

CULTURE, LEISURE AND TOURISM PORTFOLIO

DECISION SCHEDULE



Tuesday 16th October 2007

at 10.00 a.m .

**in the Yellow Room, Avondale Centre,
Dyke House, Hartlepool
(Raby Road entrance)**

Councillor Tumilty, Cabinet Member responsible for Culture, Leisure and Tourism will consider the following items.

1. KEY DECISIONS

No items

2. OTHER ITEMS REQUIRING DECISION

2.1 Workforce Training and Development Plan 2007-2008 – *Director of Adult and Community Services*

3. REPORTS FOR INFORMATION / DISCUSSION

3.1 Community Sports Coach Scheme – Drugs Intervention Programme –
Director of Adult and Community Services

3.2 Beach Lifeguard Season 2007 – *Director of Adult and Community Services*

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

CULTURE, LEISURE AND TOURISM PORTFOLIO

Report to Portfolio Holder
16 October 2007



Report of: Director of Adult & Community Services

Subject WORKFORCE TRAINING AND
DEVELOPMENT PLAN 2007-2008

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To present the Adult and Community Services Workforce Training and Development Plan 2007-8.

2. SUMMARY OF CONTENTS

The report includes an outline of the Adult and Community Services Workforce Training and Development Plan 2007-8.

3. RELEVANCE TO PORTFOLIO MEMBER

The associated performance management and indicators, income and expenditure fall within this portfolio.

4. TYPE OF DECISION

Non-Key

5. DECISION MAKING ROUTE

Culture, Leisure and Tourism Portfolio Holder 16th October 2007
Adult and Public Health Services Portfolio – 16th October 2007

6. DECISION(S) REQUIRED

To note the report and endorse the Workforce Training and Development Plan.

Report of: Director of Adult and Community Services

Subject: WORKFORCE TRAINING AND
DEVELOPMENT PLAN 2007-2008

1. PURPOSE OF REPORT

- 1.1 To present the Workforce Training and Development Plan 2007-08.

2. BACKGROUND

- 2.1 The purpose of the plan is to outline the Adult and Community Services Workforce Training and Development needs for the year 2007-8.
- 2.2 The plan provides a framework for achieving training and development targets.
- 2.3 Workforce planning and development is required to create and sustain a workforce which can contribute to, and meet the objectives and standards of the Hartlepool Community Strategy, Corporate Plan, Corporate Workforce Development Strategy, People Strategy and Departmental and Service Plans.
- 2.4 Changes during 2006-7 to ensure that resources and management were best deployed to meet identified priorities have had considerable training implications for the Department.
- 2.5 The workforce must be equipped to work to meet objectives and standards, have knowledge of the issues facing the people of Hartlepool, and have the personal and occupational skills and qualifications required to provide high quality services.
- 2.6 It has long been established that if employees can see their employer is serious about helping them to learn and develop then they will themselves take learning and development seriously and will seek to learn from everything they do and continuously improve the way services are provided.
- 2.7 It is therefore important to the department that there is appropriately resourced Training and Development for staff, and production of a Workforce Training and development plan is a key action within the Adult and Community Services Departmental Plan.
- 2.8 The Plan is attached at **Appendix 1**.

3 FINANCIAL IMPLICATIONS

- 3.1 In order to meet expected standards it is expected that 3.7% of the gross current expenditure on social care staffing will be spent on training directly employed staff.
- 3.2 In addition support will be provided to Private and Voluntary Sector Providers in developing their workforce to meet service needs.
- 3.3 Department of Health funded National Training Strategy Grant and Human Resource Development Grant will be available to help meet the target above. Culture and Leisure training needs will be met from departmental resources.

4 RECOMMENDATIONS

- 4.1 To note the report and endorse the Workforce Training and Development Plan.

HARTLEPOOL ADULT & COMMUNITY SERVICES



WORKFORCE TRAINING AND DEVELOPMENT PLAN 2007 - 2008

CONTENTS

- 1. Purpose of the plan**
- 2. Background**
- 3. Workforce**
- 4. Review of Activity in 2006/7**
- 5. Targets and Activity planned for 2007/8**
- 6. Costs**
- 7. Appendices**

QCA Framework

Workforce Training & Development Policy

Workforce Training & Development Procedure

Flowcharts – accessing Training

1. Purpose of the Plan

1.1 The purpose of the Plan is to outline the Hartlepool Adult and Community Services Workforce Training and Development Plan for the year 2007-8 and to provide a framework for monitoring progress in achieving targets from the previous year.

1.2 The Aim of Workforce Planning and Development is to create and sustain a workforce which can contribute to and meet the objectives and standards of Hartlepool Community Strategy, Corporate Plan and People Strategy, Corporate Workforce Development Strategy, Departmental and Service Plans.

2. Background

2.1 The Adult and Community Services Department employs over 650 people and is responsible for a wide range of services including Adult Social Care and a range of community and leisure services including Adult Education, Libraries, Sports & Recreation, Cultural Heritage, Parks & Countryside and Support Services.

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

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

2.4 Throughout 2006-7 a review of services and strategic direction was undertaken to ensure that resources and management are best deployed to meet newly identified priorities a realignment of the organisation and Department has taken place.

2.5 This has involved some services expanding, some reducing and for most a change in perspective is required. These changes have considerable training implications. Priorities for these have been captured in the training and development detailed in this plan.

In the next year the Department expects to see changes:

- Through restructuring of posts to provide more specific service focus
- Moves in Adult Services Social Care to individualised budgets for Service Users and directed care
- Integration of Health and Social Care teams
- Implementation of the white paper 'Our Health Our Care Our Say'

2.6 The workforce therefore, must have knowledge of the issues facing the people of Hartlepool and have the personal and occupational skills required for their role. A key feature of this will be promoting anti-discriminatory practice, valuing diversity, ensuring equality, empowering people and maintaining person centred practice.

2.7 They must also be equipped with the knowledge and skills required to maintain their own health, safety and wellbeing and of those around them. Hartlepool Borough Council strives to be an employer of choice and takes seriously the impact of stress and individual wellbeing in relation to the work they are asked to undertake.

Policies and support initiatives are in place for all staff and are complimented by associated training at corporate and departmental level.

2.8 It has long been established that if employees can see their employer is serious about helping them to learn and develop then they will themselves take learning and development seriously and an organisation with a strong learning culture will emerge.

In such a learning organisation people will seek to learn from everything they do, and try to continuously improve the way things are done.

It is therefore important to the department that there is appropriately resourced Training and Development for staff.

2.9 To help achieve this, each post holder will through supervision and appraisal have an individual development plan which identifies action to improve and develop performance to meet local and national targets and plans and assist workers and managers to identify individual career pathways.

It also provides the individual workers opportunity to identify, discuss and evaluate training and development. Ideas for new and innovative methods of development, delivery of training etc are invited from workers.

Ensuring equal opportunities for all staff is a key feature of this approach.

In addition to this, a framework is being developed which will identify:

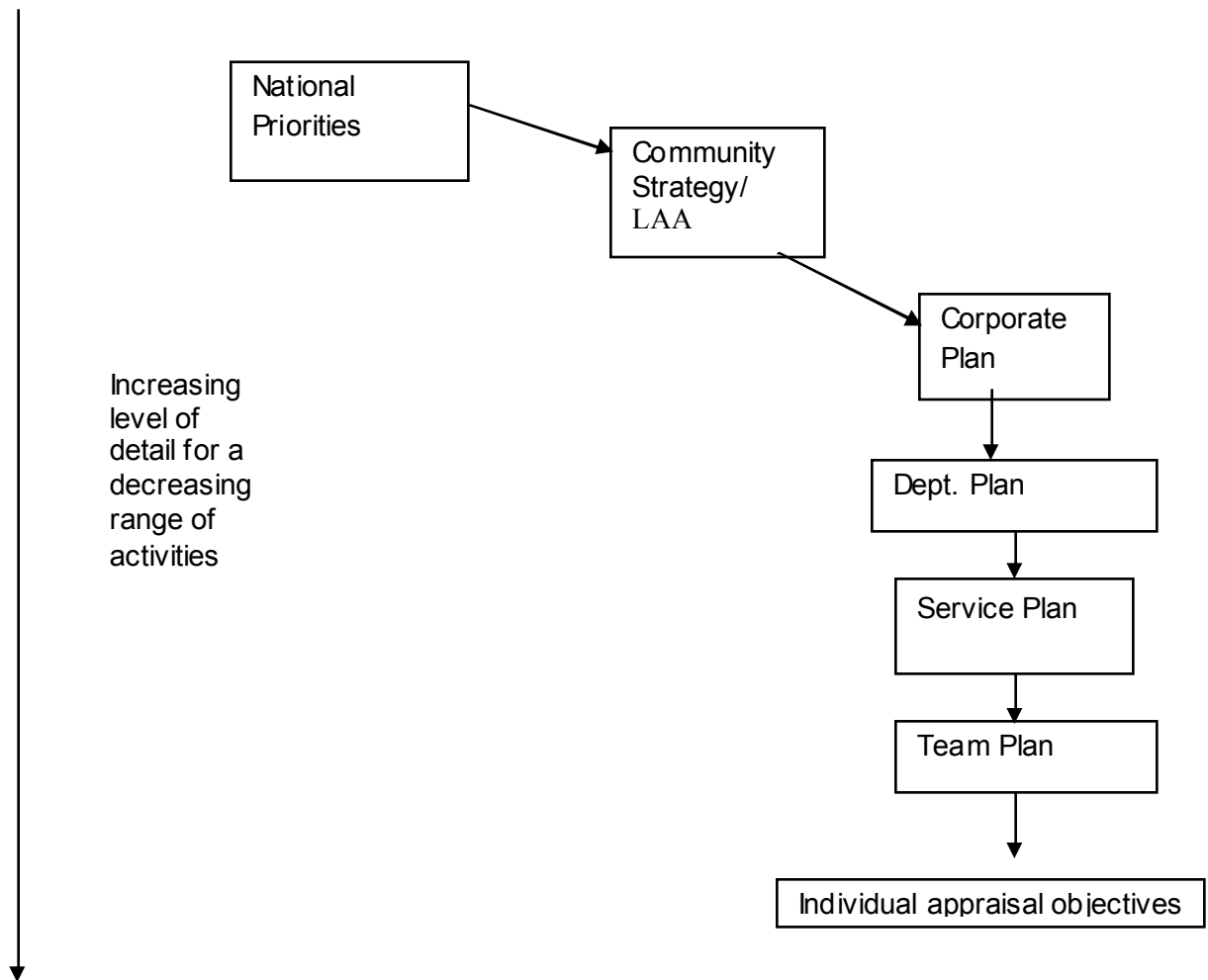
- The Standards & Competencies expected of each post
- The Qualifications expected of each post
- A 'next steps' programme for each post
-

2.10 The department as an employer needs to be explicit about what it intends to do and ensure that everyone within Adult & Community Services understands their identified responsibilities. They can then understand how and what they do contributes to quality outcomes for the people of Hartlepool, their social, emotional and physical wellbeing.

