07.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Member has responsibility for performance management issues.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Portfolio Holder meeting on 13th July 2007

6. DECISION(S) REQUIRED

That the report be noted.

Report of: Assistant Chief Executive

Subject: COMPLAINTS TO THE LOCAL GOVERNMENT
OMBUDSMAN IN 2006/07

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the Local Government Ombudsman's Annual Letter which reviews the complaints received against the authority in 2006/07.

2. BACKGROUND

The Local Government Ombudsman provides an independent, impartial investigation of complaints against local authorities where complainants remain dissatisfied with their local Council's actions or failure to act.

The Local Government Ombudsman (LGO) reports complaints performance to local authorities annually. All councils receive an annual letter from the LGO which details:

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

The details of complaints handled in 2006/07 with comparative figures for 2004/05 and 2005/06 are provided in **Appendix 1**, as is the full text of the Ombudsman's Annual Letter.

3. ANNUAL LETTER FROM THE LOCAL GOVERNMENT OMBUDSMAN – 2006/07

Complaints received

Overall, the number of complaints received by the Ombudsman has increased to 24 in 2006/07 from 16 in 2005/06. The increase in complaints has not been concentrated in any single service area but there have been increases of 1 or 2 complaints in most categories. The largest group of complaints (8) was about planning issues, however this figure is the same as that recorded in 2005/06.

Complaints decisions

The Ombudsman made decisions about 24 complaints in 2005/06. In 5 cases the Ombudsman chose not to investigate the complaints because they were deemed to be premature. They were referred back to the Council for local investigation. Complainants still have the option to complain again to the

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

Formal reports by the Ombudsman

In cases where the authority has been found to have committed maladministration, the Ombudsman issues a formal report about the complaint. In 2006/07, no critical reports were issued against the Council. In each of 2004/05 and 2005/06, one formal report was issued.

Local settlements

Three complaints were settled locally by the Council agreeing to take action to deal with a complaint without need for further investigation. For example, the Council agreed to compensate a complainant for a lengthy delay in settling an insurance claim. In another case, the Council is congratulated by the Ombudsman for the promptness of its response in agreeing financial compensation and other remedies to a complaint concerning the care of an elderly person.

Complaints handling

Councils are asked to respond to initial enquiries from the Ombudsman within 28 days. The average for Hartlepool's responses in 2006/07 was just under 27 days which is similar to the 25 day average response time for 2005/06. The Ombudsman commented favourably on this high level of performance.

Recommendations from the Ombudsman

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

- (i) The authority has been asked to include a direct link to the Ombudsman's website and this will be done.
- (ii) The authority's attention is drawn to an issue of public interest regarding complaints made about 3 other authorities concerning home care services provided under contract. This information has been passed on to the Adult and Community Services Department as requested by the Ombudsman.

4. RECOMMENDATIONS

That the report be noted.

5. BACKGROUND PAPERS

Annual Letters from the Local Government Ombudsman 2004/05 & 2005/06

6. CONTACT OFFICER

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



The Commission for
Local Administration in England

**The Local Government Ombudsman's
Annual Letter
Hartlepool Borough Council
for the year ended
31 March 2007**

The Local Government Ombudsman (LGO) investigates complaints by members of the public who consider that they have been caused injustice through administrative fault by local authorities and certain other bodies. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual letters.

Annual Letter 2006/07 - Introduction

This annual letter provides a summary of the complaints we have received about your authority. Where possible, we comment on the authority's performance and complaint-handling arrangements to assist with your service improvement.

I hope that the letter will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two attachments form an integral part of this letter: statistical data covering a three year period and a note to help the interpretation of the statistics.

As you are a local Social Services authority I want to take this opportunity to draw your attention to an issue of significant public interest. In the last two years I have issued reports following complaints from people living in Blackpool, Liverpool and Sheffield about failings in home care services provided under contract.

In each case a vulnerable person was placed at significant risk as a result of carers failing to visit, calling late and failing to provide the specified care. Tragically, in one case the actions of a carer resulted in a death. Complaints had been made to all three Councils but no effective action had been taken. Although the services were provided under contract, it seems clear that similar problems could occur even if the carers are directly employed. I urge you to ensure that senior staff responsible for care services to adults are aware of the issues raised by these reports (which can be found on our web-site) and consider whether action needs to be taken by your Council. The 2006 report of the Commission for Social Care Inspection 'Time to Care? An Overview of Home Care Services for Older People in England' provides very useful contextual information.

Complaints received

Volume

Last year there were 24 complaints against the Council, an increase of 50% over the previous year when there had been 16 complaints.

Character

Although the largest category of complaints, which was complaints about planning and building control services, remained constant at eight complaints, there were increases of one or two complaints in almost every other category of complaints.

