

PERFORMANCE PORTFOLIO DECISION SCHEDULE



Friday 16th May 2008

at 3.00 pm

in Committee Room A,
Civic Centre, Hartlepool

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

1. **KEY DECISIONS**

No items

2. **OTHER ITEMS REQUIRING DECISION**

- 2.1 Chief Executive's Departmental Plan 2008/09 – *Assistant Chief Executive and Chief Personnel Officer*
- 2.2 Qualification Based Training Applications – *Chief Personnel Officer*
- 2.3 Equality Standard Level 3 Validation – *Chief Personnel Officer*
- 2.4 Challenging Council Services Project – *Chief Personnel Officer*

3. **ITEMS FOR INFORMATION**

- 3.1 Workforce Development and Workforce Planning – Annual Report 2007/8 – *Chief Personnel Officer*
- 3.2 Annual Diversity Report – *Chief Personnel Officer*
- 3.3 Local Government Pension Scheme – Update on the New Look Pension Scheme – *Chief Personnel Officer*

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

No items

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

16th May 2008



Report of: Assistant Chief Executive and Chief Personnel Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2008/09

SUMMARY

1. PURPOSE OF REPORT

To report to Portfolio Holder the Chief Executive's Departmental Plan containing the key objectives and actions for 2008/09.

2. SUMMARY OF CONTENTS

The Chief Executive's Departmental Plan 2008/09 is attached as Appendix A, and sets out the key outcomes and actions within an Action Plan that shows what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development outcomes as identified in the 2008/09 Corporate Plan which will be published in June 2008.

The Plan includes proposals from all four divisions within the Chief Executive's Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department. The plan was also considered by Finance and Efficiency Portfolio Holder at the meeting on 13 May 2008.

This document will be used as the basis for the quarterly monitoring reports to the Portfolio Holder.

3. RELEVANCE TO PORTFOLIO HOLDER

The Portfolio Member has responsibility for performance management issues in relation to Corporate Strategy and Human Resources.

4. TYPE OF DECISION

Non-key

5. DECISION MAKING ROUTE

Finance and Efficiency Portfolio meeting 13 May 2008 and Performance Portfolio meeting 16 May 2008.

6. DECISION(S) REQUIRED

Portfolio Holder is asked to approve the plan for distribution.

Report of: Assistant Chief Executive and Chief Personnel Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN
2008/09

PURPOSE OF REPORT

1. To report to Portfolio Holder the Chief Executive's Departmental Plan containing the key objectives and actions for 2008/09.

BACKGROUND

2. Each year the Chief Executive's Department produces a Departmental Plan, which includes an action plan that details the key outcomes and actions that the department will deliver in the coming year. The plan also describes how the department will contribute to the Organisational Development outcomes that are being proposed for inclusion in the 2008/09 Corporate Plan.
3. The plan provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
4. Each Division will also produce a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in the Chief Executive's Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identified in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT and the relevant Portfolio Holder.
5. The departmental plan will be subject to quarterly monitoring throughout 2008/09 by both the Performance and Finance and Efficiency Portfolio Holders.

CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2008/09

6. The Chief Executive's Departmental Plan 2008/09 is attached as Appendix A and includes proposals from all four divisions within the Chief Executive's Department, as well as procurement issues that fall within the remit of the Procurement and Property Services Division within the Neighbourhood Services Department. The plan was considered by Finance and Efficiency Portfolio Holder at the meeting on 13 May 2008.

7. This document will be used as the basis for the quarterly monitoring reports to the Portfolio Holder

PERFORMANCE INFORMATION

8. The action plan includes a number of Performance Indicators that will be used to measure the departments' progress throughout 2008/09. The information is currently being collected as part of the Council's Corporate Performance Indicator collection process, and not all of it is available at this time. It is proposed to report more detailed Performance Indicator information in the first quarter monitoring report in August.

RECOMMENDATIONS

9. Portfolio Holder is asked to approve the plan for distribution.



HARTLEPOOL
BOROUGH COUNCIL

Chief Executives Department

Departmental Plan 2008/09 – 2010/11

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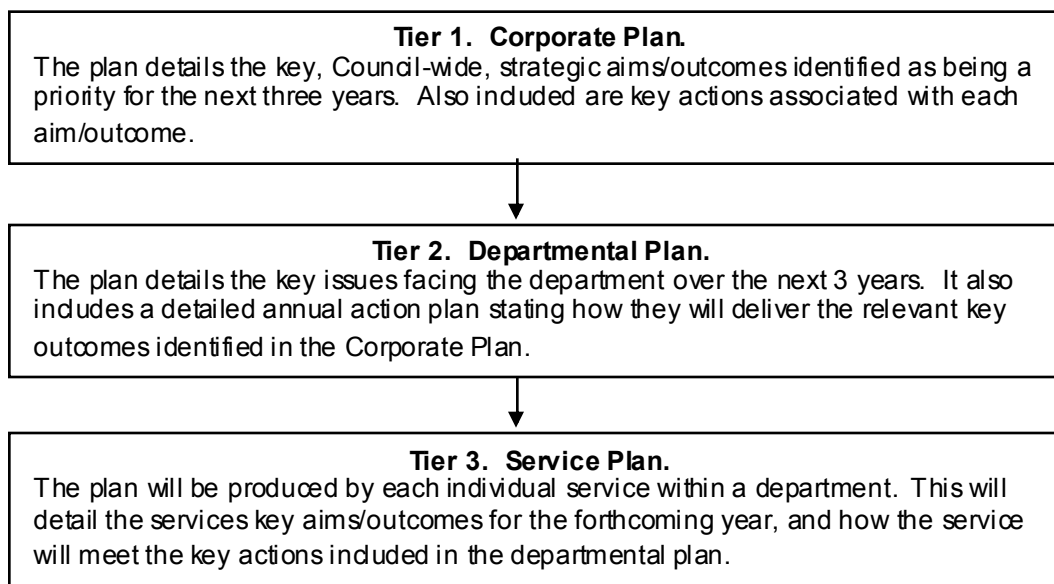
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Introduction

This document is the Chief Executive's Departmental Plan for 2008/09-2010/11 and forms part of the Council's overall Service Planning arrangements. The plan details the key priorities and issues facing the department over the next three years, and includes a detailed action plan for the next 12 months. This plan will be reviewed on an annual basis, which will allow for any emerging priorities to be included.

The plan details how the Department will meet the Council's objectives as stated in the Corporate Plan, in addition to identifying any key objectives that the department wishes to focus on that are not contained in the Corporate Plan.

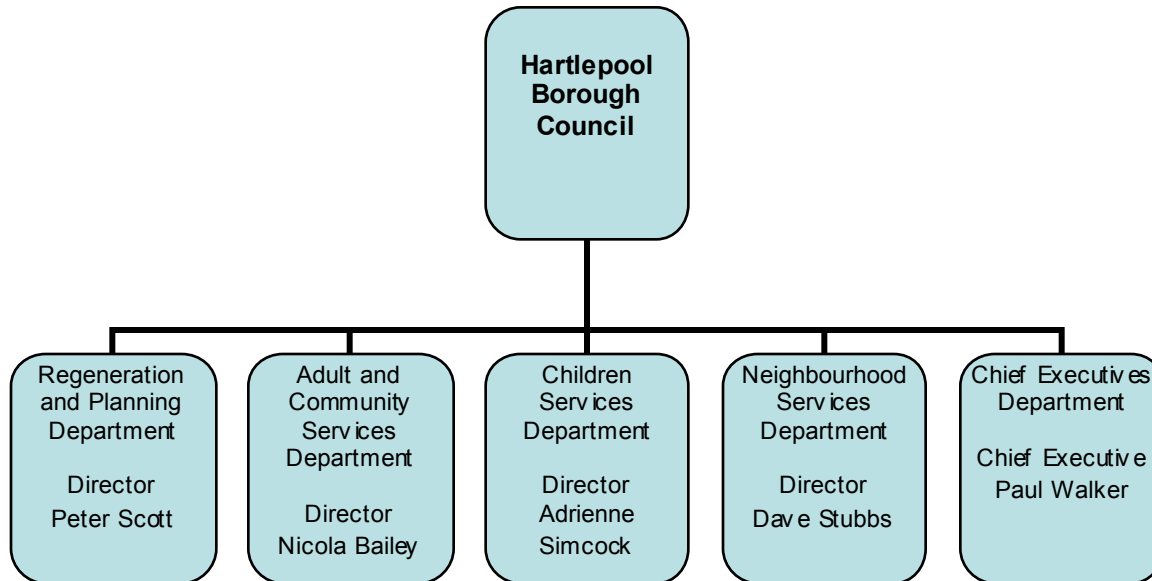
This plan should be looked at in conjunction with both the Council's Corporate Plan, and the individual divisional plans, that together form part of the Council's overall Service Planning Arrangements. Figure 1, below, demonstrates how the plans are linked: -



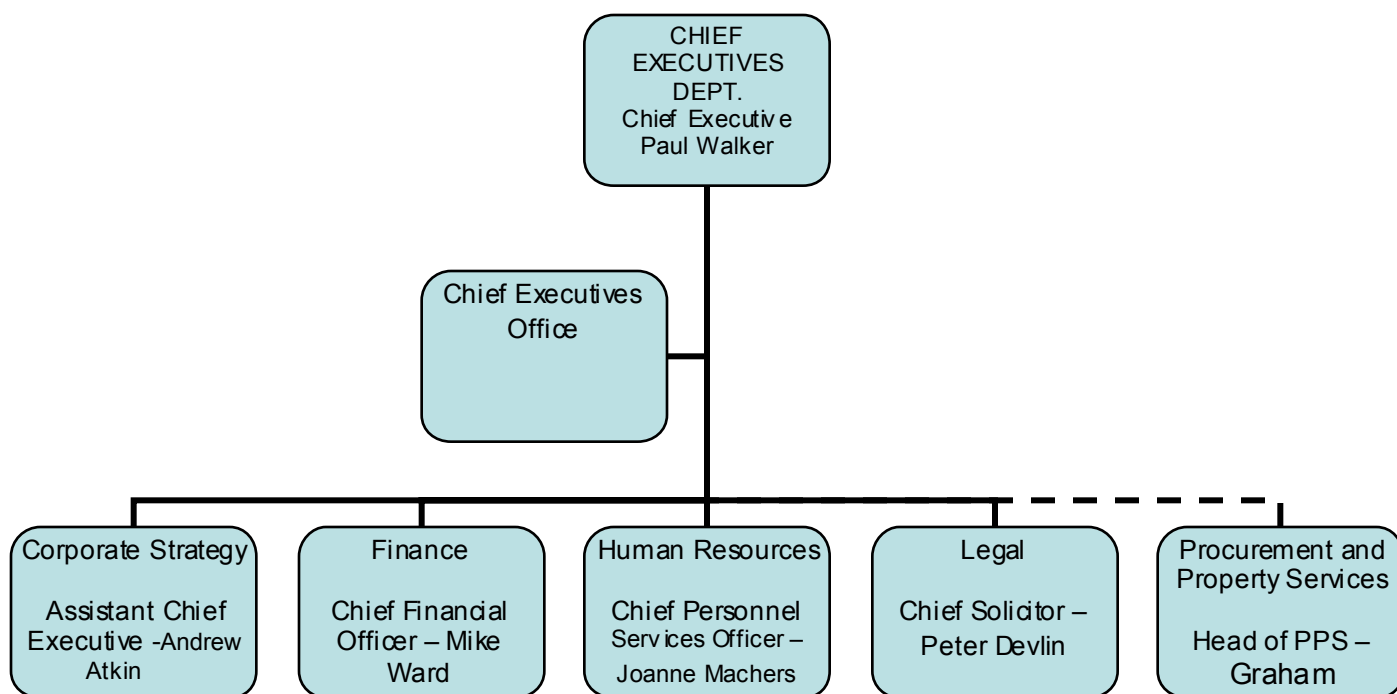
This approach ensures that any aim/outcome that appears in the Corporate Plan can be traced through to specific actions in the service plan, and vice versa. It allows the employees delivering services to explicitly see how their actions contribute to the Council's overall aim.