2.11 A performance management framework has been adopted by the department to ensure that national and local targets are translated into departmental, service, team and individual objectives and targets. The

Governments targets for Adult and Community Services have been adopted by the Local Strategic Partnership and are within the Local Area Agreement alongside locally agreed priorities and targets.

The following diagram illustrates how this framework cascades the national and local targets throughout the organisation.



Our challenge is to be more explicit about what we intend to do and ensure everyone within the department understands their responsibilities identified so they understand how and what they do contributes to the councils strategic objectives.

2.12 To meet this challenge the senior management forum, e-mail communication and training programme updates are methods presently used to maintain communication. Divisional and Business unit meetings also provide forums for dissemination of information to all workers.

2.13 In coordinating and providing the training to meet workforce needs there has been involvement with the Adult Education Section of Adult & Community Services Department, other HBC departments, agencies and services, engagement with local further and higher educational establishments and competitive, quality training providers to develop a multi-agency approach and to make best use of resources.

2.14 Once approved by the Departments Directorate, Union Representatives and the Portfolio Holders for Adults and Public Health and Culture and Leisure the plan will be distributed to all staff and partners.

The Department's Training Policy is due for review following reorganisation.

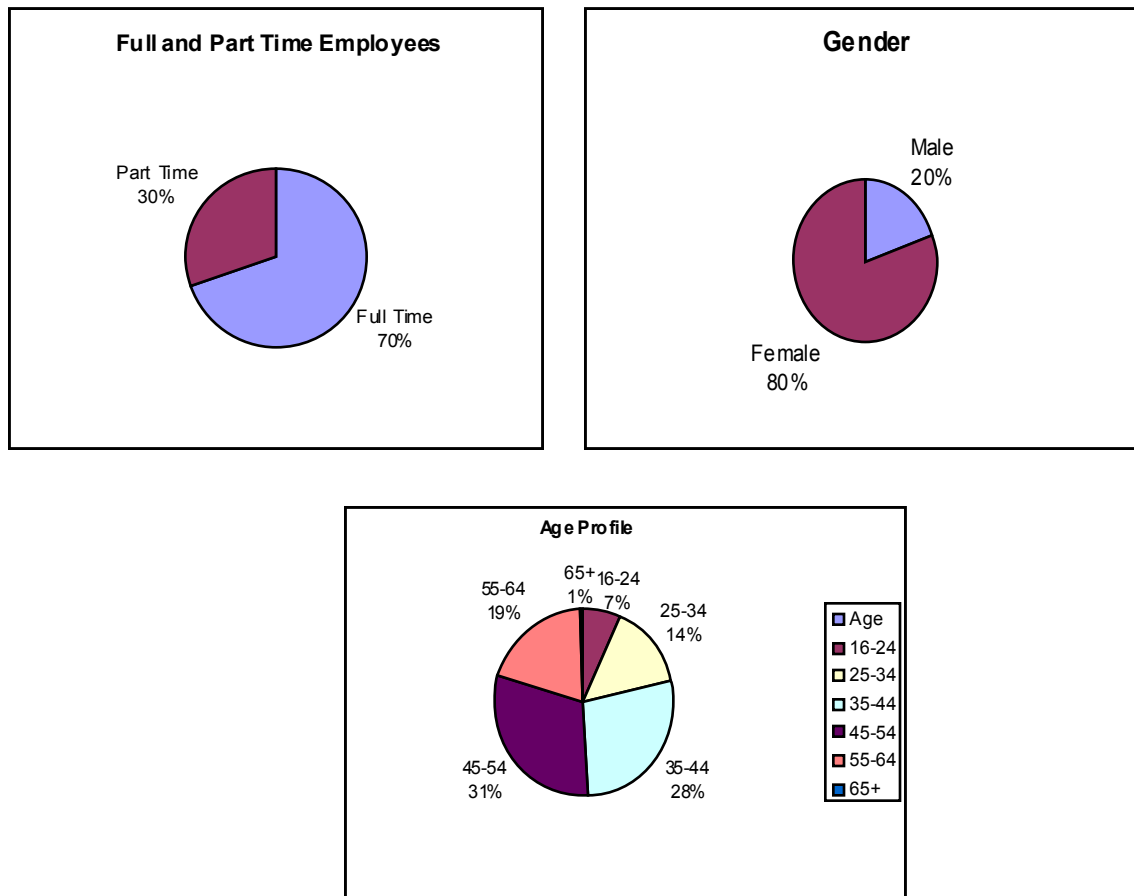
3. Workforce

3.1 To understand the workforce, ensuring relevant and accurate data is available on a timely basis is a priority. This data provides invaluable information to plan for the challenges and changes ahead.

Data is currently collected via a number of routes: employee annual survey, payroll data, departmental audits and Department of Health/Government submissions and soon to be introduced Skills Audits.

A&Cs have invested resources into developing a database to improve the availability of workforce data for the department and streamline the collection of data to ensure it is consistent and fit for purpose.

A&CS Workforce @ April 2007: 655



3.2 Qualifications/Skills/Competencies

Adult and Community Services have adopted the 'Hartlepool Learning Ladder to ensure minimum qualification levels for tiers and groups of staff, (HBC Workforce Development Strategy 2007-12) and the Hartlepool Learning Commitment aims to ensure that all staff have a minimum of NVQ 2 or equivalent and departments support opportunities for this requirement to be met and that everyone should be able to clearly understand the value of their achievements and how they fit into the councils vision for developing the workforce.

3.3 The initiative to support employees to at least a level 2 qualification is also highlighted in The Leitch Report (2006), Prosperity for all in the Global Economy:

World Class Skills. It recommends that the UK commit to becoming a world leader in skills by **2020**, with targets for educational achievement set at:

- 95 per cent of adults to achieve the basic skills of literacy and numeracy.
- 90 per cent of adults qualified to at least Level 2, and a commitment to go further and achieve 95 per cent as soon as possible;
- Shifting the balance of intermediate skills from Level 2 to Level 3.
- 40 + per cent of adults qualified to Level 4 and above with a commitment to continue progression.

3.4 Qualification held by departmental staff

Framework Level	Level Indicators	Examples of qualifications to be obtained at this level	% A&Cs with this level
LEVEL 3	Level 3 qualifications recognise the ability to gain and (where relevant) apply a range of knowledge, skills and understanding. Learning at this level involves obtaining detailed knowledge and skills. It is appropriate for those intending to progress to HE, work independently or (occupational) to supervise and train others	A Levels; NVQ3; BTEC National; Advanced level qualifications	28.14%
LEVEL 4	Level 4 qualifications recognise specialist knowledge and involve detailed analysis of high levels of information in technical or professional knowledge	NVQ4; HNC; Certificates of Higher Education	22.37% (57% Management Qualifications)
LEVEL 5	Level 5 qualifications recognise the ability to increase depth and understanding of knowledge within an area of work or study to enable them the formulation of solutions and responses to complex problems and situations. Qualifications at this level are appropriate for higher grade technicians professionals or managers	NVQ5; HND; Foundation Degrees; Diplomas of Higher Education; CMS	33.33% (19% Management Qualifications)
LEVEL 6	Level 6 qualifications recognise a specialist high-level knowledge of an area of work or study to enable the use of an individuals own ideas and research in response to complex problems and situations. Qualifications at this level are appropriate for professional management positions with a degree of seniority.	BA/BSc (Hons) DMS	10.22% (20% Management Qualifications)
LEVEL 7	Level 7 qualifications recognise highly developed, complex specialist knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.	MA/MSc/MBA	4.74% (2% Management Qualifications)
LEVEL 8	Level 8 qualifications recognise leading experts or practitioners in a particular field. Learning at this level involved the development of new and creative approaches that extend or refine existing knowledge or professional practice.	PhD; DPhil	1.18% (2% Management Qualifications)

3.5 The table in appendix 1 outlines the QCA Nine Level Framework (2004) recommended minimum qualification, and the corresponding the Hartlepool Learning Ladder and Department Specific Roles for each tier of worker.

3.6 HBC has been tackling Recruitment and Retention by giving attention to attracting young people. In Adult & Community Services a trainee care initiative began in 2005 and will be completed in 2008.