Decisions on complaints

Reports and local settlements

A 'local settlement' is a complaint that is resolved by the Council taking, or agreeing to take, action which we consider is a satisfactory response to the complaint so that the investigation can be discontinued. In 2006/07 27.7% of complaints dealt with by the three Local Government Ombudsmen (excluding premature and those outside jurisdiction) were resolved by local settlement. When we complete an investigation we must issue a report.

No report was published against the Council this year, though one report had been published in both of the previous two years. The Council did, however, like last year, agree to settle three complaints making payments of compensation to complainants totalling £400.

In one case concerning adult care services, while the substantive complaint about the complainant's mother's care had been addressed by the Council, the Council did not initially provide an apology for the complainant's mother, nor recognised the time and trouble the complainant had taken in pursuing

the complaint. The Council readily agreed to pay compensation of £250, as well as providing a senior officer to visit the mother in her care home and apologise to her. The Council is to be congratulated for the promptness of its response once the matter was raised with this office.

In another case the Council agreed to make a payment of £150 to compensate the complainant for a delay in a year in settling an insurance claim on behalf of the complainant.

Other findings

Decisions were taken upon 24 complaints, of which five were premature complaints in the sense that the Council had not yet had a proper opportunity to consider and respond to those complaints as is required by law. Three complaints lay outside my jurisdiction, while no maladministration was found in seven complaints, and my discretion was used over six complaints which were also not pursued.

Your Council's complaints procedure and handling of complaints

I note that the Council adequately outlines its own complaints procedure upon its own website. It would be helpful if you could provide a direct link to the Commission's website.

Training in complaint handling

Part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. The feedback from councils that have taken up the training is very positive.

The range of courses is expanding in response to demand. In addition to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution), we now offer these courses specifically for social services staff and have also successfully piloted a course on reviewing complaints for social services review panel members. We can run open courses for groups of staff from different smaller authorities and also customise courses to meet your Council's specific requirements.

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

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

I am pleased to note that last year the Council took advantage of the training provided by the Commission and hosted an Effective Complaints Handling Course in mid November, which I am confident will assist the Council's officers in dealing with complaints in future.

Liaison with the Local Government Ombudsman

Last year the Council responded within an average of just under 27 calendar days to the 12 letters of enquiry made upon complaints. The Council is to be congratulated upon complying with the Commission's new target of 28 calendar days.

During the year you welcomed the Assistant Ombudsman who now leads the team of investigators dealing with complaints against your Council. This visit was a useful opportunity to explain changes within the Commission's structure, procedures and objectives; discuss complaints; consider training and to meet the staff who deal with our enquiries. I hope that the relationship will continue to be constructive.

LGO developments

You may be interested in the development of our initiative to improve the first contact that people have with us. A new Access and Advice Service will provide a gateway to our services for all complainants and enquirers. It will encourage telephone contact but will also deal with email, text and letter correspondence. We will let you have further details about how it will operate and the expected timescales and we will discuss with you the implications for your Council.

I hope you have received our latest special report about telecommunication masts. It draws on our experience of dealing with complaints about planning applications for masts which can be highly controversial. We recommend simple measures that councils can adopt to minimise the chances of maladministration occurring.

In July we will be publishing a special report about the difficulties that can be encountered with complaints when local authorities deliver services or discharge their functions through partnerships. *Local partnerships and citizen redress* provides advice and guidance on how these problems can be overcome by good governance arrangements that include an effective complaints protocol.

Conclusions and general observations

I welcome this opportunity to comment on our experience of complaints about the Council over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

Anne Seex
Local Government Ombudsman
Beverley House
17 Shipton Road
YORK
YO30 5FZ

June 2007

Enc: Statistical data
Note on interpretation of statistics
Leaflet on training courses (with posted copy only)

| Complaints received by subject area | Adult care services | Benefits | Education | Housing | Other | Planning & building control | Public finance | Transport and highways | Total |
|--|----------------------------|-----------------|------------------|----------------|--------------|--|-----------------------|-------------------------------|--------------|
| 01/04/2006 - 31/03/2007 | 2 | 2 | 2 | 1 | 3 | 8 | 1 | 5 | 24 |
| 2005 / 2006 | 0 | 3 | 0 | 0 | 2 | 8 | 0 | 3 | 16 |
| 2004 / 2005 | 0 | 2 | 2 | 2 | 4 | 2 | 1 | 0 | 13 |

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

| Decisions | MI reps | LS | M reps | NM reps | No mal | Omb disc | Outside jurisdiction | Premature complaints | Total excl premature | Total |
|--------------------------------|----------------|-----------|---------------|----------------|---------------|-----------------|-----------------------------|-----------------------------|-----------------------------|--------------|
| 01/04/2006 - 31/03/2007 | 0 | 3 | 0 | 0 | 7 | 6 | 3 | 5 | 19 | 24 |
| 2005 / 2006 | 1 | 3 | 0 | 0 | 3 | 1 | 0 | 6 | 8 | 14 |
| 2004 / 2005 | 1 | 1 | 0 | 0 | 5 | 5 | 3 | 0 | 15 | 15 |