Departmental Structure

The Chief Executives Department is one of five with the authority, headed by the Chief Executive. The Corporate Management Team comprises the director of each department and meets every 2 weeks.



Within the Chief Executives Department there are four divisions, Corporate Strategy, Legal, Human Resources and Finance. The Corporate Procurement function is delivered by the Department in a joint role with Neighbourhood Services Department. The Chief Executive's Management Team comprises the head of each division meets every 4 weeks. Every six weeks they meet with the Corporate Management Team.



Each division is organised into a number of sections. These are detailed in the table below :

| Corporate Strategy | Finance | Human Resources | Legal | Procurement & Property Services |
|----------------------------------------|-------------------------------------|------------------------------------------|-----------------------------|---------------------------------|
| Administration – Andrea Brown | Audit and Governance – Noel Adamson | Advisors (Rachel Clark and Alison Swann) | Personal Services | Procurement Unit |
| Consultation – Liz Cookston | Financial Services – John Morton | Central Services – Christine Armstrong | Litigation | |
| Democratic Services – Amanda Whittaker | Corporate Finance – Chris Little | HR Operations – Alison Oxley | Environment and Development | |
| E Government – Joan Chapman | | Organisational Development – Wally Stagg | | |
| Policy and Performance – Peter Turner | | | | |
| Public Relations – Alastair Rae | | | | |
| Registration Services – | | | | |

| | | | | |
|------------------------------------|--|--|--|--|
| Peter Spires | | | | |
| Scrutiny – Charlotte Burnham | | | | |

Areas of work undertaken by the Procurement Unit is primarily within the Neighbourhood Services Department remit. Three important aspects of this service, namely the procurement strategy, central purchasing and business improvement sections fall within the remit of the Chief Executives Department and are reflected within this plan. The objectives and actions can be seen in more detail in the Action Plan.

Performance Management

- **Monitoring and Reporting**

The action plan detailing how the department will meet its main objectives for the forthcoming year will be monitored and reported using the following arrangements:

- Team supervision and annual appraisal and training review arrangements
- Management Team (CEMT) meetings on a quarterly basis to consider performance and risks.
- Performance Management Portfolio Holder and Cabinet meetings every quarter to consider reports of progress on the Departmental Plan and Corporate Plan.

- **Reviewing the Plan**

Throughout the year, in certain circumstances, it may become necessary to either remove or amend an outcome or specific action from the action plan. Any amendments to the plan will only be made with full agreement of CEMT and Portfolio Holder and Cabinet where appropriate.

The overall departmental plan also contains the key priorities for the next three years that will affect the department. Naturally these will change over time and will need to be reviewed and updated to reflect these changing priorities. As a revised Departmental Plan will be produced on an annual basis the overall priorities will be reviewed on an annual basis and will be reflected in future departmental plans.

- **Communication**

- Each member of staff is informed via email of the location on the intranet/website of the Corporate, Departmental and Service plans
- Section managers are required to brief their teams on the issues considered most relevant to their teams
- The CMT, Cabinet and Council approve the Corporate Plan.
- CEMT and Performance Management Portfolio Holder approve the Chief Executive's Departmental Plan

Workforce Development

Departmental context

The CPA Corporate Assessment report about the Council organisation was overwhelmingly positive as the quotes below indicate:

- Officer leadership and management are good
- Staff at all levels have pride in Hartlepool
- Staff at all levels demonstrate very strong commitment to delivering quality services

This provides a strong base for workforce development. The Corporate Plan includes the organisational development outcomes:

Improve management and governance

Improve access and understanding between the Council and the Public

Improve Elected member and Workforce arrangements

Improve efficiency and effectiveness of the organisation

and these provide the context for the workforce development activities corporately and within the department.

Key workforce issues

A number of issues that the department and Council are addressing have a significant workforce development dimension.

In its corporate role there are significant developments underway which will be progressed in 2008/9 and where the department plays a leadership and coordination role. Most of these will also impact on the department as a service deliverer. These include:

- Progressing the Business Transformation Programme and associated work to develop the skills and capacity to address the efficiency strategy
- Progressing the corporate People and Workforce Development strategies
- Completing the implementation of job evaluation
- Continuation of the work to reduce absence
- Developing skills and knowledge to support the continued successful implementation of the Covalent Performance and Risk Management system
- the continued implementation of the FMS Integra system
- Developing Hartlepool Connect to increase the range of services provided

Within the Department the areas where change is being considered or issues have been identified, some of which overlap with corporate developments include:

Human Resources

- None

Corporate Strategy

- Responding to the Government's registration review and completion of job evaluation for statutory registration officers.

Finance

- Further implementation of mobile service delivery arrangements for the public

Legal

- None

Procurement Unit

- Further development and implementation of the procurement strategy will be essential part of delivery efficiency savings and will require

Action Plans

The workforce development issues will be addressed through the following outcomes and actions

| Workforce development issue | Reference to plan and actions where progress can be monitored |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Linked to Corporate Plan | |
| Progressing the Business Transformation Programme and the Efficiency Strategy | Departmental Plan outcome: Develop and implement Business Transformation Programme Departmental Plan outcome: Develop and Implement Efficiency Strategy |
| Progressing the corporate workforce development plan | Departmental Plan outcome: Implement the People Strategy and Workforce Development Strategy |
| Implementation of job evaluation | Departmental Plan outcome: Implement Pay and Grading and Single Status arrangements |
| Continuation of the work to reduce absence | Departmental Plan outcome: Implement the People Strategy and Workforce Development Strategy |
| Developing skills and knowledge to support the successful implementation of the Performance and Risk Management system | Departmental Plan outcome: Continued development of service planning and performance management arrangements |
| Developing skills and knowledge to support the continued implementation of the FMS system | Departmental Plan outcome: Develop Financial Strategy and Management |
| Increasing the range of services provided by Hartlepool Connect | Departmental Plan outcome: Develop the Contact Centre to increase the range of services provided |
| Identified within Department, and not linked to Corporate Plan | |
| Corporate Strategy | |
| Responding to the Government's registration review and completion of job evaluation for statutory registration officers. | Departmental Plan outcome Review of Registration service provision |
| Finance | |

| Workforce development issue | Reference to plan and actions where progress can be monitored |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation of the efficiency strategy | Departmental Plan outcome Implementation of new integrated Payroll / HR System Departmental Plan outcome Develop arrangements for the Centralisation of Financial Administration, Debtors, Payments / Receipts and other Financial Admin |
| Further implementation of mobile service delivery arrangements for the public | Departmental Plan outcome Develop Mobile / Home working |
| Procurement Unit | |
| Implementation of the efficiency strategy | Departmental Plan outcome Develop and implement the Procurement Strategy |

Medium Term Priorities

The department deals with a wide range of functions and pressures arise from a number of sources. This plan details the priorities for the next 3 years – giving the opportunity to look more ‘longer term’ than if only the next 12 months were to be reflected, and will be reviewed on an annual basis.

Hartlepool Borough Council, for the sixth year running, has been awarded the highest possible **Four Star** rating by the Audit Commission as part of the “The Harder Test” Comprehensive Performance Assessment (CPA). In relation to our performance, the Audit Commission said:

“Hartlepool Council is performing well. Ambitions and action to achieve are founded on a strong drive to improve life in Hartlepool. Performance often ranks among the best in England. Outstanding partnership working is achieving improved outcomes ... across national and local priorities.”

In 2008, for the first time, the Council achieved the top rating **Improving Strongly** for the delivery services.

Hartlepool is one of only twelve of the 116 single tier authorities to achieve this rating both the **Four Star** and **Improving Strongly** ratings.

The most recent 2007/8 Audit Commission assessments rate the Council's Use of Resources as overall **Performing Well** on Financial reporting, Financial Management, Financial Standing, Internal Control and Value for Money.

The most recent corporate assessment report about the Council organisation was overwhelmingly positive as the comments below indicate:

- Member and Officer leadership and management are good
- Staff at all levels have pride in Hartlepool
- Staff at all levels demonstrate very strong commitment to delivering quality services
- Financial capacity is good and the Council has substantial reserves
- Good performance management enables the Council and its partners to monitor and drive progress
- Excellent consultation and engagement with local people

many of which relate to functions led from within the Chief Executive's Department.

The Council and the Department therefore has a strong base on which to continue improving.

Last year the Council's overall financial position and job evaluation were identified as the two main medium term operational issues.

Single status/job evaluation has progressed well and will continue to be implemented in 2008/9.

The outlook for future spending levels is summarised in the Corporate Plan MTFS section. For the period of this plan the Council has received better than expected Formula grant settlements over the next three years.

The outlook can be summarised as a period of public sector expenditure constraint for the period covered by the MTFS and probably the next comprehensive spending review which requires services to be prioritised at a sustainable level by taking into account the issues outlined above.

The increase over the next three years should make the overall budget position more manageable **provided the Council can contain service pressures and achieve annual efficiencies of 3%**. Consequently the Council is investing £0.5m in the Business Transformation project to ensure the efficiencies are achieved. More details on this are given below in the summary of areas to be progressed over the next 3 years.

Areas to progress over the next 3 years include:

Improving management and governance

Steps are being taken to further improve performance and risk management, overview and scrutiny, emergency planning and business continuity.

The next three years will see the introduction of the Comprehensive Area Assessment (CAA), the replacement for CPA, from 2009. The Council will continue to prepare and respond to participate through consultation and participation in the Audit Commission's development programme.

Improving access and understanding between the Council and the Public

The Communication and Consultation Plans will be implemented ensuring the Council's strong reputation for public engagement is maintained. The development programme for the Contact Centre will allow a wider range of services to be offered over the period of this plan.

Improving Elected member and Workforce arrangements

The development and retention of members and staff is another key area. Our approach and plans have been set out in the People and Workforce Development Strategy and Member Development Strategy. The pay, grading and Single Status arrangements will also be concluded during 2008/9.

Improving efficiency and financial management

The pressure to achieve Gershon efficiency targets continues and achieving the targets is essential to achieve the Council's Medium Term Financial Strategy. Consequently a major project, Business Transformation, backed by £0.5m of Council funding, is being launched in 2008/9. The Business Transformation project aims to develop an organisation which can:

- Maintain and continue to improve service performance
- Make more efficient and effective use of its resources; people and buildings
- Deliver services in a responsive manner
- Optimise the extent to which services are delivered directly to the user and minimise the number of transactions to achieve this

Managed through the Way Forward Board, the Business Transformation project will encompass existing Efficiency Strategy, Business Process Re-engineering (BPR), Procurement Strategy and ICT Strategy projects.

Public expectation is for greater flexibility in access to services. Business Transformation will include projects, such as expanding the Hartlepool Connect Contact Centre.

Departmental Action Plan 2008/09

The action plan is split into two main parts. The first part includes those outcomes that have been identified in the Council's Corporate Plan. This action plan expands on the Corporate Plan and gives more detail as to how this will be achieved.

Section 2 contains those outcomes that have been identified as being a priority for the Department, but have not specifically been included in the Council's Corporate Plan.