Modern apprenticeships and student and pupil placements are supported across the department. There is a strong commitment in the workforce from staff and managers committed to providing quality and purposeful placement experiences.

3.7 The introduction and allocation of the National Training Strategy grant directly to Private and Voluntary sector is planned to continue with an aim of improving training opportunities and care standards amongst Private & Voluntary sector providers

There have been several events over the last 18 months regarding this initiative, positive feedback, ideas for reinvestment and networking has taken place.

4. Review of Activity in 2006-7

4.1 Continuous professional development of the workforce has been a high priority in the first year of Hartlepool Adult & Community Services.

Activity was in most cases in line with what was planned for individuals and services, with considerably more happening in certain areas as the existing and changing needs of the new department were addressed.

4.2 Qualification Training

An ambitious programme of qualification and post qualification training has been successful which has provided staff with the required qualifications for their profession and in management.

4.3 Management Training

4.3.1 There have been considerable demands on all managers in the first year of operating after reorganisation. The LDMP programme has provided a solid base for those who have completed it.

4.3.2 Ensuring that more staff complete training in this key activity will be a priority for 2007-8.

4.3.3 In addition to the LDMP programme and accompanying modules staff has completed training in Supervision skills.

4.3.4 A programme of absence management training took place to address the high percentage of sickness across the department this was attended by all managers and supervisors and has contributed in sickness figures reducing.

4.4 Core/Mandatory Training

4.4.1 Training took place to meet the Health and Safety requirements of the Adult and Community services workforce, to meet specific standards, legislation and registration requirements.

Training	Number Attended	Cost
1 st Aid certificate & refresher	8	£1520.00
Adult protection awareness	459	£6885.00
Complaints	65	£650.00
Diversity	37	£2405.00
Emergency aid	60	£2400.00
Fire safety	52	£2600.00
Food hygiene	38	£2470.00
H&S at work	44	£2640.00
H&S risk assessment	89	£4235.00
Infection control	40	£1800.00
Managing Violence & Aggression	33	£3960.00
Manual Handling	18	£630.00
Moving & Handling People	210	£14,700
Induction to HBC	9	£0.00

The totals for Adult Protection Awareness, & Moving & Handling People included 491 staff from other agencies.

4.5 Development training

4.5.1 The total number of development training days delivered was 765.

Adult and Community Services Staff 450, other Agencies 315

4.5.2 Joint planning with partner agencies took place and will continue and new and innovative methods of developing staff and providing training will be sought. The expertise and experience of all partners in identifying and contributing to the delivery of high quality and relevant training in the changing world of lifelong learning will be critical and invaluable in this challenge.

4.5.3 This year saw specific training take place in older people services around outcome focussed working, dementia and Telecare.

4.5.4 Training was provided by PCT for stroke awareness, continence awareness and COPD across all services.

4.5.5 In Disability services specialist training in autism awareness, learning disability awareness, person centred practice, training for service users & carers to interview and appoint staff and nutrition.

4.5.6 Mental health services utilised training through TEWV for training in their area.

4.5.7 Other specialist training was commissioned and accessed by all sections of the department in particular Mental Capacity Act, Adult Protection, In Control, Carer Awareness, Bereavement & Loss, and HIV & Aids which had been identified to meet specific priorities identified in 2006/7.

4.5.8 IT Skills support was provided throughout the year by the departments Management Information Team who supported and coached workers at all levels on existing and new systems and databases. IT training provided through Workforce Development & Diversity Section was also accessed including training to qualification level.

4.6 Evaluation

4.6.1 Evaluation of planned and delivered training is carried out through post course questionnaires, meetings with trainers and staff supervision and appraisal

feedback. Divisional, Business Unit and Team Meetings also provide forums for evaluation and review .

4.7 Budget

4.7.1 Out turn figures for 2007 showed a carry over of the National Training Support Grant that was anticipated following the introduction of allocation directly to Private and Voluntary Sector colleague.

4.7.2 This carry over was agreed to be reinvested in administration, joint planning and training delivery following consultation with Private and Voluntary sector service providers.

4.7.3 It was expected that 3.7% of the services gross current expenditure on staffing would be spent on training directly employed staff in 2006-7.

4.7.3 The final figures indicated that the actual amount was 3.72%

5. Planned Activity for 2007- 8

5.1 The priorities for planned activity will be derived from current priorities together with those previously identified from the Hartlepool Community Strategy, Corporate Plan and People Strategy, Corporate Workforce Development Strategy, Department and Service Plans. They will also include the individual development plans of individuals whose development needs have been identified to meet objectives of the aforementioned plans.

In particular training and development will focus on

- Moving from being service centred to place and person centred organisation
- Leading and managing places and communities in all their diversity
- Doing more with less: increasing both effectiveness and efficiency
- Increasing their change management capabilities, to better manage change internally and externally.

- Attracting, developing and retaining a high performing workforce
- Training needs to meet National Minimum Standards of Care
- Health and Safety needs of all workers
- Continuing professional development to meet registration requirements of professionally affiliated workers
- Qualification training to fill the knowledge, skills and qualification gaps, and promotes career pathways.
- IIP

5.2 Qualification Training

Ensuring that all staff have the appropriate professional and technical qualifications to do their jobs continues to be a priority across Adult & Community Services.

5.2.1 NVQ Management Qualifications are to be undertaken which will impact on key priorities.

5.2.2 Emphasis on all workers having IT Skills is a major driver this year. All workers will have access to IT and Admin Qualifications appropriate to post.

5.2.3 Social Work training continues and four Staff are being supported and it is proposed that another three will be supported in September 2007.

5.2.4 The BA in Occupational Therapy will continue to be supported this year with an occupational therapy assistant continuing to study.

5.2.5 Adult Education is to deliver a training programme of NVQ which will provide the underpinning knowledge and work based assessment for NVQ 2 Health & Social Care and Registered Manager Awards.

5.2.6 They will also deliver and support the Common Induction Standards across Adult Services, Private & Voluntary providers and individuals wishing to have a career in Social Care.

This programme will have an impact on national, local and departmental targets for improving skills, training the Hartlepool Social Care workforce and introducing new workers who have been previously been employed, or individuals returning

to work or changing career. Social care staff may also be seconded to support this process.

5.3 Management Training

Leadership and Management Development will continue to run in conjunction with the corporate Workforce Development and Diversity Section. This training will contribute to achieving Departmental objectives.

In addition to this managers and teams will attend training in relation to Performance Management, Supervision, Business Improvement Techniques, Team building, and NEEM management training programme.

Qualifications at level 2, 3, 4 and 5 in management will also be accessed.

5.4 Core Skills :

5.4.1 This programme is designed to increase the knowledge and skills and values of staff in areas of health and safety at work, equality and diversity, communication and complaints and adult protection.

5.4.2 An increase in E. learning is expected this year for initial and refresher training.

5.4.3 Induction continues to be developed corporately and is essential for all new staff. Social Care workers will be accessing common induction standards delivered by Adult Education.

5.4.4 It is estimated that figures for attendance will be high with workers attending elements of training as essential training for their post and as a refresher. Adult Education will provide a major part of this training.

5.4.5 The commissioning of the consultant who will work to the A&CS Moving and Handling of People Strategy will continue and training will expand to include falls awareness. Attendees will be a multi-agency from A&CS, PCT and Hartlepool Housing.

5.4.6 The Adult Protection training programme is a highly successful multi agency operation which is managed and coordinated by A&Cs. The Self Assessment Survey submission carries a new indicator (7.2GN 191) asks for the Estimated percentage of staff, employed by independent sector registered care

services that have had some training on protection of vulnerable adults, that is either funded or commissioned by the Department. Work will continue this year with providers to provide and record this information.

5.5 Skills Development: Adult Services

5.5.1 Training will contribute to achieving objectives of the department and service plans. The priorities for the Department are developed as a result of national and local priorities and the next 2 years

1. Develop a Joint Commissioning Team in conjunction with Hartlepool Primary Care Trust (HPCT)
2. Development of integrated teams with Hartlepool PCT, Tees Esk and Wear Valley NHS Trust for Older People and working age adults
3. Supporting carers to continue to care via the development of new support, Direct Payments and short break options
4. Implementing new commissioning models including Connected Care and examining regional efficiency approaches (e.g. regional procurement)
5. Modernisation of disability services to focus on social inclusion and community participation
6. Development of self directed services for vulnerable adults
7. Having a robust approach to risk and asset management which is firmly embedded in the business planning process
8. Developing a public access strategy covering indoor facilities and sports facilities.
9. Increasing access to cultural, leisure and community learning activities
10. Review the Cultural Strategy
11. Develop the H₂O Delivery Plan
12. Development of a Tall Ships Delivery Plan
13. Responding to the Supporting People Inspection findings
14. Development of a Department wide efficiency strategy which incorporates ICT and BPR (Business Process Re-engineering)

15. Development of a Voluntary Sector Strategy
16. Development of an Older People Housing care support and commissioning strategy in partnership with housing and Supporting People low level
17. Development of a Preventative Strategy
18. To develop a Department wide response to Business Continuity, Risk and Emergency Planning.
19. Develop the Management Team to ensure the provision of synergy, and better ways of working.
20. Achieve Investors in People Award
21. Achieve Level 3 Equality Standard. Ensure INRAs/DIAs are completed
22. Accommodation
23. Information Sharing
24. Links (Local Involvement Networks) Development (for public engagement re Health and Social Care)

5.5.2 Training planned to support the achievement of the objectives is detailed in the training catalogue that is made available to all staff.

5.6 Information Technology Training

5.6.1 Ongoing support for all other systems used in the council will continue i.e. Lotus notes, intranet etc.

5.6.2 Training for writing for the department's portal and website is key in 2007/8 to ensure that all information published is accessible and easy to read.