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

| Response times | FIRST ENQUIRIES | |
|--------------------------------|-------------------------------|-----------------------------------|
| | No. of First Enquiries | Avg no. of days to respond |
| 01/04/2006 - 31/03/2007 | 12 | 26.8 |
| 2005 / 2006 | 6 | 25.7 |
| 2004 / 2005 | 1 | 32.0 |

Average local authority response times 01/04/2006 to 31/03/2007

| Types of authority | <= 28 days % | 29 - 35 days % | >= 36 days % |
|---------------------------|------------------------|-----------------------|------------------------|
| District Councils | 48.9 | 23.4 | 27.7 |
| Unitary Authorities | 30.4 | 37.0 | 32.6 |
| Metropolitan Authorities | 38.9 | 41.7 | 19.4 |
| County Councils | 47.1 | 32.3 | 20.6 |
| London Boroughs | 39.4 | 33.3 | 27.3 |
| National Park Authorities | 66.7 | 33.3 | 0.0 |

Notes to assist interpretation of the LGO's local authority statistics

1. Local authority report

This information forms an integral part of the Annual Letter to your council. Again this year, the Annual Letter will be published on our website, at www.lgo.org.uk

The detailed information in the printouts is confidential.

2. Complaints received

This information shows the number of complaints received by the LGO, broken down by service area and in total within the periods given. These figures include complaints that are made prematurely to the LGO (see below for more explanation) and that we refer back to the council for consideration. The figures may include some complaints that we have received but where we have not yet contacted the council.

3. Decisions

This information records the number of decisions made by the LGO, broken down by outcome, within the periods given. **This number will not be the same as the number of complaints received**, because some complaints are made in one year and decided in the next. Below we set out a key explaining the outcome categories.

MI reps: where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

LS (local settlements): decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

M reps: where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

MM reps: where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

No mal: decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

Omb disc: decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

Outside jurisdiction: these are cases which were outside the Ombudsman's jurisdiction.

Premature complaints: decisions that the complaint is premature. The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it to the council as a 'premature complaint' to see if the council can itself resolve the matter.

Total excl premature: all decisions excluding those where we referred the complaint to the council as 'premature'.

4. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

5. Average local authority response times 2006/07

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

6. Categories of complaint

From 1 April 2007 we have amended our complaint category system, and you may notice some changes in the descriptions used in our decision letters and on the printouts attached.

The major change is that we now split social services cases between 'adult care services' and 'children and family services', in order that complaints relating to children and young people can be easily identified.

7. Complaints about personnel matters (employment and pensions)

We receive some complaints from members of council staff about personnel matters. These are usually outside our jurisdiction, and our practice is now to advise you that we have received the complaint without informing you of who made it.

For that reason, any such complaints on the attached printouts will show a blank space for the complainant's name.

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

13 July 2007



Report of: Chief Personnel Officer

Subject: WORKFORCE DEVELOPMENT & WORKFORCE
PLANNING – 2006/7 ANNUAL REPORT

SUMMARY

1. PURPOSE OF REPORT

To advise the Portfolio Holder of the progress made and planned future actions in respect of the Workforce Development and Workforce Planning corporate activities.

To advise the Portfolio Holder of the work being undertaken to attract young people in to careers in Local Government.

2. SUMMARY OF CONTENTS

The report provides details of progress made and planned future actions in respect of the Workforce Development and Workforce Planning corporate activities.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

Noting of the report.

Report of: Chief Personnel Officer

Subject: WORKFORCE DEVELOPMENT & WORKFORCE
PLANNING – 2006/7 ANNUAL REPORT

1. PURPOSE OF REPORT

To advise the Portfolio Holder of the progress made and planned future actions in respect of the Workforce Development and Workforce Planning corporate activities.

To advise the Portfolio Holder of the work being undertaken to attract young people in to careers in Local Government.

2. BACKGROUND

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

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

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

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

2.3 Hartlepool Borough Council responded to this by producing a Workforce Development Plan in 2005 and significant progress was made against the key actions. However, this document has since been superseded with the introduction of the Workforce Development Strategy 2007-2012 in April this year.

2.4 The national Local Government Pay and Workforce Strategy are currently under review and are expected to be published in May / June 2007. The HBC strategy will be updated accordingly to reflect any changes in this national strategy once it is

published.