Section 1 – Outcomes that are linked directly to the Corporate Plan

| CORPORATE STRATEGY DIVISION | | | |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------|------------------------------------|
| Corporate Plan outcome: Improve management and governance | | | |
| Departmental Plan outcome: Continued development of service planning and performance management arrangements (Ref: OD A01) | | Risk Register Ref: CED R036 | Key PIs: CEDCS P008-P010 |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A001 | Complete initial implementation of Covalent PM database | Sep-08 | David Hunt |
| CED A002 | Review and identify phase 2 Covalent developments | Dec-08 | David Hunt |
| CED A003 | Update of 3-year Corporate plan 2009/10-2011/12 | Jun-09 | Peter Turner |
| CED A004 | Produce financial/ service planning guidance for 2009/10 | Jul-08 | David Hunt |
| CED A005 | Complete performance reporting | Mar-09 | David Hunt |
| CED A006 | Produce annual report 2007/8 | Sep-08 | Sajda Banaras |
| CED A007 | Manage corporate audit and inspection processes | Jul-08 | Peter Turner |

| Departmental Plan outcome: Implement Risk Strategy to ensure robust risk management arrangements are in place (Ref: OD A02) | | Risk Register Ref: CED R037 | Key PIs: CEDCS P007 |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------|
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A010 | Complete annual reviews of SRR and strategy | Jul-08 | Kerry Trenchard |
| CED A011 | Quarterly SRR and DRR reviews completed and reported to CMT/DMTs and Performance PfH | Mar-09 | Kerry Trenchard |
| CED A012 | Covalent risk training | Apr-08 | David Hunt |
| CED A013 | Officer RM training | Jul-08 | Peter Turner |
| CED A014 | Member RM training | Jul-08 | Peter Turner |
| Departmental Plan outcome: Develop and improve the effectiveness of the overview and scrutiny function (Ref: OD A03) | | Risk Register Ref: CED R011 – R016 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A020 | To continue to raise the profile of the work of the Overview and Scrutiny Function | Jun-08 | Charlotte Burnham |
| CED A021 | Compilation and Delivery of the Scrutiny Work Programme 2008/09 | May-09 | Charlotte Burnham |
| CED A022 | To implement the extended powers to Scrutiny known as the 'Councillor Call for Action' Mechanism | Oct-08 | Charlotte Burnham |
| CED A023 | To further enhance the knowledge of Non-Executive Members serving on the Overview and Scrutiny Committees | Aug-08 | Charlotte Burnham |
| CED A024 | To further enhance the Monitoring of Recommendations across all Overview and Scrutiny Committees | Jan-09 | Charlotte Burnham |
| CED A025 | Evaluate the work/added value to the Overview and Scrutiny arrangements in Hartlepool | Jul 08 | Charlotte Burnham |
| Departmental Plan outcome: Prepare for introduction of Comprehensive Area Assessment in 2009 (Ref: OD A07) | | Risk Register Ref: STR R034 | Key PIs: CEDCS P009&P010 |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A030 | Participate in Action Learning | Dec-08 | Andrew Atkin |
| CED A031 | Briefings for members, CMT, middle managers | Mar-09 | Andrew Atkin |

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|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------|
| CED A032 | Respond to consultations | Mar-09 | Andrew Atkin |
| Corporate Plan outcome: Improve access and understanding between the Council and the Public | | | |
| Departmental Plan outcome: Implement the Communicating with your council plans (Ref: OD A09) | | Risk Register Ref: | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A033 | Implement the Corporate Communications Strategy Action Plan | Mar 09 | Alastair Rae |
| CED A034 | Implement the Corporate Consultation Action Plan | Mar 09 | Liz Crookston |
| CED A035 | Implement the Corporate Complaints Action Plan | Mar 09 | Liz Crookston |
| Corporate Plan outcome: Improve efficiency and effectiveness of the organisation | | | |
| Departmental Plan outcome: Develop and implement Business Transformation Programme (OD A13) | | Risk Register Ref: STR R035 & STR R036 | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A040 | Determine overall Business Transformation Programme | Jul-08 | Andrew Atkin |
| CED A041 | Implementation of Transformation priorities | Aug-08 | Andrew Atkin |
| Departmental Plan outcome: Delivery of the ICT Strategy to support corporate objectives (Ref: OD A16) | | Risk Register Ref: STR R020, CED R017-R021 | Key Pls: ICT Pls 2, 3a, & 4-8 ICT Sis 2-5 CEDCS P017-P019 & P040 |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A050 | Review of ICT Strategy to ensure links with departmental requirements and other corporate objectives | Dec-08 | Joan Chapman |
| CED A051 | Begin work leading up to the potential upgrade to VISTA and office 2007 - aim to complete by 2010 if viable business case is proved | Mar-09 | Joan Chapman |
| CED A052 | Cardkey Replacement | Dec-08 | Joan Chapman |
| CED A053 | Managed Print Service | Dec-08 | Joan Chapman |
| CED A054 | Unique Person Identifiers | Mar-09 | Joan Chapman |

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|----------|--------------------------------------------------------------------------|--------|--------------|
| CED A055 | Disaster Recovery | Mar-09 | Joan Chapman |
| CED A056 | Email Migration | Oct-08 | Joan Chapman |
| CED A057 | Website Development | Dec-08 | Joan Chapman |
| CED A058 | Information Security | Jan-09 | Joan Chapman |
| CED A059 | Ensure continuation of robust and relevant ICT support for the authority | Jan-09 | Joan Chapman |
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| FINANCE DIVISION | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--------------------------------------|
| Corporate Plan outcome: Improving Financial Inclusion | | | |
| Departmental Plan outcome: Develop and implement an Engagement Strategy to increase awareness and accessibility to financial support (Ref: SC A16) | | Risk Register Ref: CED R040 | Key PIs: CEDFI P009 – P011 |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A060 | Develop work programme covering events; publicity; and the fostering of relationships with community groups, health sector partners/agencies | Mar 09 | John Morton |
| Departmental Plan outcome: Support the development of the Hartlepool Financial Inclusion Partnership (Ref: SC A17) | | Risk Register Ref: CED R039 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A065 | Participate in developing future Inclusion Partnership strategies and arrangements. | Mar 09 | John Morton |
| Departmental Plan outcome: Improve accessibility to secure banking arrangements for the disadvantaged (Ref: SC A18) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A070 | Assist in the implementation of the Hartlepool Credit Union Transactional Banking Project | Mar 09 | John Morton |

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| Corporate Plan outcome: Improve management and governance | | | |
| Departmental Plan outcome: Development of Governance arrangements (Ref: OD A04) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A075 | Co-ordinate Annual Governance Statement Work Programme | May 08 | Noel Adamson |
| Departmental Plan outcome: Development of emergency planning and business continuity arrangements (Ref: OD A06) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A080 | Publication of Business Continuity Plan | May-08 | Mike Ward |
| CED A081 | Implementation of Business Continuity Testing Programme for Category 1 and Category 2 services | Sep-08 | Mike Ward |
| CED A082 | Integration testing of Business Continuity and Emergency Plans | Mar-09 | Mike Ward |
| Corporate Plan outcome: Improve efficiency and effectiveness of the organisation | | | |
| Departmental Plan outcome: Develop and implement Business Transformation Programme (Ref: OD A13) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A085 | Review of ongoing transformation activity and programmes | Apr 08 | Mike Ward |
| Departmental Plan outcome: Develop and Implement Efficiency Strategy (Ref: OD A14) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A090 | Determination of efficiency targets for departmental and transformational workstreams | May-08 | Mike Ward |
| CED A091 | Implementation of Business Continuity Testing Programme for Category 1 and Category 2 services | Sep-08 | Mike Ward |

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|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------|----------------------------|
| CED A092 | Integration testing of Business Continuity and Emergency Plans | Mar-09 | Mike Ward |
| Departmental Plan outcome: Develop Financial Strategy and Management (Ref: OD A17) | | Risk Register Ref: | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A095 | Improve medium term financial planning and strategy | Sep-08 | Chris Little |
| CED A096 | Review and develop improved project appraisal procedures for new policies and capital developments | Sep-08 | Chris Little |
| CED A097 | Establish financial managements arrangements which are "fit for purpose" | Dec-08 | Chris Little |
| CED A098 | Develop framework for monitoring income collection and recovery of arrears | Dec-08 | John Morton |
| Departmental Plan outcome: Develop Capital Strategy and Asset management (Ref: OD A18) | | Risk Register Ref: | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A100 | Review existing Capital Strategy / Resource Forecasts | Sep 08 | Chris Little |

| HUMAN RESOURCES DIVISION | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------|----------------------------|
| Corporate Plan outcome: Freedom from discrimination or harassment | | | |
| Departmental Plan outcome: Enhance Equality and Diversity arrangements and mainstream into all council service activities | | Risk Register Ref: | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A110 | Improve Equality and Diversity Leadership and Corporate Commitment | Mar-09 | Wally Stagg |
| CED A111 | Consultation and Community Development and Scrutiny | Mar-09 | Wally Stagg |
| CED A112 | Service Delivery and Customer Care | Mar-09 | Wally Stagg |
| CED A113 | Improve Equality and Diversity Employment and Training | Mar-09 | Wally Stagg |

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|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------|----------------------------|
| Corporate Plan outcome: Improve management and governance | | | |
| Departmental Plan outcome: Ensure arrangements in place to deal with new and existing legislation (Ref: SC A19) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A115 | Implement provisions of Electoral Administration Bill | Mar 09 | Christine Armstrong |
| | | | |
| Corporate Plan outcome: Improve access and understanding between the Council and the Public | | | |
| Departmental Plan outcome: Develop the Contact Centre to increase the range of services provided (Ref: OD A08) | | Risk Register Ref: CED R052 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A120 | Implement plans to review, develop and promote the Contact Centre | Mar-09 | Julie Howard |
| CED A121 | Review and consider implementing Contact Council best practice PIs | Mar-09 | Julie Howard |
| CED A122 | Develop technology | Mar-09 | Julie Howard |
| Departmental Plan outcome: Implement the Communicating with your Council Plans (Ref: OD A09) | | Risk Register Ref: | Key PIs: NI 14 |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A125 | Implement Corporate Customer Services Strategy | Mar-09 | Christine Armstrong |
| | | | |
| Corporate Plan outcome: Improve Elected member and Workforce arrangements | | | |
| Departmental Plan outcome: Implement Elected Member Development Strategy (Ref: OD A10) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A130 | Implement Plans to Develop & Promote Active, Visible and Effective Leadership | Mar-09 | Julie Wilson |