5.7 External Training and Conferences

5.7.1 To ensure that specialist skills can be developed, maintained and managers and staff can be kept up to date with national and local initiatives, legislation and policies, it is necessary to make use of external training and conferences.

5.7.2 In most instances this is coordinated by A&Cs workforce planning and development.

5.7.3 This approach is also appropriate when it is uneconomic to buy in courses/training.

5.8 Evaluation

Evaluation of training undertaken is carried out in various ways.

1. Meetings with Business unit managers to develop annual Workforce Training and Development plan.
2. Post Course questions to continue to inform future planning.
3. Pre and Post course identification and evaluation to discuss learning aims and subsequent impact on practice to be covered in supervision process.
4. Issues, comments, compliments, concerns arising from above process to be communicated in writing by individual or line manager to workforce planning and Development.
5. evaluation projects in specific areas to inform future training and development needs
6. Supervision and progress meetings with training providers.

6. Estimated Costs

Cost Summary	No of staff	No Training days (whole days)	Est. Cost £
Qualification Training *	100	1500	52000
Core Skills	600	650	5000
Management Training	60	180	15000
Skills Development	752	211	75000
Evaluation			20000
External Courses			20000
Travel & Subsistence			6000
Training Materials/Room Hire/Venues			25000
Hire/Venues			3000
Service User involvement in Training			3000
TOTAL			£266000

* Numbers and costs for qualifications are those taken from the staff development budget only – they do not include those supported and funded by individual teams

Appendix 1

QCA Nine Level Framework (2004)

The following table outlines the QCA recommended minimum qualification, and the corresponding the Hartlepool Learning Ladder and Department Specific Roles for each tier of worker. Work is underway to complete the final column.

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level	Skills expected at this level	A&CS Roles for this level	No A&Cs in roles with this level
ENTRY	Preferably some level of literacy and numeracy.	Entry level qualifications recognise basic knowledge and skills and the ability to apply learning in everyday situations under direct guidance or supervision. They are not occupationally specific.	Entry 1 Entry 2 Entry 3 in range of subjects	Basic Skills	All Staff	
LEVEL 1	To have completed secondary education;	Level 1 qualification recognises basic knowledge and skills and the ability to apply learning with guidance or supervision. Learning at this level is about activities, which mostly relate to everyday situations and may be linked to job competence.	GCSE grades D-G; NVQ1; Pre-Apprenticeship qualifications; Foundations Level qualifications	Basic Skills	All Staff	
LEVEL 2	GCSE - D-G; NVQ1; Pre-Apprenticeship qualifications; Foundation Level qualifications	Level 2 qualifications recognise the ability to gain a good knowledge and understanding of a subject area of work or study and to perform varied tasks with some guidance or supervision. Learning at this level involves building knowledge and/or skills in relation to an area of work or subject and is appropriate for many job roles	5 GCSE grades A*-C; NVQ2; BTEC First Award; Intermediate Level qualifications	Vocational - Technical Skills	All Staff Elected Members	

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level	Skills expected at this level	A&CS Roles for this level	No A&Cs in roles with this level
LEVEL 3	5 GCSEs - A*-C; NVQ2; Intermediate Programme	Level 3 qualifications recognise the ability to gain and (where relevant) apply a range of knowledge, skills and understanding. Learning at this level involves obtaining detailed knowledge and skills. It is appropriate for those intending to progress to HE, work independently or (occupational) to supervise and train others	A Levels; NVQ3; BTEC National; Advanced level qualifications	Vocational - Technical Skills Academic Skills	Elected Members Identified Staff	
LEVEL 4	A Levels; NVQ3 BTEC National	Level 4 qualifications recognise specialist knowledge and involve detailed analysis of high levels of information in technical or professional knowledge	NVQ4; HNC; Certificates of Higher Education	Academic Skills	Elected Members Identified Staff	
LEVEL 5	A Levels; BTEC National; NVQ4 HNC	Level 5 qualifications recognise the ability to increase depth and understanding of knowledge within an area of work or study to enable them the formulation of solutions and responses to complex problems and situations. Qualifications at this level are appropriate for higher grade technicians professionals or managers	NVQ5; HND; Foundation Degrees; Diplomas of Higher Education; CMS	Managerial Skills	All Staff With Managerial Responsibility	

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level	Skills expected at this level	A&CS Roles for this level	No A&Cs in roles with this level
LEVEL 6	A Levels; BTEC National; HND; NVQ5; Foundation Degrees	Level 6 qualifications recognise a specialist high-level knowledge of an area of work or study to enable the use of an individual's own ideas and research in response to complex problems and situations. Qualifications at this level are appropriate for professional management positions with a degree of seniority.	BA/BSc (Hons) DMS	Managerial Skills	All Staff With Managerial Responsibility	
LEVEL 7	BA/BSc (Hons) DMS	Level 7 qualifications recognise highly developed, complex specialist knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.	MA/MSc/MBA	Leadership Skills	1 st & 2 nd Tier Officer	
LEVEL 8	MA/MSc/MBA	Level 8 qualifications recognise leading experts or practitioners in a particular field. Learning at this level involved the development of new and creative approaches that extend or refine existing knowledge or professional practice.	PhD; DPhil	Leadership Skills	1 st & 2 nd Tier Officer	



HARTLEPOOL ADULT AND COMMUNITY SERVICES WORKFORCE TRAINING AND DEVELOPMENT POLICY

This policy document was approved by on

1. Workforce Training and Development

Workforce Training and Development, which includes all aspects of training, is one of the elements of Hartlepool Borough Councils overarching Workforce Strategy. The aim of this strategy and its supporting policies and procedures is to provide a working environment in which staff are able to maximise their performance, commitment and contribution to the aims of this department and of the Council.

Workforce Training and Development is the term used to include all activities, which are undertaken by and for staff in order to maintain, up-date and enhance their work related knowledge, skills and capabilities.

2. The Purpose of Workforce Training and Development

The purpose of Workforce Training and Development and the Workforce Training and Development Policy is to link staff, their performance and development to the achievement of the department's operational and strategic objectives and its commitment to continuous improvement and excellence.

- Assist staff to learn from every activity
- Continuously improve services
- Promote equality
- Enhance job performance
- Support the management of change
- Assist individual development and team learning
- Provide opportunities for succession
- Make a contribution to recruitment and retention of staff
- Facilitate effective joint working with other agencies

3. Guiding Principles

The Adult and Community Services Department recognises that its most important resource is its employees. It is committed to the training and development of its entire workforce so that they will gain the necessary skills to reach their full potential.

This will assist in enabling the Department to achieve its aims and objectives that are to provide specialised, high quality services to people through a well trained and supported workforce.

By increasing the skills and knowledge of its staff the Department will produce confident, highly qualified staff working as an effective and efficient team.

The individual training and development needs will be identified through

- Induction
- Supervision
- Annual Performance Appraisal
- Requests From Employees
- Department, Service And Team Plans

The following principles guide the Staff Training and Development Policy and apply to all aspects of staff development and training activity delivered both internally and externally. There is a departmental commitment to staff development and training.

1. All staff regardless of age, grade, gender, disability, ethnic background or nature of their contract of employment are expected to undertake training and development, which is viewed as a continuous process throughout employment.
2. Staff are required to assume responsibility for their own development and training, which includes both participation in planned activities and making use of opportunities to learn when they are presented.
3. Staff development and training is an obligation for line managers who are responsible for identifying individual training and development needs and supporting and encouraging staff.
4. Formal processes, induction, appraisal and training needs analysis are used at the individual level and training and development planning takes place at business unit/service level.
5. Accountability for staff training and development rests with management at every level.
6. The training and development needs identified will be met through a variety of activities depending on the nature and extent of the requirements deemed necessary after assessment.

7. All internal training provided by the department will be of no cost to the employee. External courses and professional qualifications may be fully or partly funded by the department depending on the nature of the training.
8. As part of the departments continuing commitment to training and development, employees are asked to provide feedback on the value and effectiveness of the training and development they undertake. This information will be used to assess and improve the training process and to ensure that it provides value for money.

4. Priorities for Workforce Planning and Development

Identified strategic priorities for staff development and training, in the short to medium term are:

- Workforce training and development to meet registration requirements and minimum standards in all professions.
- Leadership and management development.
- Best practice in the management of people.
- Enhancing service delivery.

Qualifications and Training that is available or which the department plans to provide will directly link to the priorities above

Workforce Planning and Development priorities will be regularly reviewed by the Workforce Development Management Team, which has responsibility for staff training and development policy.

4.1 Development Plans

Services heads will be required to prepare training and development plans, which will reflect the achievement of academic and operational plans and the outcomes of the appraisal processes for different categories of staff.

These plans will be approved and reviewed annually by the Staffing and Development Committee.

4.2 Training Records

Training records will be maintained by Adult and Community Services, Workforce Planning and Development Section, Support Services, subject to data protection requirements.

5. Funding Policies

The Departments central budget for Workforce Planning and Development is administered by the Workforce Planning and Development section. These funds

are allocated to support the Department in the achievement of organisational aims and objectives.

5.1 Charges for Training

Charges are not imposed for attendance at courses funded from the Workforce Training and Development budget. However, individuals who have booked a place on a course and who then do not attend the course, with the exception of illness and other mitigating circumstances; will be reported to the directorate.

6. Review of the Policy

The Staff Development and Training Policy will be revised and up-dated every three years.