- 2.5 Workforce Development arrangements within the council are coordinated corporately by the Workforce Development Team, supported by various other steering and working groups across the council.
- 2.6 Each Department has Workforce Development representatives who coordinate the training and development of the employees within each department. A copy of the role of the Workforce Development Representative is included for information at Appendix 1.
- 2.7 A Strategic Workforce Planning group was formed in 2006, with the initial task of reviewing the Workforce Development Plan and then to ensure the actions within the new Workforce Development Strategy 2007-2012 were delivered. The terms of reference for this group can be found in appendix 2.
- 2.8 The corporate Leadership & Management Development Programme (LMDP) is steered by the Guardians group, which is made up of Chief Officers from across the council and the Workforce Development Manager, whose remit it is to ensure that managers are fully equipped with the skills to undertake their role effectively and efficiently.
- 2.9 Elected Member development is coordinated via the Member Development Group who meets monthly to agree the development opportunities to offer; monitor the attendance and undertake evaluations of the programmes offered. This group is chaired by the Portfolio Holder for Performance Management and is made up of both Officers from Workforce Development, the Chief Personnel Officer and Elected Members.
- 2.10 In respect of the actions to attract young people in to career in local government, this has been a key action in the Workforce Development Plan 2005 and the new Workforce Development Strategy 2007-2012.
- 2.11 A report is being submitted to the Portfolio Meeting at the meeting regarding the workforce profile data as of April 2007. The workforce profile as it stands at April 2007 is:

Gender

| Description | At 1.4.06 | At 1.4.07 | Local Population of working age | 2006/7 Target | 2007/8 Target | 2008/9 Target |
|-------------|-----------|-----------|---------------------------------|---------------|---------------|---------------|
| Male | 25.71% | 25.40% | 50.9% | 25.40% | 25.40% | 25.40% |
| Female | 74.29% | 74.8% | 49.1% | 74.8% | 74.8% | 74.8% |

Age

| Description | At 1.4.06 | At 1.4.07 | Local Population of working age | 2006/7 Target | 2007/8 Target | 2008/9 Target |
|-------------|-----------|-----------|---------------------------------|---------------|---------------|---------------|
| Aged 16-17 | 0.36% | 0.18% | 4.64% | 0.18% | 0.18% | 0.18% |
| Aged 18-24 | 5.9% | 5.87% | 12.05% | 5.87% | 5.87% | 5.87% |
| Aged 25-34 | 18.9% | 17.78% | 20.20% | 17.78% | 17.78% | 17.78% |
| Aged 35-44 | 29.6% | 29.8% | 24.50% | 29.8% | 29.8% | 29.8% |
| Aged 45-54 | 29.8% | 29.98% | 21.58% | 29.98% | 29.98% | 29.98% |
| Aged 55-64 | 15.4% | 15.8% | 17.03% | 15.8% | 15.8% | 15.8% |
| Age 65+ | 0.11% | 0.60% | N/A | 0.60% | 0.60% | 0.60% |

2.12 This has highlighted the issue that the council has an aging workforce. A number of actions have been introduced in previous years to try and attract younger people in the Authority. These actions include:

- Offering work experience placement to local pupils attending the borough secondary schools
- Organising events particularly for this age group such as Local Democracy Week
- Offering Modern Apprenticeships in several areas of learning
- Supporting the National Graduate Development Programme and 2007 will see another graduate joining the Authority on a 2 year fixed term contract.
- Offering year –long placements to local college students undertaking clerical qualifications
- Offering placements to FE and HE students in many areas such as emergency planning, sports development, HR for example.
- Working with ASPIRE and supporting the Young Leaders programme – 2 employees have participated in the programme

3. **PROGRESS MADE WITHIN WORKFORCE DEVELOPMENT AND WORKFORCE PLANNING IN 2006/7**

3.1 During 2006/2007, the council was still working to the priorities of the Workforce Development Plan 2005. The Workforce Development Plan 2005 is divided into 3 parts. Part 1 concentrates upon associated organizational development issues. Part 2 examines workforce development plans and strategies that support organisational development. Part 3 is dedicated to ensuring that members and people involved in service delivery are equipped with the appropriate skills and display the desired behaviours required to realise the corporate vision.

- 3.2 In a report to the Portfolio Holder on the 27th November 2006, the following actions were planned for the second half of 2006/7 and the following progress has been made:

General

| Action | Progress at 31 March 2007 |
|--|---|
| The new Workforce Development Strategy 2007-2012 (replacing the current Workforce Development Plan 2005-2010), to be agreed and published, following consultation. | Complete – new Strategy approved and due to be launched on 20 th April 2007. |
| Determine 2007/8 actions designed to deliver the Workforce Development Strategy 2007-2012 and incorporate into corporate and service planning arrangements | Complete |