| Departmental Plan outcome: Implement the People Strategy and Workforce Development Strategy (Ref: OD A11) | | Risk Register Ref: STR R023 & CED R049- R051 ,R053 & R055-R059 | Key Pls: |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------|
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A135 | Implement Plans to Develop & Promote Active, Visible and Effective Leadership | Sep-08 | Lucy Armstrong |
| CED A136 | Implement Plans to Continually Improve What We Do | Mar-09 | Lucy Armstrong |
| CED A137 | Implement Plans to Develop Skills of the Workplace | Mar-09 | Lucy Armstrong |
| CED A138 | Implement Plans to Promote Healthy Working | Mar-09 | Stuart Langston |
| CED A139 | Implement Plans to effectively Recognise, Engage and Reward the Workforce | Mar-09 | Lucy Armstrong |
| CED A140 | Implement Plans to Effectively Use Resources and Invest in the Future | Dec-08 | Lucy Armstrong |
| Departmental Plan outcome: Implement Pay and Grading and Single Status arrangements (Ref: OD A12) | | Risk Register Ref: STR R021, R022 & CED R051 | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A145 | Implement Single Status Agreement | Mar-09 | Wally Stagg |
| CED A146 | Determine Post Implementation Pay and Grading arrangements | Mar-09 | Wally Stagg |
| | | | |
| Corporate Plan outcome: Improve efficiency and effectiveness of the organisation | | | |
| Departmental Plan outcome: Develop and Implement Efficiency Strategy (Ref: OD A14) | | Risk Register Ref: | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A150 | Undertake Employee administration review project | Mar 09 | Christine Armstrong |
| CED A151 | Implement HR aspects of new Payroll/HR system | Mar 09 | Christine Armstrong |
| CED A152 | Undertake Postal Services Review | Mar 09 | Christine Armstrong |
| CED A153 | Implement Corporate address database | Mar 09 | Christine Armstrong |
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| LEGAL SERVICES DIVISION | | | |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------|---------------------|
| Corporate Plan outcome: Improve management and governance | | | |
| Departmental Plan outcome: Ensure arrangements in place to deal with new and existing legislation | | Risk Register Ref: | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A160 | Provide timely, accurate and responsive advice and assistance to the Council and its stakeholders | Jun 09 | Peter Devlin |
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| PROCUREMENT & PROPERTY SERVICES | | | |
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| Corporate Plan outcome: Improve efficiency and effectiveness of the organisation | | | |
| Departmental Plan outcome: Develop and implement the Procurement Strategy (Ref: OD A15) | | Risk Register Ref: | Key Pls: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A170 | Develop and implement the strategic procurement function | Aug 08 | Graham Frankland |
| CED A171 | Review and Implement Procurement strategy | Mar 09 | Graham Frankland |
| CED A172 | Develop and implement 5 year Procurement Plan | Feb 09 | Graham Frankland |
| CED A173 | Deliver Key Corporate Procurement Projects | Mar 09 | Graham Frankland |
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Section 2 –Outcomes that are specific to the Chief Executives department

| CORPORATE STRATEGY DIVISION | | | |
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| Departmental Plan outcome: Implement Data Quality Action Plan, including Audit Recommendations (Ref: CSO 01) | | Risk Register Ref: CED R063 | Key PIs: CEDCS P015 & P023-P025 |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A200 | To ensure that the Council's performance data is relevant, accurate, timely and complete | May-09 | Peter Turner |
| CED A201 | To ensure that where data is exchanged with other organisations appropriate protocols are in place | Jun-08 | Sajda Banaras |
| CED A202 | To ensure that the quality of data is regularly monitored and checked; | Jun-08 | Sajda Banaras |
| CED A203 | To ensure that appropriate mechanisms are in place to keep staff aware of the Council's data quality requirements and provide suitable training | Mar-09 | Peter Turner |
| Departmental Plan outcome: Enhance Equality and Diversity arrangements and mainstream into all council service activities (Ref: CSO 02) | | Risk Register Ref: CED R035 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A205 | Complete Corporate Strategy Division diversity planning | Apr-09 | Peter Turner |
| CED A206 | Diversity actions and targets agreed as part of INRA for all Corporate Strategy teams | Mar-09 | Peter Turner |
| Departmental Plan outcome: Review of Registration service provision (Ref: CSO 03) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A210 | Complete Hartlepool Connect feasibility study | Dec-08 | Peter Spires |
| CED A211 | Develop and implement restructure proposals | Mar-09 | Peter Spires |
| Departmental Plan outcome: Manage programme for Place Survey 2008 (Ref: CSO 04) | | Risk Register Ref: CED R023 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A215 | Plan and manage Place Survey 2008 | May 2008 | Liz Crookston |
| CED A216 | Commission external partners as appropriate | July 2008 | Liz Crookston |

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| CED A217 | Develop questionnaire | August 2008 | Liz Crookston |
| CED A218 | Ensure reporting of survey results to departments and elected members | March 2008 | Liz Crookston |
| Departmental Plan outcome: Manage the citizen's panel – Viewpoint (Ref: CSO 05) | | Risk Register Ref: CED R023 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A220 | Plan, carry out and report survey results to client departments -3 phases | Ongoing | Lisa Anderson |
| CED A221 | Report to Portfolio Holder on outcomes - 3 phases | Ongoing | Lisa Anderson |
| CED A222 | On-going follow up on use of previous results. To be reported to Portfolio Holder with standard reports | Ongoing | Lisa Anderson |
| Departmental Plan outcome: Statistics & information support (Ref: CSO 06) | | Risk Register Ref: CED R022 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A225 | Council Factfile 2008 - design and issue | Jun 08 | Lisa Anderson |
| CED A226 | TVJSU Information and Forecasting group - attend meetings and disseminate information | Ongoing | Lisa Anderson |
| Departmental Plan outcome: Continue to develop and improve efficiency and effectiveness of democratic function (Ref: CSO 07) | | Risk Register Ref: CED R009 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A230 | Review efficient delivery of democratic processes | Jun 08 and ongoing | Angela Hunter |
| Departmental Plan outcome: Supporting the Council's Democratic Processes (Ref: CSO 08) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A231 | Administration of Council's Executive, Non-Executive and Scrutiny Processes | May 2008 and ongoing | Amanda Whitaker |
| CED A232 | Support the development and updating of the Constitution. | Dependent on 2008/09 diary | Angela Hunter |
| CED A233 | Establish the Council's 2008/09 diary | Jun-08 | David Cosgrove |
| CED A234 | Maintenance of the Officer's Register of Gifts and Hospitality | Feb-09 | David Cosgrove |

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| CED A235 | Maintenance of Councillors Register of Interests | Jun-08 | Amanda Whitaker |
| CED A236 | Administration of Annual Council Meeting | Jun-08 | Amanda Whitaker |
| Departmental Plan outcome: Maintenance and Review of Democratic Services Team admin functions (Ref: CSO 09) | | Risk Register Ref: CED R006 & CED R007 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A240 | Administration of School Admission Appeal Hearings | May 08 and ongoing | Denise Wimpenny |
| CED A241 | Administration of Civic Lottery Fund | Dec-08 | Amanda Whitaker |
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| FINANCE DIVISION | | | |
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| Departmental Plan outcome: Implementation of new integrated Payroll / HR System (Ref: CSO 10) | | Risk Register Ref: CED R039 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A250 | Evaluate feasibility of Shared Service with other Councils or managed IT service by NIS | Jun-08 | John Morton |
| CED A251 | Develop detailed business case with costing options | Aug-08 | John Morton |
| CED A252 | Appoint Project Team and develop implementation plan covering Payroll and HR modules | Sep-08 | John Morton |
| Departmental Plan outcome: Develop arrangements for the Centralisation of Financial Administration, Debtors, Payments / Receipts and other Financial Admin (Ref: CSO 11) | | Risk Register Ref: CED R065 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A255 | Quantify numbers of staff / proportion of time, staff input cost associated with core themes | Jun-08 | Kevin Shears |
| CED A256 | Review arrangements within departments and establish scope for standardisation and consolidation on best practice | Sep-08 | Kevin Shears |
| CED A257 | Review of opportunities to switch customer channels of payment for services and economies from consolidation of electronic payment card payment processing arrangements | Dec-08 | John Morton |

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| Departmental Plan outcome: Assist in Project 2011 development (Ref: CSO 12) | | Risk Register Ref: STR R007 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A260 | Financial evaluation of options for future ICT service delivery | Mar 09 | John Morton |
| CED A261 | Liaison with other local authorities on costs / risks associated with process of re –tendering for outsourced services | Mar 09 | John Morton |
| Departmental Plan outcome: Implementation of Inaugural Business Improvement District (Ref: CSO 13) | | Risk Register Ref: CED R039 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A265 | Test / Implement bid levy arrangements | Apr-08 | Paula Bass |
| CED A266 | Promote / action Direct Debits for new charges | Jun-08 | Paula Bass |
| CED A267 | Develop new levy reconciliation framework | Jun-08 | Paula Bass |
| CED A268 | Evaluate BID revenue stream assumptions with Regeneration & Planning Dept | Dec-08 | Paula Bass |
| Departmental Plan outcome: Develop Mobile / Home working (Ref: CSO 14) | | Risk Register Ref: CED R039 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A270 | Promote and extend homeworking / mobile working arrangements | Sep-08 | Paula Bass |
| CED A271 | Develop / adopt Finance Division Homeworking policy framework | May-08 | Paula Bass |
| Departmental Plan outcome: Develop new Audit Management Software (Ref: CSO 15) | | Risk Register Ref: CED R039 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A275 | Develop Implementation and Training Plan covering operation of new software | May-08 | Noel Adamson |
| CED A276 | Evaluate impacts of new software and operating arrangements | Dec-08 | Noel Adamson |
| Departmental Plan outcome: Development of arrangements for implementation of Employment Support Allowance Oct 08 (Ref: CSO 16) | | Risk Register Ref: CED R048 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A280 | Develop and implement staff training programme | Sep-08 | Julie Pullman |

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| CED A281 | Implement communication strategy with Landlords and daimants covering new arrangements | Sep-08 | Julie Pullman |
| CED A282 | Test / implement system amendments | Sep-08 | Julie Pullman |
| Departmental Plan outcome: Maintain Benefits Service CPA Score 2008 and prepare for future inspection regime (Ref: CSO 17) | | Risk Register Ref: CED R040 | Key PIs: CEDFI P004-P006 CEDFI P012-P013 |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A285 | Complete 2008 CPA submission | Jun-08 | Julie Pullman |
| CED A286 | Benchmark Benefits Service against new Audit Commission Inspection KLOE Framework | Jun-08 | Julie Pullman |
| Departmental Plan outcome: Maintenance of Risk Management Framework (Ref: CSO 18) | | Risk Register Ref: CED R037 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A290 | Undertake quarterly review of Finance Division risk register | Jun-08 | Paul Hamilton |
| CED A291 | Undertake as part of the corporate risk management group quarterly review of other departmental risk registers | Jun-08 | Paul Hamilton |
| Departmental Plan outcome: Review of Interdepartmental Insurance Charging Arrangements (Ref: CSO 19) | | Risk Register Ref: CED R064 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A295 | Analysis of daims history / risks | Aug-08 | Kevin Shears |
| CED A296 | Financially model alternative charging bases/ departmental budget impacts | Nov-08 | Kevin Shears |
| Departmental Plan outcome: Co-ordinate the Tender / Award of the Council's corporate Cash in Transit contract (Ref: CSO 20) | | Risk Register Ref: STR R028 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A300 | Determine tender approach and obtain Portfolio holder approval | April 08 | Paula Bass |
| CED A301 | Invite expressions of interest and issue tender documents | June 08 | Paula Bass |
| CED A302 | Evaluate tenders and award contract | October 08 | Paula Bass |
| Departmental Plan outcome: Review of Cashiering Service arrangements (Ref: CSO 21) | | Risk Register Ref: STR R028 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A305 | Analyse payment trends by method of payment | May 08 | Paula Bass |