HARTLEPOOL ADULT AND COMMUNITY SERVICES WORKFORCE TRAINING AND DEVELOPMENT PROCEDURE

Date of issue: Aug 2007

Author: Gwenda Pout

Review Date: 2010

Review Group: DMT

1. The Department Workforce Training and Development Plan

The Department Workforce Training and Development Plan for each financial year is agreed by the Adult and Community Services Directorate and Portfolio Holder for Adults and Public Health.

The Workforce Training and Development Plan covers staff learning and development required to meet the Department objectives. This includes:

- Induction and continuing training in the Department's processes, e.g. Health & Safety
- Training programmes to meet any requirements to develop new skills
- Maintaining and developing the support of further and higher education professional training e.g. social work practice placements.
- Links into any council wide training initiatives
- An estimate of the average staff time and cost for training in the coming year

2. Communication

There are a number of formal communication routes within the Department:

Management meetings:

- The Director and Division Heads (Directorate) meet every two weeks
- Departmental Management Team meet every two weeks

- Divisional Meetings meet every four weeks
- Workforce Planning and Development Team monthly
- Business/Service Unit/Group Meetings: every two weeks to discuss the key issues and developments in their work area.
- Team Meetings
- Department Management Forums: at approximately six monthly intervals the Director holds a meeting for all Department managers to inform them of Department plans and progress. Managers are responsible for ensuring that staff not attending the Forums are informed of the discussions and presentations.
- Consultation events: at approximately 12 monthly intervals a meeting with Workforce Planning and Development to present and discuss recent work and future plans including funding.

3. Professional and Managerial qualifications

The following qualifications are seen as appropriate for posts within the department in line with the National Qualification Framework.

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level
ENTRY	Preferably some level of literacy and numeracy.	Entry level qualifications recognise basic knowledge and skills and the ability to apply learning in everyday situations under direct guidance or supervision. They are not occupationally specific.	Entry1 Entry 2 Entry 3 in range of subjects
LEVEL 1	To have completed secondary education; Entry Level 2 or 3	Level 1 qualification recognises basic knowledge and skills and the ability to apply learning with guidance or supervision. Learning at this level is about activities, which mostly relate to everyday situations and may be linked to job competence.	GCSE grades D-G; NVQ1; Pre-Apprenticeship qualifications; Foundations Level qualifications
LEVEL 2	GCSE grades D-G; NVQ1; Pre-Apprenticeship qualifications; Foundation Level qualifications	Level2 qualifications recognise the ability to gain a good knowledge and understanding of a subject area of work or study and to perform varied tasks with some guidance or supervision. Learning at this level involves building knowledge and/or skills in relation to an area of work or subject and is appropriate for many job roles	5 GCSE grades A*-C; NVQ2; BTEC First Award; Intermediate Level qualifications

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level
LEVEL 3	5 GCSEs at grades A*-C; NVQ2; Intermediate Programme	Level 3 qualifications recognise the ability to gain and (where relevant) apply a range of knowledge, skills and understanding. Learning at this level involves obtaining detailed knowledge and skills. It is appropriate for those intending to progress to HE, work independently or (occupational) to supervise and train others	A Levels; NVQ3; BTEC National; Advanced level qualifications
LEVEL 4	A Levels; NVQ3 BTEC National	Level 4 qualifications recognise specialist knowledge and involve detailed analysis of high levels of information in technical or professional knowledge	NVQ4; HNC; Certificates of Higher Education
LEVEL 5	A Levels; BTEC National; NVQ4 HNC	Level 5 qualifications recognise the ability to increase depth and understanding of knowledge within an area of work or study to enable them the formulation of solutions and responses to complex problems and situations. Qualifications at this level are appropriate for higher grade technicians professionals or managers	NVQ5; HND; Foundation Degrees; Diplomas of Higher Education; CMS
LEVEL 6	A Levels; BTEC National; HND; NVQ5; Foundation Degrees	Level 6 qualifications recognise a specialist high-level knowledge of an area of work or study to enable the use of an individuals own ideas and research in response to complex problems and situations. Quals at this level are appropriate for professional management positions with a degree of seniority.	BA/BSc (Hons) DMS
LEVEL 7	BA/BSc (Hons) DMS	Level 7 qualifications recognise highly developed, complex specialist knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.	MAMSc/MBA
LEVEL 8	MAMSc/MBA	Level 8 qualifications recognise leading experts or practitioners in a particular field. Learning at this level involves the development of new and creative approaches that extend or refine existing knowledge or professional practice.	PhD; DPhil

4. Career progression/Next Steps

When someone has demonstrated that they are operating to the standards expected of them and that they have the qualifications required for their current post it might be that they wish to take a “next step”.

The Department has important reasons to support people in “next steps” activity

- To ensure a culture of “life time learning” and to maintain a learning organisation: without this sustaining motivation and responding to change can be difficult
- To ensure that there are people able to be serious candidates for promotion and replacement of people who retire, get promoted or who for whatever reasons leave the organisation.
- To attract people to work in the Department

The “next steps” may be opportunity to do a qualification course, which would give access to a different job, to be seconded to a different job in the department.

Some next steps will be part of Departmental strategies to increase the numbers of staff with particular qualifications/skills; some will be “one offs” to meet the needs of particular individuals.

Resources for both types will have to be identified and authorised by the directorate.

Planning the “next step” has to start to be developed in supervision and appraisal between the worker and their line manager

5. Supervision and Appraisal

It is an expectation that all staff will receive supervision from their line manager on a regular and planned basis, and these sessions will cover the following:

- Current workload
- Support available
- Development

Both the staff member and their manager can bring items to the meeting, and records should be kept of the sessions including action people should be taking to improve and maintain good performance.

Additionally the Hartlepool Borough Council Appraisal Scheme will be completed by the staff member and their manager, who together will conduct

an annual review of the staff member's performance and development and make plans to meet any development needs that are identified or to take other action as required. There is a six monthly review of the plans made.

Departmental Standards are to be available to help managers and staff in carrying out effective supervision and appraisal.

The Supervision and Appraisal scheme will result in every staff member having an individual development plan and also provide from line manager requests for development opportunities information about training and secondment needs across the Department.

6. Training Records

The Department maintains Training Records for each member of staff. The record includes:

- Qualifications, experience and any learning and development activities that have been undertaken.
- Learning and development activities include:
 1. attending a course
 2. sitting an examination
 3. attending a conference or workshop
 4. attendance at a Department Forum
 5. presentation of a paper at a conference
 6. period of on the job experience or study, self taught or otherwise
 7. structured private study

The Workforce Planning and Development section maintains a copy of the training records and inputs the information onto the Training and Qualification database. The records are kept up to date from the nomination forms, evaluation forms and attendance lists.

Access to training records is restricted. Individuals can access their own records and Managers can access the records of the staff they are responsible for. The Training Manager, staff maintaining the database, and auditors can access all the records.

7. Accessing Learning and Development

All training courses are listed in the Workforce Planning and Development planner which is available on the intranet. Staff and their line manager identify training needs through supervision and appraisal. An electronic version of the nomination form sent via their line manager or a paper copy signed by their line manager is sent to the Workforce Planning and Development section and a place will then be reserved on the relevant course. Confirmation and

course details are sent via lotus notes meeting invites for internal staff. For staff not on lotus notes confirmation and course details are posted to their work bases or e-mailed to their line manager three weeks prior to the start of the course.

8. Evaluation

Staff complete an evaluation form at the end of each training course. The Workforce Planning and Development section will collate the information, and the Workforce Training and Development Manager evaluates the effectiveness of the training in meeting the Department's objectives, and makes recommendations to DMT

9. The Workforce Planning and Development Section Review

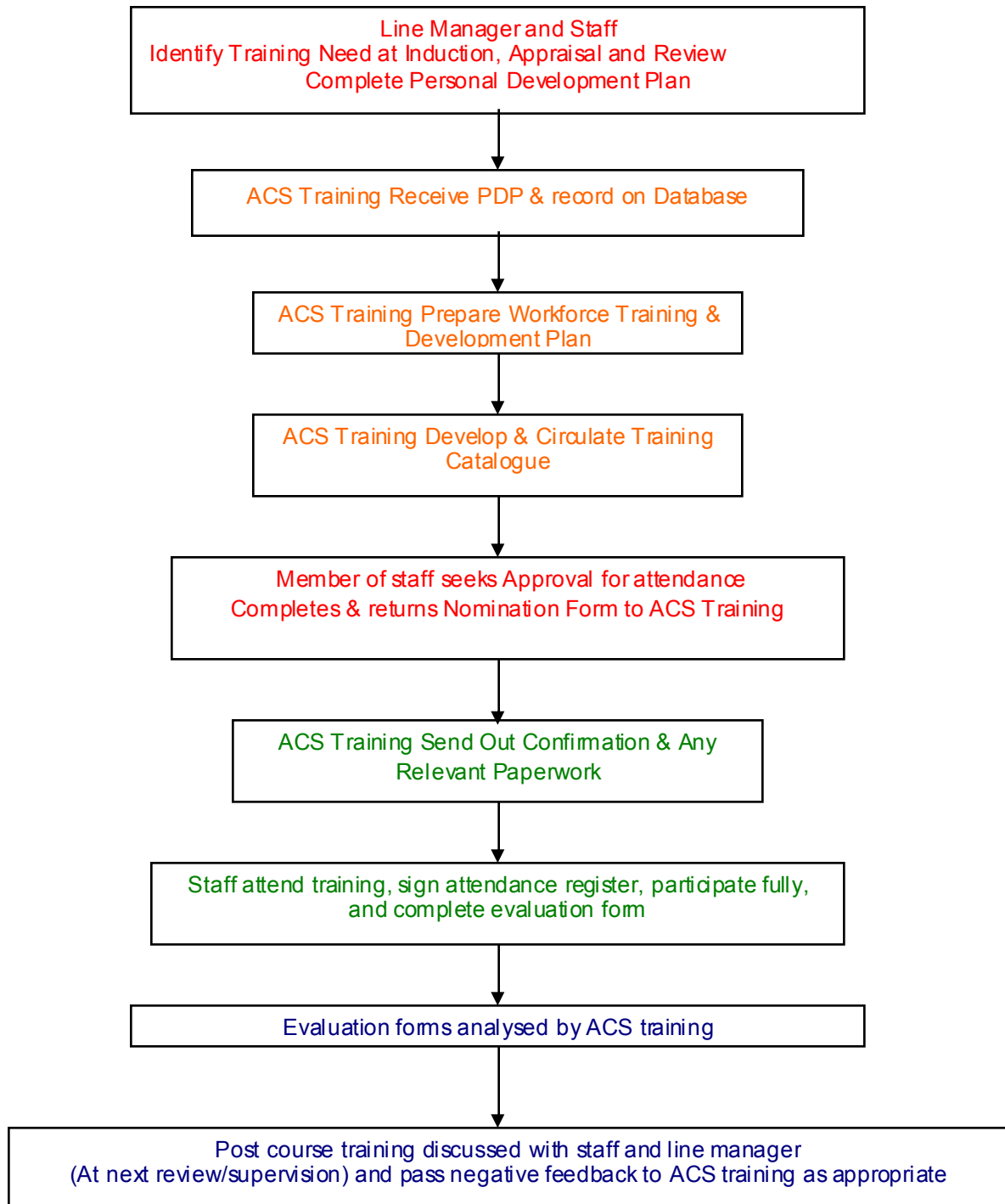
The Workforce Planning and Development section holds a review each year; the review is chaired by the Workforce Planning & Development Manager and covers:

- The learning and development undertaken by Department staff in the previous year
- The key training initiatives that have been addressed
- An evaluation of the effectiveness of that training in meeting Department objectives
- The learning and development needs identified for the future
- A review of the Department Training Plan to ensure that it continues to support the objectives of the Department
- A written report of the review is presented to DMT.

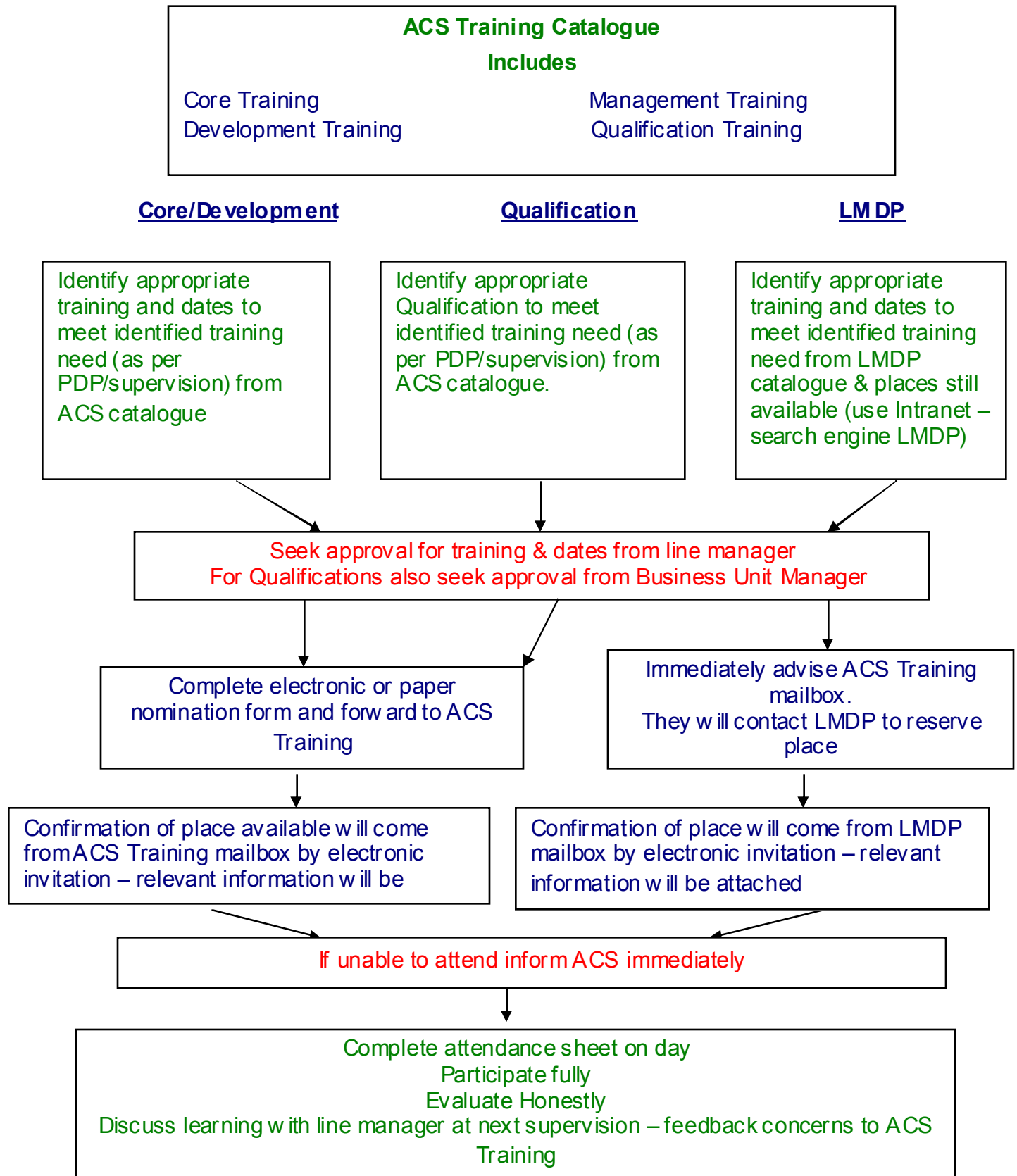
10. Information on the intranet

The Workforce Planning and Development section maintains a page on the Intranet giving details and links to publications relating to training courses and nomination forms.

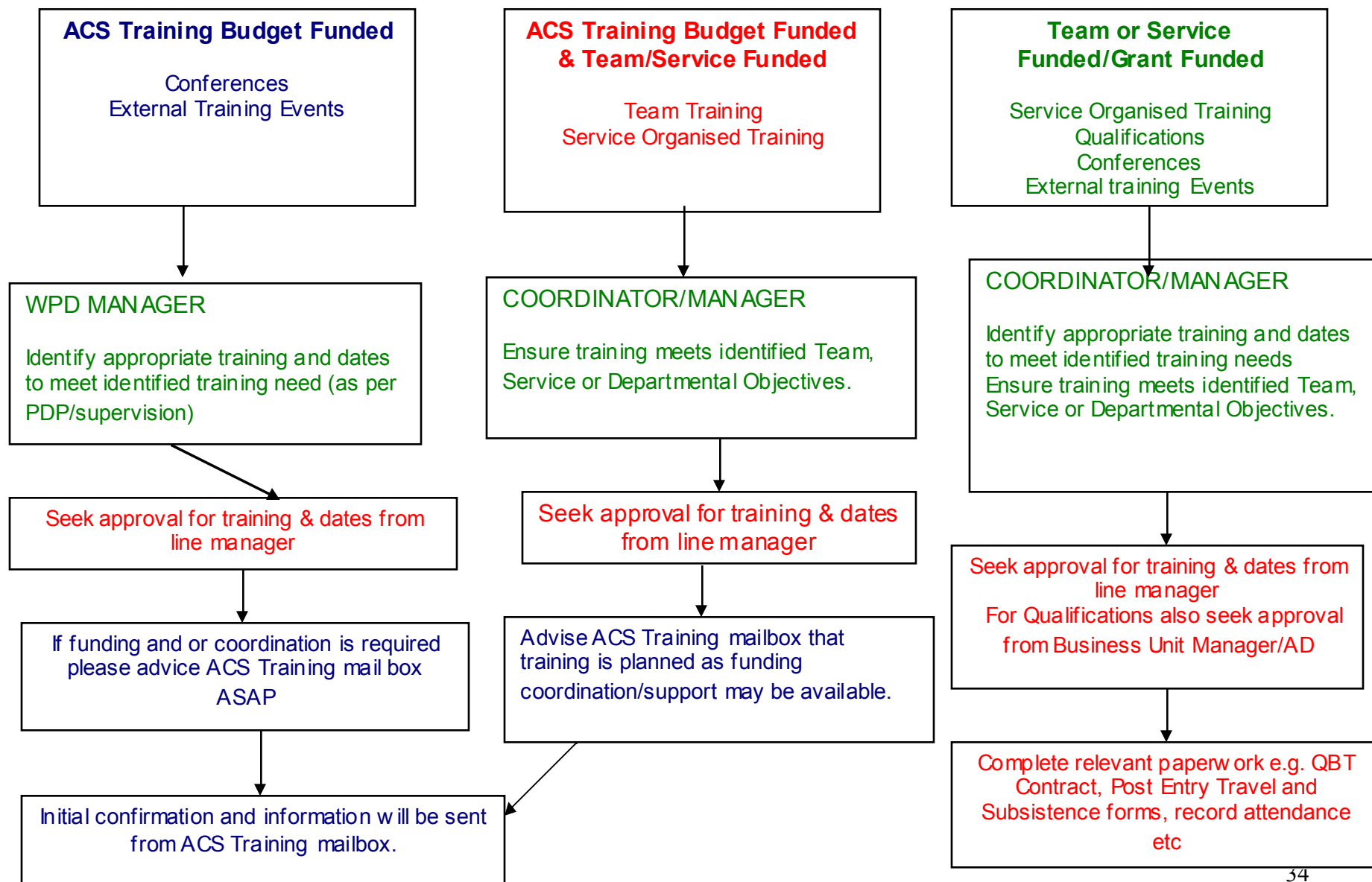
ACS - ACCESSING TRAINING 1



ACCESSING TRAINING 2



ACCESSING TRAINING 3



CULTURE, LEISURE AND TOURISM PORTFOLIO

Report to Portfolio Holder

16th October, 2007



Report of: Director of Adult and Community Services

Subject: COMMUNITY SPORTS COACH SCHEME – DRUGS INTERVENTION PROGRAMME

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder regarding the development of the Community Sports Coach Drugs Intervention Physical Activity Programme and progress made to date.