a) Part 1 – Workforce planning, environmental scanning and long term plans

| Action | Progress at 31 March 2007 |
|--|--|
| Workforce planning arrangements to be incorporated in to the 2007/2008 departmental service planning process | Complete |
| Improved arrangements for workforce data collection | Ongoing – some data collected, new data collection processes being explored |
| Consultation undertaken on proposed workforce development strategy 2007-2012. | Complete |
| Incorporate sexual orientation, age and religion and belief into the revised Equality Standard and achieve Level 1 Work towards achieving Level 2 of the revised Equality Standard in respect of sexual orientation, age and religion and belief. | Complete |
| Implement the recommendations from the Apprenticeship scheme review as part of the Young People Strategy. | Delayed – more detailed research required than previously anticipated. Due to complete in July 2007. |
| Participate in the assessment for the 2007 intake of the National Graduate Development Programme | Complete – new NGDP candidate expected to join the Authority in October 2007. |

| | |
|---|--|
| to identify a suitable participant to be hosted by the Council. | |
|---|--|

b) Part 2 – Workforce Development Plans

| Action | Progress at 31 March 2007 |
|--|---|
| Implement the regional middle manager competency framework. | Complete as part of the regional middle manager skills audit |
| Seek external accreditation for the Management & Leadership development opportunities offered. | Ongoing – a number of options are being considered |
| Research career pathways and succession planning criteria with a view to implementation within the Council. | Research ongoing – report expected in September 2007. |
| Participate in the regional middle manager skills audit and regional management development programme. | Complete |
| Participate in the regional customer service skills audit. | Complete |
| Explore opportunities for external funding (e.g. Learning & Skills Council and Higher Education funding streams) to further develop the programmes on offer. | Ongoing – a number of successful funding opportunities utilised to support corporate programmes |

c) Part 3 – Developing People Plans

| Action | Progress at 31 March 2007 |
|---|---|
| Secure funding to work towards the Member Development Charter | Complete |
| Begin preparation for Phase 3 of the Leadership & Management Development programme to launch in September 2007. | Ongoing – a number of modules and projects identified – awaiting funding confirmation |
| Implement the revised Basic Skills strategy. | Complete – HBC achieved national recognition after winning national and regional awards for commitment to skills for life |
| Revise the Qualification Based Training process. | Ongoing – one of the actions within the new WFD strategy 2007 – 2012 – due to be complete August 2007. |
| Peer Review to be undertaken on | Complete – HBC first authority in the |

| | |
|--|--|
| Hartlepool Borough Council in respect of the Get On Local Government Award. | country to undergo a peer review and received excellent feedback |
| Support the achievement of Investor in People with Adult & Community Services and Children Services | Ongoing – however progress is steady with a corporate lead from Workforce Development Team |
| Promote E-learning opportunities to all Members and Employees as an alternative learning method to formal “classroom-based” training | Complete – e-learning catalogue produced and circulated in March 2007. |
| Develop an accredited Personal Safety training programme and deliver to staff and Members from January 2007. | Complete – course developed awaiting confirmation from Suzy Lamplugh Trust that it meets the criteria for accreditation. |

4. EXTERNAL FUNDING OPPORTUNITIES ACCESSED IN 2006/2007

4.1 The council has been successful in fully utilising the funding opportunities to support Workforce Development in recent months. A number of projects have been launched using external funding to offset the costs usually associated with bespoke or qualification based training.

4.2 The table below shows the funding accessed

| Programme | No. of staff | Amount of funding accessed to date |
|-------------------------------|--------------|--|
| NVQ ITQ | 108 | £18,000 (18 fully funded learners offsetting the costs of the remaining staff participating in the programme) |
| Tomorrow's Manager Programme | | (Accessed via the Adult Education Service enabling the programme to run at a cost of £120 per person to the Authority) |
| NVQ 2 Team Leading | 20 | £10,000 |
| NVQ 3 Management | 10 | £5,000 |
| NVQ 2 Customer Service | 24 | £6,840 from LSC to fund 50% of the total cost |
| NVQ 3 Customer Service | 5 | £1,650 from LSC to fund 50% of the total cost |
| Middle Manager Skills Audit | 300 | £3,529 from Improvement Partnership |
| Customer Service Skills Audit | 450 | £5,000 approx- Fully funded by LSC |
| North East Excellent Manager | 19 | £23,750 – fully funded by |

| | | |
|---|----|---|
| Programme | | Improvement partnership |
| OD Consultancy carried out by CPCR | - | £3000 funded by Improvement Partnership |
| HR Future Leaders Programme | 3 | £12,000 fully funded by Improvement Partnership |
| Senior Management Development | 1 | £4000 full funded by Improvement Partnership |
| Modern Apprenticeships (started in 2006) | | (Funding accessed by training provider to deliver the qualifications a MA entails as per LSC 2006/07 funding rates) |
| Business Administration | 10 | £31,560 |
| Electrician | 1 | £5,875 |
| Civil Engineer | 1 | £5,875 |
| Total | | £135,719 |