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| CED A306 | Costing analysis of service delivery options | June 08 | Paula Bass |
| CED A307 | Evaluation of corporate operational impacts of options | June 08 | Paula Bass |
| CED A308 | Determine strategic way forward and develop implementation plan | Nov 08 | Paula Bass |
| Departmental Plan outcome: Develop Shared Working arrangements covering Revenues and Benefits Services (Ref: CSO 22) | | Risk Register Ref: CED R041 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A310 | Determine potential work programme themes / activities with partner local authority | Jun 08 | John Morton |
| CED A311 | Delivery of agreed Revenues Workstream activities | Mar 09 | Paula Bass |
| CED A312 | Delivery of agreed Benefits Workstream activities | Mar 09 | Julie Pullman |
| Departmental Plan outcome: Implement new corporate Pay and Grading Structure (Ref: CSO 23) | | Risk Register Ref: CED R040 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A315 | Develop Implementation Plan / Timetable covering payment of new grades and back pay. | April 08 | Kevin Shears |
| CED A316 | Identify delivery resources / evaluate risks | April 08 | Kevin Shears |
| CED A317 | Monitor / review implementation of plan | Sept 08 | Kevin Shears |
| Departmental Plan outcome: Implement new corporate superannuation contributions arrangements (Ref: CSO 24) | | Risk Register Ref: CED R040 | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A320 | Review regulation changes and impacts | April 08 | Kevin Shears |
| CED A321 | Liaison with software supplier to determine way forward re IT amendments | April 08 | Kevin Shears |
| CED A322 | Test system amendments and implement new arrangements | April 08 | Kevin Shears |

| HUMAN RESOURCES DIVISION | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------|---------------------|
| Departmental Plan outcome: Continue to develop and improve efficiency and effectiveness of democratic function (Ref: CSO 25) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A330 | Improve the use of e-technology to support Members | Mar 09 | Christine Armstrong |
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| LEGAL SERVICES DIVISION | | | |
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| Departmental Plan outcome: Supporting the Council's Democratic Processes (Ref: CSO 08) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A340 | Ensure compliance with statutory requirements | Mar 09 and ongoing | Peter Devlin |
| Departmental Plan outcome: Implement Audit recommendations contained in "Setting High Ethical Standards" report (Ref: CSO 26) | | Risk Register Ref: | Key PIs: |
| Ref: | Action | Date to be Completed | Responsible Officer |
| CED A345 | Ensure councillors are confident in the actions they should take as individuals if they become aware of conduct by a Member that may be in breach of the code | Jun 08 and ongoing | Peter Devlin |
| CED A346 | Standards Committee needs to raise its profile and to ensure both councillors and senior officers are fully aware of the role, operation and effectiveness of the Standards Committee. The committee should consider preparing and issuing an annual report in which it can clearly outline its achievements for the year | Apr 09 | Peter Devlin |
| CED A347 | Ensure all councillors are made aware of the whistle blowing policy and are clear on its purpose, content and process for its use | Mar 09 | Peter Devlin |
| CED A348 | The Council needs to establish the reasons for this relatively poor perception of its role in promoting high ethical standards and implement appropriate actions | Aug-08 | Peter Devlin |

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| CED A349 | The Council should reconsider the way it ensures councillors understand the circumstances in which they must register an interest and the process for doing so to minimise the risks to councillors and the Council | May-08 | Peter Devlin |
| CED A350 | The Council should explore whether councillors are clear on their responsibilities and actions to follow when they have prejudicial interest in a matter, or whether they misunderstood the question and the response does not reflect reality | Nov-08 | Peter Devlin |
| CED A351 | The Council needs to address this lack of awareness about public accessibility to appropriate documents | Jun-08 | Peter Devlin |
| CED A352 | The Council should increase awareness of the whistle blowing policy and re-enforce assurances that reporting through this mechanism can be done without fear of reprisal | Nov-08 | Peter Devlin |
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Performance Indicators

The action plan detailed a number of Performance Indicators that will be used to measure the successful implementation of the actions. Those indicators are included in more detail in the table below.

| Ref | Definition | Outturn 2007/08 | Target 2008/09 |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|
| NI 14 | Avoidable contact: The proportion of customer contact that is of low or no value to the customer | New Indicator* | |
| ICT PI 2 | ICT competence of user | New Indicator* | |
| ICT PI 3a | Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation) as a percentage of organisational running costs (expenditure) | New Indicator* | |
| ICT PI 4 | Percentage of incidents resolved within agreed service levels | New Indicator* | |
| ICT PI 5 | Project governance and delivery index | New Indicator* | |
| ICT PI 6 | Percentage of the top five transactional based activities which are made via e-enabled channels | New Indicator* | |
| ICT PI 7 | Commissioner and user satisfaction index - a composite indicator compiled from the responses to a set of statements by commissioners and users | New Indicator* | |
| ICT PI 8 | Management practice indicator - the number of practices that have been adopted by the organisation out of a possible total of 10 | New Indicator* | |
| ICT SI 2 | Users per workstation | New Indicator* | |
| ICT SI 3 | Unavailability of ICT services to users | New Indicator* | |
| ICT SI 4 | Average number of support calls per user | New Indicator* | |
| ICT SI 5 | Percentage of users who are able to access the network and systems remotely | New Indicator* | |
| CEDCS P007 | CPA Use of Resources - Internal Control (CPA 1) | 3 | 3 |
| CEDCS P008 | CPA Use of Resources - Overall Score (CPA 2) | 3 | 3 |
| CEDCS P009 | CPA Overall Category (CPA 3) | 4 | 4 |
| CEDCS P010 | CPA Direction of Travel Judgement (CPA 4) | Improving Strongly | Improving Strongly |

| Ref | Definition | Outturn 2007/08 | Target 2008/09 |
|---------------|-----------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------|
| CEDCS P015 | PIs amended as a result of external audit (LPI CE9) | 2 | 0 |
| CEDCS P017 | Number of website hits (LPI CE 14) | 244,016 | 270,000 |
| CEDCS P018 | Number of online transactions (LPI CE 15) | 4,545 | 5,000 |
| CEDCS P019 | Number of available on-line services (LPI CE 17) | 45 | 50 |
| CEDCS P023 | PI's qualified following external audit | 1 | 0 |
| CEDCS P024 | PI's with doubts expressed following external audit | New Indicator | 0 |
| CEDCS P025 | High priority recommendations | New Indicator | 0 |
| CEDCS P040 | Number of permanent and ad hoc home workers established (LPI CE 16) | 1 full time 79 ad hoc | n/a** |
| CEDFI P001 | Percentage of Invoices Paid on Time | 87% | 92.5% |
| CEDFI P002 | Percentage of Council Tax collected | 96.9% | 97% |
| CEDFI P003 | Percentage of NNDR collected | 99.5% | 97.5% Impacted by new Empty Property charges |
| CEDFI P009 | Number of Council Tax Disabled Reliefs (performance expected with reward) (LAA SC16) | 249 (Q3) | 268 |
| CEDFI P010 | Number of Council Tax Carer Reductions (performance expected with reward) (LAA SC17) | 90 (Q3) | 108 |
| CEDFI P011 | Number of Council Tax Severely Mentally Impaired Reductions (performance expected with reward) (LAA SC18) | 148 (Q3) | 112 |

* A number of indicators have been introduced in 2008/09, and therefore there is no outturn information available for 2007/08. 2008/09 will be used to collect baseline information to allow for targets to be set for 2009/10

** Unable to set target as outturn is dependent on departmental take up, which is impossible to predict.

Associated Risks

Within the action plan each objective had identified risks that could effect the successful implementation of the objective and associated actions. Those risks are included in more detail in the table below.