2. SUMMARY OF CONTENTS

The Community Investment Fund via the Tees Valley County Sports Partnership and the Drugs Intervention Service currently funds the DIP Community Sport Coach post and development programme. The current postholder came into post in November 2006 and since this time, significant progress has been made with the participation of referred clients within this particular programme. This report serves to update the Portfolio Holder on progress made and highlights key achievements.

3. RELEVANCE TO PORTFOLIO MEMBER

Culture, Leisure and Tourism Portfolio includes Sport and Recreation.

4. TYPE OF DECISION

Non-Key.

5. DECISION MAKING ROUTE

Culture, Leisure and Tourism Portfolio, 16th October 2007.

6. DECISION(S) REQUIRED

Comments from the Portfolio Holder are welcomed.

Report of: Director of Adult and Community Services

Subject: COMMUNITY SPORTS COACH SCHEME – DRUGS INTERVENTION PROGRAMME

1. PURPOSE OF REPORT

- 1.1 To inform the Portfolio Holder regarding the development of the Community Sports Coach Drugs Intervention Physical Activity Programme and progress made to date.

2. BACKGROUND

- 2.1 As the Portfolio Holder will be aware from the Portfolio meeting held on 14th November, 2006, the National Community Sports Coach Scheme funded by DCMS, provided the opportunity to employ high quality sports coaches across the country.
- 2.2 Funding for this programme is made available in waves to each area's County Sports Partnership and applications for grant aid for coaches to work at a local level can be made, provided that evidence of need can be demonstrated.
- 2.3 Already in Hartlepool, employed via the Council's Sport and Recreation Service, we have three such coaches specialising in Disability Sport, Multi-Skills and Drugs Intervention activity and this report serves to highlight the work of the latter.

3. DETAILS OF POST AND DEVELOPMENT PROGRAMME

- 3.1 The Drug Intervention Programme (DIP), Community Sport Coach (CSC) post commenced 1st August 2006. The main remit of this post is to engage and work with predominantly young adults aged 18 – 35 years, who have been referred onto the DIP programme and to develop a long term sports programme to link in with drug rehabilitation services in order to help young adults rebuild their lives.
- 3.2 This programme has been active for one year now and during this time we have seen it develop into a very successful and life changing scheme.
- 3.3 The main Drugs Intervention Service has over 50 referred and registered individuals. Of these, 25 are now registered with our physical activity programme and with the financial support also given from the DIP partnership as well as via the CSC route, the Officer concerned has been

able to expand the programme to include a wide range of activities and increase the number of activity hours being offered as detailed below.

(a) **Six-Week Gym Programme**

The six-week gym programme attracts weekly attendances from six referrals and consists of a gym induction and five-weeks of supervised sessions. This involves offering a progressive programme individuals for the use of cardio-vascular equipment and weight machines.

To encourage regular use of the gym, all referrals are given an Active Card that offers reduced costs for gym sessions and other leisure activities operated by the Sport and Recreation Service across the town.

The gym programme aims to give individuals the skills needed to exercise safely, but also teaches individuals how to adhere to a set routine and develop life skills, which is something that this target group find very difficult because of their varied backgrounds including drug addiction, poor home life, unemployment and criminal convictions.

As a result of this session, some of the referred individuals have gained enough confidence, self esteem and commitment to use the gym facilities at the Headland Sports Hall independent of the programme. One individual has even taken a step further and joined a local private gym, having gained the confidence to travel independently across the town and to interact with other people for the first time in several years. This individual was previously house bound as a result of a long term substance abuse and addiction habit.

(b) **Golf**

The CSC initially developed a series of taster sessions to determine which activities would be the most popular amongst the referred young adults. Golf proved to be the most popular choice with 90% of referrals wanting to try it. As a result, the DIP partnership purchased two full sets of golf clubs and several pairs of golf shoes and gloves and an agreement was set up with Hartlepool Power Station to make use their 9 hole golf course.

The session now attracts four male and two female referrals each week and the level of ability has increased dramatically with some reducing their round scores by up to 24 shots from when they first started to play.

(c) **Eleven-A-Side Football**

Football is popular in most circles and this is certainly the case with the DIP programme. Starting with only a few referrals, this session

has built up to 18 referrals participating each week. In addition to this session, there are now two referrals playing for Owton Manor FC, three for L & L Joinery, one for Billingham Blue Stars and six referrals have joined together to form a 5-A-Side team which now play in the Dyke House League. There are also future plans to enter a second DIP team into the 5-A-Side league and also to form an 11-A-Side team which will be entered into one of the local league.

(d) **5-A-Side Football**

This session began as a casual drop in session, where referrals could come along, with their friends, partners etc. and sit and socialise in a different environment whilst playing 5-A-Side football. Over the last year, this has become a very popular session, with 16 referrals attending each week and has resulted in the DIP worker running a badminton session alongside this one, to accommodate those friends, partners and spectators who originally only came to watch.

The session was formed around creating a relaxed, friendly environment, where referrals could go to get away from the source of some of their problems which could fuel their addictions/behaviour. The success of the session is that now, at the end of the hour, the CSC and the DIP Key Workers remain onsite for a further 30 minutes, to give the referrals the opportunity to discuss any problems they may be having in relation to other issues such as housing, benefits etc.

Due to the fact that this session is not based at the DIP centre, the Key Workers have noted an increase in the number of referrals who take advantage of this informal advice drop-in session and they have subsequently been able to provide some major interventions based on these informal discussions, which has resulted in some significant positive outcomes.

- 3.4 Attendances, as detailed in the table below, clearly show the increase in participation in this programme. However, this programme is significantly more than being just about counting attendances. The outcomes that have been achieved as a result of these sessions are making some contribution to helping these young adults get their lives back. This is in respect to rebuilding their confidence, to give them support to find work, to gain respect, to adhere to the rehabilitation programme, to reduce criminal acts, to interact again in the real world without being reliant on drugs and to make them aware of the realisation of how their lives could be, without a drug addiction/habit.

	Apr	May	Jun	Jul	Aug
DIP Programme - Male Attendances	78	104	98	123	144
DIP Programme - Female Attendances	4	6	9	8	8
DIP Programme - New Attendances	5	7	8	4	17
	87	117	115	135	169

- 3.5 The CSC sessions are very specific, and although they appear to attract very low numbers, they are providing a major life line to those involved. For example, one male referral has used drugs for many years and has never had any kind of employment. His home life was disruptive with his own constant aggression and theft from his family, but in a matter of weeks since attending the physical activity programme, he has turned his life around. This young man now has a part time labouring job to enable him to buy his own golf clubs and has started paying his parents a little amount each month, in an attempt to reconcile for his previous actions. Better still, he is approaching the end of an intensive detox programme, which he had previously dropped out of.
- 3.6 Similarly, the CSC has worked in partnership with the Football Development Officer to offer the opportunity to referred individuals to gain coaching qualifications. One referral has now completed his Level One Football Coaching Award and assists the CSC on a weekly basis. This has proved very beneficial to both the individual and to those referrals that have seen him gain a qualification, which in time could lead to paid work. It has also been noted that since having a referral coach working alongside the CSC, the attendance rate in the football sessions has increased dramatically as the other referrals can relate more to this particular individual and in turn, are encouraged themselves to try and achieve the same.
- 3.7 The continued support of the DIP service will allow the sport and physical activity offer to develop further. It is already intended to add activities such as fishing, Community Sport Leaders Awards and overnight residentials to the programme available.

4. FINANCIAL IMPLICATIONS

- 4.1 Funding for the CSC post and programme has been made available for a three-year period to October 2009 from the Community Investment Fund via the Tees Valley County Sports Partnership. This provides 50% funding (£2,000 per year) towards project revenue costs. The match funding element over the three year period plus additional project cost support as the physical activity programme on offer expands and develops, is being provided directly from the Drugs Intervention Programme service.
- 4.2 There are therefore currently no financial implications for the Council for the provision of the programme. However, it is externally funded without which, the programme would not be able to operate. Officers are very mindful of the issue of sustainability and additional resources will have to be found if it is to continue beyond October 2009.

5. RECOMMENDATIONS

Comments from the Portfolio Holder are welcomed.

CONTACT OFFICER: Pat Usher – Sport and Recreation Manager

Background Papers

Culture, Leisure and Transportation Portfolio - Community Sports Coach Scheme Application - 14th November, 2006.

CULTURE, LEISURE AND TOURISM PORTFOLIO

Report to Portfolio Holder
16th October 2007



Report of: Director of Adult and Community Services

Subject: BEACH LIFEGUARD SEASON 2007

SUMMARY

1. PURPOSE OF REPORT

To update the Portfolio Holder on the Beach Lifeguard season for 2007

2. SUMMARY OF CONTENTS

Lifeguards were recruited using a range of advertising with all posts filled. There were 5 reported aquatic incidents and 634 reported other incidents varying from minor first aid to giving general safety advice. The lifeguards have had very positive responses from the public for their actions during emergency situations. The service continues to play a vital role in water safety along the coast of Hartlepool and has a strong regional and national profile.