5. EXTERNAL RECOGNITION

- 5.1 During 2006/07, HBC has received both regional and national accolade for the work it has undertaken. During the recent CPA inspection, it was cited in the report that managers are “well supported” by the development programme we have in place.
- 5.2 The work undertaken on Skills for Life has been recognised by national bodies such as the IDeA and resulted in HBC winning two national awards for our whole organisation approach to Skills for Life and also the award for National Learning Champion.
- 5.3 Regionally, HBC has won the award for the organisation making the best progress in the national Get on Local Government Award scheme (GO Award). HBC were the first authority to undergo Skills for Life peer review, which produced really positive feedback. A copy of the report is attached as Appendix 3.
- 5.4 The IDeA are also using the new Workforce development Strategy as an example of best practice and it is displayed on their website, and a number of other authorities are being advised to contact HBC for advice and guidance on how we produce our strategy and widely publicised it to all employees.

6. PLANNED FUTURE ACTIONS FOR 2007/8

- 6.1 As the new Workforce Development Strategy 2007-2012 was launched in April 2007, from this year the objectives relating to Workforce development and Workforce Planning have changed.

6.2 The new strategy is made up of 4 key priorities, with associated actions included over a five year period, which will be coordinated by the Strategy Workforce Planning Group. The actions to be addressed under each of the objectives in 2007/2008 are as follows:

- Objective 1 – Develop and Promote Active, Visible and Effective Leadership
 - Introduction of a new competency framework across the authority
 - Undertake member training needs analysis
 - Develop and deliver phase 3 of the Leadership & Management Development Programme
 - Design and implement manager induction programme
 - Establish a “grow your own” management development programme using nationally accredited qualifications delivered in-house
 - Establish a coaching skills programme (subject to external funding being approved)

- Objective 2 – Continually Improve What We Do
 - Introduce a new appraisal system linked to the competency framework
 - More use of skills auditing across the workforce
 - Establish an Investor in People corporate review group
 - Explore and if possible achieve corporate Investors in People status within 2007-2008 and work to the IIP profile
 - Revise the Qualification Based Training policy and procedure
 - Embed skills for life into all corporate programmes
 - Promote Union Learning representatives and ensure all are competent to NVQ 2 level in Information, Advice and Guidance
 - Begin to develop formal career pathways as a way of retaining employees within local government
 - Scan external environment to ensure that external funding opportunities are maximised

- Objective 3 – Develop the Skills of the Workforce
 - Promote the “Hartlepool Commitment” – following Leitch report to ensure all our employees have the opportunity to achieve a first NVQ level 2 or equivalent
 - Seek accreditation for corporate training programme
 - Develop a qualification auditing system across the workforce
 - Develop an annual corporate training plan and publicise

- Objective 4 – Effectively Use Resources and Invest in the Future
 - Develop and Increase workforce planning skills amongst managers
 - Develop a succession planning strategy

- Use the “be the difference” brand to introduce a range of development programmes to suit different learning styles and preferences
- Publicise the “Hartlepool Ladder” showing how qualifications will be linked to roles in the future
- Scan the environment to ensure information on skills shortages is kept up to date
- Continue to offer work experience to school and FE student, publicise the Modern Apprenticeship scheme. Participate in the National Graduate Development Programme to try and attract young people into local government to help to address the inconsistencies with the workforce profile in relation to the local demographic profile.

7. EMPLOYEE MONITORING 2006/07

- 5.1 During 2006/7 a total of 166 courses were delivered varying from short 1 hour's updates to 5 days in length. A total of 1656 monitoring forms were returned, however the number of employees accessing training is higher than this number.
- 5.2 1426 out of the 1656 employees declared their ethnicity on training monitoring forms received corporate training in the period 1 April 2006 to 31 March 2007. Details of their ethnic background is detailed in Table 1.

Table 1

| | Employees from White Backgrounds | Employees from Minority Ethnic Backgrounds | Employees who did not disclose Ethnic Background |
|---|---|---|---|
| %age (no) of employees receiving corporate training | 84.7% | 2.5% | 12.8% |
| %age (no) of workforce (excluding school employees) | 99.2% | 0.8% | - |

- 5.3 The results of the analysis show, that in terms of ethnicity, the percentage of employees (whilst small) from minority ethnic backgrounds in the workforce and accessing corporate training is higher than the workforce profile.
- 5.4 1605 out of 1656 employees declared their disability on training monitoring forms received corporate training in the period 1 April 2006 to 31 March 2007. Details of their disability is detailed in Table 2.

Table 2

| | Employees with no declared disability | Employees with a declared disability |
|---|--|---|
| %age (no) of employees receiving corporate training | 97% | 3% |
| %age (no) of workforce (excluding school employees) | 93.85% | 6.15% |

- 5.5** The results of the analysis show, that in terms of disability, the percentages of those employees accessing training, are still not in line with the workforce profile. The monitoring forms used to collect the training data are being reviewed to include an option “not declared” as employee reluctance to provide this information within a training environment could be having an impact on the performance indicators. This will be monitored over the coming months.
- 5.6** 1534 out of 1656 employees declared their gender on training monitoring forms received corporate training in the period 1 April 2006 to 31 March 2007. Details of their ethnic background is detailed in Table 3.