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| STR R007 | CSO 12 | Experiencing failure or lack of access to Critical ICT systems | | Data back up and recovery plans operated by Northgate. Information security action plan is in place to address the requirements of the Audit Commission audit. Ind. Prof. ICT advice now in place. Core system service standards availability added into the SLA - new. SLA service. Standards revised upwards in terms of availability. Client Service Officer now in post to monitor N'gate quality /service standards | Qtrly Review of Risk Register | 29/4/08 / 30/6/08 | Andrew Atkin |
| STR R020 | OD A16 | Fail to make progress on review of ICT contract in a timely fashion reducing the Council's ability to achieve service improvement through use of ICT and/or service disruption | | Initial report prepared. Agreement of process by CEMT and CMT. Regular monitoring of progress by CEMT and CMT. Cabinet report & funding agreement October 2007. Regular meetings of Workstream leads. Completion of phase 1 report to Cabinet end of March 2008. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Joan Chapman |
| STR R021 | OD A12 | Future Equal pay claims | | Resources have been factored into the budget strategy for future pay claims. Consultation & negotiation with staff and unions with ACAS support. Job Evaluation exercise is completed. Bridging the gap arrangements for 1 April 2004 - 31 March 2007. Settlement agreed (via COT3) of almost 100% of high risk group employees until March 07. Green Book bonus schemes terminated 31 March 2007. | Qtrly Review of Risk Register | 21/4/08 / 30/6/08 | Joanne Machers |
| STR R022 | OD A12 | Current Equal Pay Claims including settlement of, or adverse findings in ET of existing equal pay claims | | Potential costs factored into financial planning arrangements. Counsel's advice received in respect of possible settlement terms. Ongoing discussions with claimants solicitors regarding possible settlement terms. Preliminary legal points resolved. | Qtrly Review of Risk Register | 21/4/08 / 30/6/08 | Joanne Machers |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| | | | | Favourable ET decisions regarding Aided School employees (subject to appeal). | | | |
| STR R023 | OD A11 | Loss of key staff / Insufficient numbers of staff to match service delivery demands | | Development of career grade structures in Regeneration and Planning. Use of outside support as appropriate - Agency & consultants. Mainstreaming of exit strategies for some posts. Recruitment & Retention team in place within Human Resources with Recruitment and Retention Strategy agreed. Corporate Restructure complete & new directors grading structure agreed. People Strategy and Workforce Development Plan in place. Attendance Management arrangements. | Qtrly Review of Risk Register | 21/4/08 / 30/6/08 | Joanne Machers |
| STR R028 | CSO 20 CSO 21 | Impact upon the Council from outsourcing of significant service areas | | Experience of TUPE transfers. Arrangements for service delivery to others in place (i.e. Fire Authority). Arrangements in place to monitor the stability of organisations. These will help to anticipate future changes. Experience of managing outsourced ICT partner. Use of reserves to smooth adjustment period | Qtrly Review of Risk Register | 31/12/07 / 30/6/08 | Mike Ward |
| STR R034 | OD A07 | Maintaining the 4* rating of the Council will provide opportunities to influence and positively reflect the achievements of the council | | Performance targets regularly reviewed by management teams/Cabinet. Further improved performance management arrangements for 2007/08. Implementation of organisational development priorities included in Corp Plan 2007/08. Lead Officers identified with regular monitoring & review by CMT to be developed. | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Paul Walker |
| STR R035 | OD A13 | Change programme / Restructuring of the Authority | | Project management and risk assessment assigned to change programme teams. Communication with staff e.g. briefings, newsletters, mgt team meeting, CMT monthly meeting, cllr briefings. Continue regular monitoring of performance through CMT, DMTs, Cabinet & Scrutiny. Temporary staffing arrangements in place to cover vacant posts. | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Paul Walker |
| STR R036 | OD A13 | Loss of focus on strategic direction and key priorities (political direction) | | Members development programme has been developed and will be further enhanced. Provision of information to inform the budgetary process for | Qtrly Review of Risk | 31/12/07 / 30/4/08 | Paul Walker |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|------------------------------------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| | | | | 2005/6 (consultation, SIMALTO etc). Members seminar programme in operation throughout the year. Members regular monitoring of performance against priorities. | Register | | |
| CED R006 | CSO 09 | Loss of use of Civic centre for meetings and/or as an administrative base | | Other Council owned venues to be utilised where possible, e.g. Municipal, Town Hall, Borough Hall and Community Centres. List of viable alternative venues available and currently being used in light of Civic Centre Refurbishment. | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Amanda Whitaker |
| CED R007 | CSO 09 | Serious problems prevent Councillors and staff attending decision making meetings | | Meetings would be abandoned until such time as sufficient Councillors/staff can attend. BCP in place. | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Amanda Whitaker |
| CED R009 | CSO 07 | Retention of key staff. | | Training junior staff to deputise for key roles. Increased flexibility will reduce the need to recruit. Maximising opportunities such as the Graduate Management Training Programme. Opportunities identified for progression among staff members. retention of key staff complete planning control | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Andrew Atkin |
| CED R011 | OD A03 | Failure to deliver the content of the Overview and Scrutiny Work Programme 2007/08 | | Systematic and realistic approach to the planning and delivery of Work Programmes of individual Scrutiny Forums. Scrutiny investigations are well planned, have clear objectives and follow a prescribed project plan/timetable. Work programmes re-prioritised upon receipt of a referral together with availability of dedicated scrutiny support. Selection criteria to deal with non mandatory referrals devised and approved. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Charlotte Burnham |
| CED R012 | OD A03 | Failure to further develop links between the Executive and Scrutiny | | Work Programmes compiled in consultation with relevant Executive Member. Effective communication with individual Executive Members about forthcoming reviews / Limited use of Call-In procedure. Scrutiny remits re-aligned into new organisational structure and Executive arrangements. Executive members now feedback to scrutiny as and when required. Joint | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Charlotte Burnham |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|----------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| | | | | Cabinet/Scrutiny Event held with an agreed action plan to address issues raised. Joint Cabinet / Scrutiny Events held quarterly. | | | |
| CED R013 | OD A03 | Failure to Monitor Agreed Scrutiny Recommendations | | Implementation of current monitoring and evaluation procedure in place. Procedure in place to ensure Scrutiny recommendations are reported back manually on a 6mthly basis. Monitoring of scrutiny recommendations via newly created electronic database piloted in Nov 07 by SCC, to be rolled out for all Scrutiny Forums in June 08. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Charlotte Burnham |
| CED R014 | OD A03 | Tackling the Barriers to Effective Scrutiny | | Regular briefing mtgs held with Scrutiny Officer & Chairs of individual S/Forums. Tailor-made training programme held during 2005/06, 2006/07 & 2007/08 Municipal Yrs. Scrutiny Officer Liaison Group has been formed and meets quarterly. Scrutiny Chairs meet informally on a bi-monthly basis. CMT are updated on Scrutiny issues on a quarterly basis. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Charlotte Burnham |
| CED R015 | OD A03 | Failure to implement the extended Scrutiny powers outlined in the Local Government Bill | | Members Seminar held on 11 April 07 on new powers to raise awareness. Scrutiny Co-ordinating Cttee, Chief Officers and Scrutiny Officers Liaison Gp kept update as information become available. Home Office & DCLG now agreed one CCfA, update provided to SCC on 21 Nov 07. Process currently being devised, whilst awaiting issue of guidance in June 08 | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Charlotte Burnham |
| CED R016 | OD A03 | Failure to raise the profile of the work of the Authority's Overview and Scrutiny Committees | | Promotion of awareness of the role Scrutiny in Hartlepool in existing publications i.e. Hartbeat. Newly developed Scrutiny webpages. Promotion of the conclusions/recommendations of Scrutiny investigations. The Authority's Scrutiny Mgr held the Chair of the Officers Regional Scrutiny Network in 2006/07. Scrutiny Leaflet produced in 2005/06 and revised in 2007/08. Annual Report produced for | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Charlotte Burnham |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|----------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| | | | | 2005/06, 2006/07 and 2007/08 | | | |
| CED R017 | OD A16 | Loss of I.T. support systems for Corporate Strategy Division | | Detailed physical records available for current events. Regular monitoring of Northgate performance. On-going negotiations. Client side officer in post and independent advice. Open dialogue and regular monitor. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Joan Chapman |
| CED R018 | OD A16 | Loss of ICT service due to contract problems with Northgate | | Regular monitoring of Northgate performance. Ongoing negotiations. Client side officer in post and independent advice. Open dialogue and regular monitoring with Northgate. Regular meetings between CEX, ACE and NIS Director. Contract review facilitated by NCC. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Joan Chapman |
| CED R019 | OD A16 | Lack of system integration | | Advice provided by Northgate and software suppliers. Improved governance procedures in place. Client side officer now in post. System integration included in all project plans. ICT strategy produced and reviewed. Programme office group established and meeting regularly. Review of remit and membership of ICT Steering Group. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Joan Chapman |
| CED R020 | OD A16 | Failure to become ISO 17799 compliant | | Cross departmental working group established. External audit report identified requirements. Closer working relationship with Northgate to ensure policies are in place and are adhered to. Implementation of Information group workplan/policy development. Policies been developed and rolled out to all departments. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Joan Chapman |
| CED R021 | OD A16 | Failure of ICT to support corporate objectives | | Regular review of strategy by ICT Steering Group. Review of ICT Steering Group and links with CMT, budget and corporate plan. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Joan Chapman |
| CED R022 | CSO 06 | Poor quality or loss of information from external partners. E.g. JSU | | Continue funding JSU with four other districts. Regular meetings with JSU to maintain standards. Completed planned controls | Qtrly Review of Risk Register | 01/4/08 / 30/6/08 | Liz Crookston |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| CED R023 | CSO 04 CSO 05 | Failure to ensure quality of consultation service by external agencies | | Questionnaires personally collected. Validity checks - ensure accuracy checks done, check against anticipated returns. Works to data protection principles - check tender/contract documentation. | Qtrly Review of Risk Register | 26/3/08 / 30/6/08 | Liz Crookston |
| CED R035 | CSO 02 | CE Dept fails to reach Level 3 of the Equality Standard by March 2008 and as a result Council objective not reached | | CE Diversity Group meets regularly. DSG plan to achieve level 3. Quarterly reports to CEMT on progress. | Qtrly Review of Risk Register | 31/3/08 / 30/6/08 | Peter Turner |
| CED R036 | OD A01 | Failure to achieve continuous improvement resulting in a decline in council performance compared with other LAs | | Corporate service planning/performance management arrangements. VFM/efficiency/BPR programme in place. PI reports identify areas of declining performance. Performance agreements developed with CMT. | Qtrly Review of Risk Register | 31/3/08 / 30/6/08 | Peter Turner |
| CED R037 | OD A02 CSO 18 | Failure to embed risk management arrangements leads to service/governance failures resulting in reputation/financial loss | | Corporate Risk Management Group meets regularly to lead process. Risk champions ACE and PM PfH. Database implemented to facilitate risk management. Annual review of strategic risk programmed for June 2007. Quarterly reviews of departmental risk registers. Risk included in spec for new PM system. | Qtrly Review of Risk Register | 31/3/08 / 30/6/08 | Peter Turner |
| CED R039 | SC A17 CSO 10 CSO 13 CSO 14 CSO 15 | Failure of IT services / Support | | Disaster recovery plans in place. Back up and recovery procedures established. Comprehensive testing following implementation and upgrades. Joint forward planning meetings are in place between HBC / NIS relating to system upgrades/software. Business Continuity arrangements being developed | Qtrly Review of Risk Register | 31/12/07 / 30/6/08 | John Morton |
| CED R040 | SC A16 CSO 17 CSO 23 CSO 24 | Failure to retain and recruit key staff | | Annual training plans including workforce development programme for management. Rotation of staff within service areas. Re-prioritise workload issues. Operation of flexible working arrangements. Implemented a Home Working Policy. Implemented Compressed Hours Policy. | Qtrly Review of Risk Register | 31/12/07 / 30/6/08 | John Morton |
| CED R041 | CSO 22 | Influence/control of Shared Services arrangements | | Implementation of Partnership Governance Framework. Terms and specifications are clearly defined / agreed. Contracts / Arrangements are | Qtrly Review of Risk | 31/12/07 / 30/6/08 | Mike Ward |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| | | | | subject to Performance Management Protocols. | Register | | |
| CED R048 | CSO 16 | Failure to provide staff with training and effective procedures could result in a lack of service delivery | | Violence to staff procedures and guidance issued. Induction training including general personal security awareness training. Use of mobile phones and two way radios for reporting back to supervisor. Use of PPE i.e. whistles alarms etc. Accompanied visits to known potential high risk areas. Checking of the Finance Department potentially violent list before visiting. Development of a Corporate Employee Protection Register. | Qtrly Review of Risk Register | 31/12/07 / 30/6/08 | Paul Hamilton |
| CED R049 | OD A11 | Fraudulent or incompetent data handling leading to inappropriate payments being made to employees resulting in financial loss, investigation, additional administrative work and adverse publicity | | Checking system is in place. Access levels to systems restricted. Separation of duties. Compliance with Audit regulations and process subject to audit checks. Training of employees. | Qtrly Review of Risk Register | 21/4/08 / 30/6/08 | Alison Oxley |
| CED R050 | OD A11 | Shortage of skilled staff leading to an inability to fulfil HR commitments resulting in SLA's and/or service standards not being met and some tasks not being undertaken. | | Training and development of existing staff (via Appraisal). Rotation of staff within the teams. Access to agency staff. Introduce exit interviews. | Qtrly Review of Risk Register | 21/4/08 / 30/6/08 | Alison Oxley |
| CED R051 | OD A11 OD A12 | Failure to comply with legislation leading to unlawful acts, loss of morale, poor industrial relations and/or accidents to employees, resulting in industrial, criminal or civil action against the Council. | | System of consultation and communication with employees and their representatives. Visible senior management commitment by Chief Executive & Performance Management Portfolio holder. Policies and procedures in place and reviewed regularly. Internal resources for advice and monitoring. Access to updates and case law material. Recruitment of competent managers; training in inter-personal and other relevant skills and legislation. Regular training/briefing sessions delivered by competent HR Professionals. | Qtrly Review of Risk Register | 21/4/08 / 30/6/08 | Alison Swann |
| CED R052 | OD A08 | Failure of Contact Centre to improve service delivery | | Regular steering group & project leaders meetings to monitor progress against plan. Engagement of departments in prioritising, mapping, re-engineering | Qtrly Review of Risk | 21/4/08 / 30/6/08 | Christine Armstrong |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| | | | | processes. Testing periods integral to implementation. Regular reporting to Elected Members. Public consultation. Staff training programme. | Register | | |
| CED R053 | OD A11 | Poor recruitment/training/development/retention resulting in a failure to maintain a suitably skilled/experienced/procedure compliant workforce leading to inadequate/inappropriate service delivery/behaviour by employees | | Recruitment strategy & policy and pre-employment checks, performance management. Written terms and conditions of service to ensure consistency and equality. Whistleblowing policy, Summary of Conduct for employees. Peer Influence, Constitution. Politically restricted posts. Workforce development planning and training and development for employees at all levels. | Qtrly Review of Risk Register | 21/4/08 / 30/6/08 | Joanne Machers |
| CED R055 | OD A11 | Significant breach of confidentiality and/or personal data security creating poor industrial relations and morale leading to criminal and/or civil proceedings and adverse publicity | | Existing system for the release of personal data. Use of secure storage facilities for paper records and information (current and archive). Limited use of electronic communication systems such as e-mail to distribute personal data. Security systems in place for buildings and HR workspaces. Implement any improvements from the Information Security Working Group. Introduction of clear desk policy and procedures, training in relevant procedures and legislation. | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Rachel Clark |
| CED R056 | OD A11 | Failure of external suppliers / providers to consistently provide services, leading to HR not delivering services to departments | | Service standards included in some contracts e.g. Advertising, Occupational Health. Suppliers assessed for their capability, track record and financial stability. | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Wally Stagg |
| CED R057 | OD A11 | Failure to achieve external Income leading to budget reductions resulting in a reduction of staff | | Specific resources dedicated to recovery of overpayments and 3rd party income. Account managers for schools in place. To some extent, staffing arrangements reflect permanency of funding. CRB costs curtailed in relation to income. Pension Processing efficiencies implemented. | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Wally Stagg |
| CED R058 | OD A11 | Management development programme does not meet objectives, leading to managers not having the necessary competence, capability and knowledge to | | "Be the Difference" brand established and recognised across the authority. Phase 3 designed and launched. Monitoring system in place to identify those managers who still need to attend the phase 1 | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Wally Stagg |