3. RELEVANCE TO PORTFOLIO HOLDER

Lifeguards fall within the responsibility of the Culture, Leisure and Tourism Portfolio Holder.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Culture Leisure and Tourism Portfolio – 16th October 2007

6. DECISION(S) REQUIRED

To note the report on the lifeguard season 2007

Report of: Director of Adult and Community Services

Subject: BEACH LIFEGUARD SEASON 2007

1. PURPOSE OF REPORT

- 1.1 To update the Portfolio Holder on the recent lifeguard season

2. BACKGROUND

- 2.1 In 2004 The Royal Life Saving Society (RLSS) was commissioned to undertake a beach safety assessment identifying various aspects of running a beach lifeguard service, based on this report Hartlepool Borough Council decided to reinstate the lifeguard service.
- 2.2 The decision was taken when the lifeguards were reinstated that the service should not only operate for the schools summer holidays but should also include May and Spring Bank Holidays and the weekends from May Bank Holiday up to the school summer holidays from 10 am to 6pm.
- 2.3 The level of cover recommended by the Royal Life Saving Society (RLSS) is:
- **Seaton Carew** (between the North Shelter and the Coach Park)
Four lifeguards with five at peak times, inclusive of at least one supervisor
 - **Headland Beaches** (Fish Sands and Block Sands) between 10am to 6pm.
Four Lifeguards, inclusive of at least one supervisor

3. RECRUITMENT AND TRAINING

- 3.1 Advertising for the vacancies was undertaken through the normal outlets, but in addition a radio advert and flyers were produced. Monitoring was not undertaken at the time of recruitment regarding the success of the different forms or advertising, however all lifeguard positions were filled successfully.
- 3.2 The Lifeguard Staffing Levels required to provide the cover as recommended by the Royal Life Saving Society was:
- Beach Lifeguard Supervisors - 3
 - Beach Lifeguards (inclusive of 5 relief Supervisors) - 11
 - Casual Beach Lifeguards - 7

3.3 All the Lifeguards and supervisors are trained to:

- RLSS National Beach Lifeguard Qualification (NBLQ)

Additionally the Supervisors / Relief Supervisors are also trained in:

- RYA VHF Radio Certificate
- Quad bike Training
- Tow ing of trailers training
- First Aid at Work training
- 4 x 4 off road training
- Defibrillator training

3.4 All specified rescue watercraft (jet-ski & sled) users are holders of the RYA Personal Watercraft (PWC) certificate.

3.5 An NBLQ course was delivered by the Beach Safety Officer in April, all candidates successfully passed.

3.6 All Lifeguards have to undergo compulsory in-house training to practise skills learned and keep up to date with any changes in protocols. It is recommended by the Royal Life Saving Society that lifeguards undertake a minimum of four hours training per month incorporating a variety of the elements required on a rolling programme.

3.7 Initially ongoing training was delivered mainly on Thursday evenings, during the summer holidays training was delivered on Wednesday mornings, including a pool and theory session at Mill House Leisure Centre then a beach session at Seaton Carew. A total of 4 hours training was conducted, which was incorporated into the shift patterns. Lifeguards are permitted to attend as many training sessions as they want, however they will only be paid for 4 hours per calendar month with the exception of the summer period when training sessions are incorporated within the shift pattern, averaging 6-8 hours.

4. BASES

4.1 At Seaton the lifeguard unit again was securely sited having various security measures put in place and no vandalism occurred. The site was in the centre of the patrol area and the unit had a lookout tower on the roof enabling lifeguards to have an excellent vantage point.

4.2 This year we also occupied Rocket House at Seaton, which proved to be an asset by providing the lifeguards with better welfare and storage facilities.

4.3 At the Headland two portacabins were positioned, one at Fish Sands and another at Block Sands, these are temporary units hired in.

- 4.4 Feedback from the lifeguards indicated that welfare facilities have improved with the use of Rocket House and the new toilet block at The Headland.

5. INCIDENT STATISTICS

- 5.1 There were 5 reported aquatic incidents, including 3 where the jet ski was required. Additionally there were 634 reported other incidents varying from minor first aid to giving general safety advice. These are detailed below :

Seaton incidents	No. Of Times 2006	No. Of Times 2007
Dogs with owners in ban area	303	305
Inflatable warnings	53	18
Horses in patrol area	44	21
Jet ski users in bathing area	42	7
Minor first aid	40	33
4 x 4 vehicles on the beach	31	15
Parental advice	33	15
Other safety advice	20	13
Other incidents	20	22
People consuming alcohol	19	10
Swimmers out of bathing area	15	8
Quads on the beach	11	4
Missing children	6	4
Incoming tide warnings	5	1
Surfers in bathing area	4	0
Jelly fish warnings	4	0
Anti social behaviour	4	3
Police calls	4	3
Red flag warnings	3	2
Marine stings	2	1
Fishing in bathing area	2	2
RSPCA calls	2	3
Power boats in bathing area	1	1
Motor bikes on beach	1	4
Needles found on beach	1	1
Missing person	1	2
Wading rescue	1	1
Major incidents	0	2
Major First aid	0	2

Headland	No. Of Times 2006	No. Of Times 2007
Dogs with owners in ban areas	137	40
Parental advice	105	8
Other safety advice	84	11
Minor first aid	79	29
People consuming alcohol	63	3
People jumping/diving off breakwaters	36	9
Jelly fish warnings	26	1
Other incidents	26	16
Anti social behaviour	19	4
Red flag warnings	12	0
Jet ski / power boat users in bathing area	11	2
Incoming tide warnings	10	3
Inflatable warnings	8	0
Jumping/diving from tow n wall	7	4
Swimmers in shipping channel	7	0
People jumping off Pilot Pier buildings	5	1
Wading rescues	5	2
Fishing in bathing area	2	1
Missing children	2	0
Marine stings	1	0
Needles found on beach	0	0
Major first aid	0	1
Major rescue	0	1

- 5.2 A total of 639 reported incident occurred most of these were either advisory and/or preventative actions. The total reported incidents last year was 1,286, this large decrease is a result of poor weather throughout the season
- 5.3 Although there were a number of visits from the Dog Wardens and additional dog signage placed directly on to the beach, dog owners in the ban areas is still a problem. This may improve next season with the introduction of Dog Control Order allowing designated officers to issue fines. The success of the Dog Control Orders will be evident in next year's statistics.
- 5.4 Generally due to poor weather the season as a whole has been a quiet one. However the lifeguards have dealt with the following major incidents:

Seaton

- June 10th – A female fell from her horse and suffered shoulder and facial injuries, the lady was taken to hospital via an ambulance.
- August 5th – The jet ski was launched to assist a kite surfer who had problems with the lines of his kite and was drifting out to sea. Lifeguard brought the kite surfer and his kite back to shore.

- August 5th – After paddling, a young male came out of the sea with severe pain in his foot, after inspection by the lifeguards it was evident he had stood on a weaver fish. Treatment was given without delay and an ambulance was called because the individual was losing consciousness due to the pain he was suffering, also there is a risk of an allergic reaction with marine stings.
- August 16th – Jet ski was launched to assist two males in an inflatable drifting out to sea. Both were returned to shore safely.
- August 23rd – A male who was training for a channel swim disappeared from sight, the jet ski was launched; however the individual made it back to shore safely.

Headland

- June 2nd – A lifeguard had to paddle out on a rescue board to assist a small boat, which had engine problems. The boat owners had no safety equipment on board so they were given paddles in order to get back to shore.
- August 2nd – A young male accidentally cycled off the Pilot Pier at low water, falling approximately 15 ft onto the ground below. The lifeguards, assisted by members of the RNLI placed a neck collar on the individual and placed him on a spine board. The casualty was taken to hospital via an ambulance; additionally an RAF helicopter was present at the scene but was not required. The casualty suffered a fractured ankle.

- 5.5 There has been a very positive response from the public for the actions of the lifeguards during the above incidents, including letters to the press praising the lifeguards for their swift actions and incident management.

6 EVENTS

- 6.1 For the third consecutive year, the Beach Lifeguards provided safety cover for the Hartlepool triathlon's swim event at the Marina. Competitors were required to swim 750 metres and the event was a success; all together there were two land based Lifeguards and four water based Lifeguards on rescue crafts.
- 6.2 This year we were hosts for the North East Beach Lifeguard Competition, which was held at Seaton Carew on July 18th. There was one team entered from Hartlepool, along with Teams from North Tyneside, Sunderland and Redcar and Cleveland councils. Each had to tackle four tough challenges to test their skills and stamina to the full:

- Rescuing an unconscious casualty from the sea
- An elimination race along the beach collecting flags
- Throwing ropes to reach a target
- A combination of a 50 metre run, followed by a 100 metres swim, followed again by a 50 metres run.

6.3 Results of the competition are as follows:

- 1st North Tyneside
- 2nd North Sea Volunteer Lifeguards
- 3rd Sunderland

7 FUTURE DEVELOPMENTS

- 7.1 In order to emphasise the water safety message to schoolchildren we are planning rookie lifeguard training at Seaton Carew for summer 2008.
- 7.2 As an efficiency saving by not out-sourcing training the Beach Safety Officer will hopefully deliver RYA PWC (jet ski) training to the lifeguards by becoming an RYA PWC Instructor.

8. RECOMMENDATIONS

The Portfolio Holder is requested to:

- i) Note the contents of the report

CONTACT OFFICER: Debbie Wood Beach Safety Officer

Background Papers

Cabinet Report 22/3/04 Beach Lifeguarding