Table 3

| | Male Employees | Female Employees | Not declared |
|---|-----------------------|-------------------------|---------------------|
| %age (no) of employees receiving corporate training | 31.9% | 63.5% | 4.6% |
| %age (no) of workforce (excluding school employees) | 30.46% | 69.54% | - |

- 5.7** The results of the analysis show, that in terms of gender, the percentages of those employees accessing training, are predominantly female, however this is reflective of the workforce profile.
- 5.8** 1534 out of 1656 employees declared their age on training monitoring forms received corporate training in the period 1 April 2006 to 31 March 2007. Details of their ethnic background is detailed in Table 4.

Table 4

| | Aged 16-24 | Aged 25-34 | Aged 35-44 | Aged 45-54 | Aged 55-65+ | Not declared |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|---------------------|
| %age (no.) of employees receiving training | 7.8% | 15.8% | 33.3% | 29.2% | 9.3% | 4.6% |
| %age (no) of workforce (excluding school employees) | 6.37% | 13.62% | 30.4% | 31.46% | 18.15% | - |

5.9 The results of the analysis show, that in terms of age profile, the percentages of those employees accessing training are not too different from the workforce profile, with the exception of those aged 55 and over who do not seem to be engaging fully with the development opportunities offered. A number of new programmes and modules are being developed for 2007/08, this will be monitored to measure impact.

5.10 1629 out of 1656 employees declared their employment type on training monitoring forms received corporate training in the period 1 April 2006 to 31 March 2007. Details of their employment type is detailed in Table 5.

Table 5

| | Full Time | Part Time | Not declared |
|---|----------------------|----------------------|---------------------|
| %age (no.) of employees receiving training | 83.3% | 15% | 1.7% |
| %age (no) of workforce (excluding school employees) | 55.8% | 44.2% | - |

5.11 The results of the analysis show, that in terms of employment type, the percentages of those employees accessing training those part-time employees tend not to access the corporate training programme. There could be a number of reasons for this, and over the coming months an investigation into the reasons why needs to be undertaken.

8. FURTHER PERFORMANCE INDICATORS TO BE ESTABLISHED

8.1 For 2007/08, internal performance indicators have been agreed as follows, however this coming year will see only baseline data collected to begin the process:

- %age of front facing employees with a minimum of an NVQ 2 in Customer Care
- %age of managers with an appropriate qualification
- %age of employees with a minimum of a level 2 NVQ qualification
- %age of employees with a skills for life need who achieve a level 2 qualification
- %age of employees who received an appraisal in the previous 12 month
- %age of employees who have a personal development plan

9. RECOMMENDATION

9.1 That the portfolio holder notes the report.

APPENDIX 1

Role Description - Workforce Development Departmental Representative

Purpose of the role:

- 1. Provide a central point of contact within departments for the coordination of corporate training, learning and development opportunities.**
- 2. Be in a position to make decisions relating to workforce development matters, which do not require Corporate or Director approval.**

Duties and Responsibilities:

1. To promote life-long learning and development to all staff to ensure that employees have the opportunity to develop and enhance their knowledge and skills.
2. To ensure that a departmental training plan is produced in line with the objectives of the corporate and departmental plans, using information collated from PDP's produced as part of the performance appraisal process
3. To advise the workforce development team of departmental training needs as required ensuring the corporate training plan is produced on time and is continually reviewed in order to meet the needs of a diverse and continually developing workforce.
4. To maintain accurate and up-to-date records of development activity undertaken within the department and providing information on such activity as required, informing BVPI's and other corporate monitoring activities.
5. To encourage departmental employees to attend corporate training, learning and development events and provide feedback and evaluation as appropriate.
6. To attend all workforce development representative meetings, and ensure appropriate arrangements are in place for representation in the event of holidays, sickness etc.
7. To promote corporate training, learning and development opportunities to all employees within the department and advise on development matters as appropriate.
8. To ensure that all employees, including those without access to IT facilities, receive information on opportunities available and can access the updates published quarterly by the workforce development team.
9. To promote initiatives such as LSC funded projects within departments to ensure that maximum participation in such projects is achieved.
10. To encourage innovative ways of undertaking learning and development such as e-learning.

July 2006

APPENDIX 2

Strategic Workforce Planning Group

Terms of Reference

Composition:

Workforce Development Manager (Chair)
Organisational Development Manager
Senior Departmental representatives
Union Representatives

Reports to:

Corporate Management Team
Performance Management Portfolio Holder

Remit:

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

Monitoring arrangements:

A report is published annually, which monitors progress against the Council's Workforce Development Strategy. In addition half yearly reports are submitted to the Performance Management Portfolio Holder.