| Risk Register Ref | Dept. Outcome (Ref) | Key risks to achieving departmental service objectives | Priority H/M/L | Procedures/processes/management arrangements/controls in place to mitigate identified risks | Method of Review | Date of Review Last /Next | Responsible Officer |
|-------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------|---------------------|
| | | fulfil their roles effectively | | 2 day programme. Monitoring system in place to track individual manager progress through phase 2 Mandatory modules and skills sessions. Clear ownership by CMT. Development programme for new supervisors and team leaders designed and due to be rolled out. Appraisal scheme approved. | | | |
| CED R059 | OD A11 | Failure to integrate equality into all aspects of the Council's work leading to non compliance with legislation and Council aims | | Diversity Steering Group in place with detailed action plan. Departmental Equality Groups established. Equality considerations included in service planning arrangements. Level 2 of the Equality standard achieved. External assessment received. Internal Assessment (es@t). | Qtrly Review of Risk Register | 31/12/07 / 30/4/08 | Wally Stagg |
| CED R063 | CSO 01 | Lack of data quality for performance information results in poor decision making and worsening performance | | Internal control in place include data Quality Policy, which is reviewed annually, PI coordinator arrangements, programme of reviews of OIs to ensure data quality, fundamental review of PIs in 2007/8, introduction of control sheets as part of Covalent introduction | Qtrly Review of Risk Register | 31/3/08 / 30/6/08 | Peter Turner |
| CED R064 | CSO 19 | Failure to review Insurance Allocations could prevent more targeted risk investment | | Review arrangements for charging premiums and establish scope for re aligning budgets to more accurately reflect changing risk patterns. Test/implement/evaluate the impact of any proposed changes | Qtrly Review of Risk Register | 29/4/08 / 30/6/08 | John Morton |
| CED R065 | CSO 11 | Failure to develop arrangements for the centralisation of Financial administration resulting in loss of efficiency savings | | several issues have been identified including provision of suitable training, IT concerns, Meeting deadlines, Harmonisation of staff, transitional arrangements and system changes | Qtrly Review of Risk Register | 29/4/08 / 30/6/08 | John Morton |

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

16 May 2008



Report of: Chief Personnel Officer

Subject: QUALIFICATION BASED TRAINING
APPLICATIONS

SUMMARY

1. PURPOSE OF REPORT

- 1.1 To seek approval from the Portfolio Holder for four applications for post entry qualification support from the Regeneration & Planning Department.

2. SUMMARY OF CONTENTS

- 2.1 This report provides details of the corporate policy on post entry training and details of the requests.

3. RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The Portfolio Holder is responsible for Workforce Development activity.

4. TYPE OF DECISION

- 4.1 Non-key

5. DECISION MAKING ROUTE

- 5.1 Portfolio meeting only.

6. DECISION(S) REQUIRED

- 6.1 Portfolio Holder approvals are required for the qualifications which are being requested.

Report of: Chief Personnel Officer

Subject: QUALIFICATION BASED TRAINING
APPLICATIONS

1. PURPOSE OF REPORT

- 1.1 To seek approval from the Portfolio Holder for four applications for qualification based training support from the Regeneration & Planning Department.

2. BACKGROUND

- 2.1 For a number of years, the council has had in place a qualification based policy and procedure which is applied if an employee requests and is granted approval to undertake a recognised qualification outside of the normal corporate training programmes.
- 2.2 The process has a number of stages. Any development required that has been identified as part of the appraisal process has to be sourced externally if it cannot be provided as part of the corporate workforce development provision.
- 2.3 The Qualification Based Training Guide 2007, which was approved by the Portfolio Holder in 2007, includes a section on decision making. The guide states that power to approve support for qualification based training rests with the relevant Chief Officer. Variations from this scheme must be agreed jointly by the Workforce Development Manager and relevant Chief Officer. They can also jointly modify the support available in individual cases where there are special circumstances.

Special executive approval is necessary only if:

- The Workforce Development Manager/Chief Officer cannot agree
 - The course is in some way unusual or outside the normal scope of the scheme
 - The cost of the programme is unusually high
 - The study method is open learning
 - The course leads to qualification at Masters level or above
- 2.4 In this case, the applications relate to three qualifications at Masters Level and one diploma level qualification which is to be delivered via open learning.

3. APPLICATION DETAILS

3.1 Applicant 1 - Business Liaison Manager

Course requested - Introductory Diploma in Place Management (Open Learning) via Manchester Metropolitan University

Cost £750 + £175 travel costs

Duration – 5 days away from workplace

3.2 Applicant 2 – Anti-Social Behaviour Research Officer

Course requested - MSc Community Safety (Distance Learning) via University of Leicester

Cost £6995 (no travel costs)

Duration – 3 Years

3.3 Applicant 3 – Neighbourhood Renewal & Strategy Officer

Course requested - MSc Urban Policy and Regeneration via Northumbria University

Cost £4,000 maximum (potential to access a 20% discount)

Duration – 2 years

3.4 Applicant 4 – Planning Information Officer

Course requested – MSc Town Planning via Newcastle University

Cost £2,035 in 2008/9 (2009/10 cost to be confirmed)

Duration – 2 years

4. DEPARTMENTAL SUPPORT

4.1 Applicant 1 - Business Liaison Manager

The Business Liaison Manager (Commercial Areas) wishes to pursue the Introductory Diploma in Place Management, which has been developed by Manchester Metropolitan University and the Association

of Town Centre Management (ATCM). The course covers such themes as marketing, health, safety and quality in relation to a particular place/destination. The qualification provides the opportunity to progress both professionally and academically to relevant Masters level or other higher degree programmes.

The course will be directly relevant to the postholder's work in supporting businesses in the commercial areas within the NDC area. The knowledge gained will become increasingly useful as the town centre development is taken forward and management initiatives in the central area are pursued. As such the postholder will be better equipped in the ongoing work to ensure that the town centre remains economically competitive and an attractive place in which to work, study, live and invest.

4.2 Applicant 2 – Anti-Social Behaviour Research Officer

Crime analysis is a specialist role – local authorities and police struggle to appoint and retain staff to these positions. Recent changes in the Crime and Disorder Act (including the need to complete a strategic assessment) have put particular focus on the need for this role to be carried out skilfully.

Distance learning is suitable to the postholder's personal circumstances. The course is specific to the role the postholder carries out and a number of options have been researched before choosing this particular course. The postholder has specifically chosen a distance learning course to avoid the need to be absent from work or home. Therefore it is not anticipated that there will be time away from work.

Dissertation topics will be agreed in collaboration with the postholder's line manager so that the chosen topic will be relevant and develop research capacity within Hartlepool Borough Council.

The Community Safety Division is restructuring to create a research and analysis unit to support the operation of the Crime & Disorder Reduction Partnership (CDRP). It is expected that this will create vacancies which will need to be recruited to from suitably qualified / skilled applicants.

4.3 Applicant 3 – Neighbourhood Renewal & Strategy Officer

The Neighbourhood Renewal & Strategy Officer has recently successfully completed the Certificate in Regeneration at Northumbria University and would like to continue their studies to gain a Masters qualification. The course covers topics that are particularly relevant to the work of the postholder including consultation & participation, social exclusion, community-led regeneration, sustainable development and community leadership. The qualification would support the postholder

in his current role, further develop his professional knowledge and provide the opportunity for future career development within the Local Authority.

The course will be delivered one evening per week during term time which will have a limited impact on the postholders ability to maintain his current workload.

The dissertation topic will be agreed in collaboration with the postholder's line manager so that the final output is relevant to the work of the Community Strategy Team and can be used to the benefit of the Local Authority.

4.4 Applicant 4 – Planning Information Officer

The qualification is a specific one related to Town Planning. Alternative MSc courses are offered at Leeds and Sheffield but these are not conveniently accessible. The course offers a sound basis for planning work in the authority. It will help secure professional staff development and assist in staff retention. Dissertation topics will be discussed with the line manager and others to select currently planning issues relevant to this Local Authority.

The post is currently a career grade (Development Scheme) and the qualification will help the postholder to achieve greater professional competence.

The course will require attendance on one day a week. This time away from the office during term time will be covered by other members of the Planning Policy Section.

5. CORPORATE WORKFORCE DEVELOPMENT SUPPORT

Hartlepool Borough Council is committed to developing its entire workforce to ensure it is fit for purpose, and more importantly fit for the future. The Workforce Development Strategy, published in 2007, committed to developing the skills of the workforce and published a “learning ladder” showing how academic qualifications such as those requested, fit in the overall workforce structure.

Corporate Workforce Development wishes to support the applications whilst making comments for the Portfolio Holder to consider.

- there is no guarantee of career progression for the applicants once they have these high level qualifications which carries a risk that they may move to another employer to progress.
- if we were to recruit new employees in to these posts, Hartlepool Borough Council would not seek individuals with this level of qualification on the person specification.

- If approved, the employees would sign a legally binding agreement agreeing to repay the costs the authority incurred as a result of the development. This would mean that the employee would be liable for the costs if they were to leave the authority in two years after completing the qualification. This means in essence, that we have a good chance of retaining these staff members for at least 3 years and in some cases longer.

6. RECOMMENDATIONS

- 6.1 That the Portfolio Holder approves the applications for post-entry training.

7. REASONS FOR RECOMMENDATIONS

- 7.1 Reasons are:

- Departmental training budget can accommodate the costs
- The qualifications requested directly support the job role of the applicant
- Hartlepool Borough Council will directly benefit from the dissertation topics

8. CONTACT OFFICER

Lucy Armstrong
Corporate Workforce Development Manager
01429 523476 or lucy.armstrong@hartlepool.gov.uk

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

16 May 2008



Report of: Chief Personnel Officer

Subject: EQUALITY STANDARD LEVEL 3 VALIDATION

SUMMARY

1. PURPOSE OF REPORT

To seek funding for the Equality Standard Level 3 validation.

2. SUMMARY OF CONTENTS

The report provides details of the requirement to externally validate the declaration of Level 3 of the Equality standard and seeks funding for this.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issue

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Portfolio Holder only

6. DECISION(S) REQUIRED

Endorse the funding proposals

Report of: Chief Personnel Officer

Subject: EQUALITY STANDARD LEVEL 3 VALIDATION

1. PURPOSE OF REPORT

- 1.1 To seek funding for the Equality Standard Level 3 validation.

2. BACKGROUND

- 2.1 The Council has declared itself as having achieved Level 3 of the Equality Standard in 2008/9. A requirement of the Standard is that declarations at Levels 3 and 5 have to be externally validated. Elsewhere on today's Portfolio Holder agenda is the Annual Diversity Report which sets the Equality Standard for Local Government in context.
- 2.2 The only route currently available for external validation is by achieving the Equality Mark at a cost of £10,500. Funding of £3,000 is currently available within the 2008/09 budget.

3. PROPOSALS

- 3.1 It is proposed that the external validation be undertaken as originally planned and previously reported to the Performance Portfolio Holder and that the shortfall in funding of £7,500 be found from the Contingency Fund. The Corporate Management Team supports the use of the Contingency Fund for this purpose and have requested that the Performance Portfolio Holder consider the use of funding for this purpose and endorse the proposal.

4. RECOMMENDATIONS

- 4.1 The Portfolio Holder endorses the funding proposal.

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

16 May 2008



Report of: Chief Personnel Officer

Subject: CHALLENGING COUNCIL SERVICES
PROJECT

SUMMARY

1. PURPOSE OF REPORT

To update the Portfolio Holder in respect of the progress on the Challenging Council Services Project and arrangements towards organising a regional conference to share good practice with all the northeast local authorities. To seek funding for the project for the remainder of 2008/9.