APPENDIX 3

GO Award Skills for Life Peer assessment recording and report form

| | | | | | | |
|---|---|---|-------------------------------|---|---|---|
| Authority Hartlepool Borough Council | Peer Assessors Jill Rouse 07979723047 Julie Harrison Janet Gathercole Julian Bird | Authority lead contact Joanne Machers 01429 523003 Lucy Armstrong 01429 523476 Rachel Wood 01429 523554 | Score For each section | 1 | 2 | 3 |
| | | | | 1 | 1 | 2 |
| | | | | 4 | 5 | 6 |
| | | | | 1 | 1 | 2 |
| Date/time of assessment 16 th March 2007 1.30pm – 5pm | Unusual circumstances at time of visit/points to note New Workforce Development Strategy 2007-2012 due to be implemented from 1/4/07 – Now in place | | | | | |

| | |
|-------------------------------------|-----------------------------|
| Date of Report to Authority: | 19 th April 2007 |
|-------------------------------------|-----------------------------|

Comments: areas of significant strength and significant weakness

| | |
|--|---|
| <p style="text-align: center;">1. Whole organisation approach:</p> <p style="text-align: center;">Significant strengths:</p> <p>Excellent progress. The last two years has seen the development of cross-organisational relationships, including a ULA and setting up of the Strategic Workforce Planning Group. The Hartlepool Commitment and Together Project are the outcome of this and are a significant part of the new Workforce Development Strategy. There is also a consultant currently employed to look at whole organisation approaches. Hartlepool has taken this a step further, by recognising the benefits to the whole community.</p> <p><i>Areas of Weakness</i> There are still one or two areas (we noted Social Care and Benefits) where people weren't clear about the Skills for Life offer. You will need to keep up the promotion of what you're doing.</p> | <p style="text-align: center;">2. Working towards the development of a strategy for the authority</p> <p><i>Significant strengths:</i> There is a very clear strategy for Skills for Life and sign-up at the highest level. Chief Executive, Mayor, Senior Managers and Elected Members are all on message and DMT has Workforce Development as a standing agenda item.</p> <p>Skills for life is becoming embedded in the Corporate Plan and service Plans.</p> <p>The policy of everyone having a NVQ at level 2 or above is also encouraging uptake of SFL opportunities.</p> <p><i>Areas of Weakness:</i> As previously, the strategy needs to be communicated across the organisation.</p> |
|--|---|

3. Developing staff within the organisation to support Skills for Life (e.g. supervisors, mentors, union learning reps, HR)

Significant strengths:

Key learning champions have been identified (Workforce Development Reps and Guardians) and there is a strong ULR network (though ULRs would like to have more active).

HR, T&D and Adult Education are all very supportive of each other and the organisation and communicate well.

The Together Project Co-ordinator makes a significant contribution (this was cited in several interviews as a key appointment).

Areas of weakness:

There may not be key learning champions in all departments.

The organisation recognises that it needs to train more people to level 2 Teaching Qualification. This will be started soon.

Work may be needed to help some managers to understand the benefits of training, particularly where ULRs are finding reluctance to release staff for training.

4. Appropriate identification of staff with Skills for Life needs

Significant strengths:

There has been good progress here recently. In the last 6 months, the Together Project is explained at Induction. The next step is to offer initial assessment at induction. Initial assessment is offered as part of NVQ and in a wide range of training courses. Diagnostic assessment is available, plus support and learning opportunities with Adult Education.

Areas of weakness:

You might want to consider how initial assessments are introduced.



| | |
|---|---|
| <p>5. Flexibility in delivery of Skills for Life offer in the workplace</p> <p><i>Significant strengths:</i> The corporate Workforce Development Strategy shows a great deal of flexibility as do the offers from Adult Education, ULRs and the local college. According to HR and the Leader, child care and transport costs can also be paid.</p> <p><i>Areas of weakness:</i> A small number of managers need further encouragement to release staff.</p> <p>Initial assessment to be introduced and embedded in Induction.</p> | <p>6. Skills for Life staff development offer forms part of wider staff development programme with IAG and progression routes identified and mapped</p> <p><i>Significant strengths:</i> There are posters and leaflets around the buildings and SFL is actively promoted by T&D, ULRs and Adult Education. There have been a number of events and Road shows and more planned. Skills for Life are fully incorporated in the wider workforce development agenda.</p> <p><i>Areas of weakness:</i> Some potential learners were not aware of the Skills for Life offer.</p> <p>More people are needed in-house to offer IAG.</p> |
|---|---|

| | | |
|-----------------------|----------------------|-------|
| Signed by Assessor(s) | Signed by Authority: | Date: |
|-----------------------|----------------------|-------|