2. SUMMARY OF CONTENTS

The report provides details of the Challenging Council Services Project and makes proposals as to how the project can be funded for the remainder of 2008/9

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate matters

4. TYPE OF DECISION

Non Key

5. DECISION MAKING ROUTE

Portfolio Holder only

6. DECISION(S) REQUIRED

Noting of the report and endorse the funding proposal

Report of: Chief Personnel Officer

Subject: CHALLENGING COUNCIL SERVICES
PROJECT

1. PURPOSE OF REPORT

- 1.1 To update the Portfolio Holder in respect of the progress on the Challenging Council Services Project and arrangements towards organising a regional conference to share good practice with all the northeast local authorities. To seek funding for the project for the remainder of 2008/9.

2. BACKGROUND

- 2.1 Last year the Council was successful in raising funds through the Essential Development Support grant fund, which is one of the Improvement Partnership's eight key workstreams. One-off funds of £24,000 were resourced to address gaps in Challenging Council Services which were identified through a peer review process undertaken by Doug Feery, an I&DeA/DIALOG consultant, in February 2007. A requirement of the funding was that an event would be arranged to share learning and experience with other northeast authorities.
- 2.2 The emphasis of the funding obtained was on development activity, which will lead to long-term, sustainable improved capacity for local communities to challenge the local authority about the way it consults on, plans and delivers services. The outcomes of the project are to be shared with other local authorities in the northeast and a one day event has been organised at the Borough Hall on 17 June 2008. The project has recently been recognised nationally as ground breaking work and requests are being made to launch the outcomes nationally.
- 2.3 The project's funding and therefore its associated activity comes to an end in July 08.

3. PROPOSALS

- 3.1 In order to continue with the project, one-off funding is needed until March 2009 as a further bid for additional resources from April 2009 will then be made. Whilst it will no longer be necessary to build capacity to the same extent amongst participants, it will be necessary to continue to

- fund external facilitators
- provide translation and interpretation services
- provide accessible transport and premises
- provide refreshments
- pay participants

3.2 In addition, the project requires a significant amount of staff support which can no longer be found from within existing staffing resources.

3.3 It is proposed that funding of £19,000 which is needed in 2008/9 for this project to continue be found from the Contingency Fund. The Corporate Management Team support the proposed use of the Fund for this purpose and have requested that the Portfolio Holder consider and endorse the proposal.

4. RECOMMENDATIONS

The Portfolio Holder is requested to:

- a) note the report
- b) endorse the funding proposals.

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

16th May 2008



Report of: Chief Personnel Officer

Subject: WORKFORCE DEVELOPMENT & WORKFORCE
PLANNING – ANNUAL REPORT 2007/8

SUMMARY

1. PURPOSE OF REPORT

To advise the Portfolio Holder of the progress made during 2007/8 and planned future actions in 2008/9 in respect of the Workforce Development and Workforce Planning corporate activities.

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 – ANNUAL REPORT 2007/8

1. PURPOSE OF REPORT

- 1.1 To advise the Portfolio Holder of the progress made during 2007/8 and planned future actions in 2008/9 in respect of the Workforce Development and Workforce Planning corporate activities.

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 In April 2007, HBC launched its updated Workforce Development Strategy covering the period 2007-2012. The HBC Workforce Development Strategy has 4 key objectives, each with a number of specific supporting actions. The 4 objectives are:

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

- 2.3 In November 2007, the Local Government Association (LGA), the Improvement and Development Agency (IDeA) and Local Government Employers (LGE) worked together to supersede the 2005 workforce strategy and produced the Local Government Workforce Strategy 2007, *“Local Government, the place to be, the place to work”*. This new national strategy sets out 5 strategic priorities and the table below shows the national strategies and which plans / strategies address these national objectives. The full document is attached at **appendix 1**.

| National WF Strategy | HBC |
|----------------------------|-------------------------------------------------|
| Organisational Development | Corporate Plan / Workforce Development Strategy |
| Leadership Development | Workforce Development Strategy |
| Skill Development | Workforce Development Strategy |
| Recruitment & Retention | People Strategy |
| Pay and Rewards | People Strategy |

2.4 Each of the national priorities bring with them key areas for action within authorities. A summary is listed below.

I. Organisational Development

- Anticipating and tackling the current and future workforce challenges
- Developing and organisational climate that encourages innovation, engaging staff positively in service transformation, developing their local vision, new roles and ways of working
- Supporting staff through organisational changes, managing risks and anxieties and promoting high performing practices
- Progressing up the levels of the generic equality standard

National performance measures and targets

- 90% of local authorities reporting that they have identified their key current and future workforce needs by March 2009
- 90% of Audit Commission Use of Resources reporting that authorities are forward looking as they plan, organise and develop their workforce and technology to support the achievement of strategic priorities by March 2012

II. Leadership Development

- Taking action to attract and retain leaders of today and the leaders of tomorrow
- Fostering the development of leadership skills and leadership behaviour at all levels in the authority
- Embedding policies, cultures and practices that effectively increase the percentage of women, people from black and ethnic minority backgrounds and people with disabilities in leadership positions

National performance measures and targets

- 90% of local authorities reporting that, with partner organisations and local political parties, they are taking action to attract and develop the political and managerial leadership of today and tomorrow, leadership skills at all levels in the organisation and senior political and managerial

leaders that reflect the diversity of their community/ workforce by March 2009

- 80% of Audit Commission Use of Resources reporting that authorities have strong leadership with a clear vision and foster partnership working to better use of available resources by March 2012

III. Skill Development

- Defining the most important current and future needs
- Assessing the current capability, so as to identify the most critical skills gaps
- Taking action to attract and develop or share the skills needed
- Developing workforce “skills for life” and offering qualifications to those who have none
- Ensuring there is equity of access to development opportunities (including for part time staff)

National performance measures and targets

- The critical gaps authorities are reporting each year are reducing
- 30% of Local Authorities are reporting no critical skill gap by March 2010
- 200 local authorities to have signed up to the Get On award by March 2010

IV. Recruitment & Retention

- Identifying the future workforce requirements as part of partnership, corporate and service planning
- Analysing age profiles, turnover rates and diversity profiles in their key occupational areas, so can anticipate and take action to address significant current and future issues
- Promoting key future jobs and careers to schools, colleges and universities
- Running school work experience and trainee programmes, student placements and skills pathways
- Looking for ways to reduce costs of agency staff

National performance measures and targets

- Key occupational shortages being reported to reduce year on year
- Above 50% of local authorities reporting no occupational shortages by March 2012
- Local Government to continue to be in the top 40 of the top 100 graduates’ employer of choice surveys

V. Pay & Rewards

- Completing the introduction of equal pay structures in line with the 2004 national agreement
- Introducing total rewards approach to pay
- Investing in training for managers to appropriately and fairly manage the performance of employees
- Improving the quality of workforce related data to assist with performance management and cost control

National performance measures and targets

- 100% of local authorities have introduced new pay structures by 2010
- 50% of local authorities to have introduced a total rewards approach to pay by 2010
- 75% of local government employees with management responsibilities have received training in reward and performance management by 2010
- All English authorities to have registered data with the national data warehouse by 2010
- 60% of local authorities to have some form of assessment based progression in place or agreed and planned for groups of staff beyond their top team/ chief officers by 2010

- 2.5 The impact of this new strategy on our current arrangements will be significant. Based upon the new objectives and performance measures it will be necessary to review our strategy to bring it in line with the new strategy and review our current strategic and operational workforce development and workforce planning arrangements.

3. **PROGRESS MADE WITHIN WORKFORCE DEVELOPMENT AND WORKFORCE PLANNING IN 2007/08**

- 3.1 In a report to the Portfolio Holder in June 2007, the following actions were planned for the 2007/8 financial year in respect of workforce planning & workforce development and the following progress has been made:

➤ Objective 1 – Develop and Promote Active, Visible and Effective Leadership

| Action | Progress at 31 March 2008 |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Introduction of a new competency framework across the authority | Completed. |
| Undertake member training needs analysis | Partially completed - Funding secured from Regional Improvement Partnership for all Elected Members to have a PDP |

| | |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | developed. Partially completed as participation was optional and 22 members participated. |
| Develop and deliver phase 3 of the Leadership & Management Development Programme | Complete - Developed and being delivered. A number of new sessions available to further develop the managers "Skill Toolbox". |
| Design and implement manager induction programme | Incomplete - To be taken forward into 2008/09 based around the new competency framework. Planned delivery from September 2008 onwards. |
| Establish a "grow your own" management development programme using nationally accredited qualifications delivered in-house | Complete - Following the successful launch and delivery of the "Tomorrow's Manager" programme in 2006/07 which delivers NVQ 2 & 3 in Management to aspiring Managers, the "Aspiring to Excellence" programme was designed and launched in September 2007 offering NVQ 4 & 5 in Management to develop existing managers. |
| Establish a coaching skills programme (subject to external funding being approved) | Complete - Funding secured from LSC. Coaching programme delivered by external company to be rolled out from Oct 2007–Feb 2008 with excellent feedback – a coaching network to be developed internally on the back of the programme. |

➤ Objective 2 – Continually Improve What We Do

| Action | Progress at 31 March 2008 |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Explore and if possible achieve corporate Investors in People status within 2007-2008 and work to the IIP profile | Partially completed - Action plan developed and approved by CMT in August 2007. Corporate IIP working group established. Internal review completed. Actual assessment planned for July / August 2008. |
| Introduce a new appraisal system linked to the competency framework | Completed. |
| More use of skills auditing across the workforce | Completed - Two skills audit projects established. On-line tool purchased and in progress of having new competency framework uploaded to be used online. |
| Establish an Investor in People corporate review group | Completed – group established. |

| | |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Revise the Qualification Based Training policy and procedure | Completed and approved by CMT and Trade Unions. Rolled out across the authority from 1 st Sept 2007. |
| Embed skills for life into all corporate programmes | Completed – all corporate programmes include a “skills check” as part of induction which are the skills for life tests. |
| Promote Union Learning representatives (ULR's) and ensure all are competent to NVQ 2 level in Information, Advice and Guidance | ULR's have access to the NVQ offered via the corporate training programme. Promoting ULR's through partnerships on specific projects. |
| Begin to develop formal career pathways as a way of retaining employees within local government | Partially completed - To be developed as part of the single status agreement and formal development schemes. |
| Scan external environment to ensure that external funding opportunities are maximised | Ongoing, strong links established with funding bodies ensures that all opportunities are maximised. |

➤ Objective 3 – Develop the Skills of the Workforce

| Action | Progress at 31 March 2008 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Promote the “Hartlepool Commitment” – following Leitch report to ensure all our employees have the opportunity to achieve a first NVQ level 2 or equivalent | Ongoing – first NVQ level 2 project established in Neighbourhood Services as part of the Skills4u Initiative. Skills pledge action plan completed and submitted to LSC. HBC one of first employers to achieve full pledge status. |
| Seek accreditation for corporate training programme | Ongoing - Most of the programmes offered now have accreditation or the opportunity to accredit depending upon the individual need of the delegates. More accredited programmes planned for 2008/9. |
| Develop a qualification auditing system across the workforce | Some information gathered as part of the two recent skills audits; however a corporate approach needs to be agreed. Data will be refreshed again in 2008/9 via the employee survey. |
| Develop an annual corporate training plan and publicise | Complete – all development opportunities can be accessed via the intranet or via notice boards and email. |

➤ Objective 4 – Effectively Use Resources and Invest in the Future

| Action | Progress at 31 March 2008 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Develop and Increase workforce planning skills amongst managers | Complete - First Workforce development conference held in April 2007 and attended by 58 managers. A Workforce Planning toolkit has been developed to assist managers with service planning and is available via the intranet. Specific module offered on workforce development to managers via the in-house Leadership & Management Development programme. |
| Develop a succession planning strategy | Initial ground work completed. This included surveys, gathering good practice from other authorities, key staff interviews and desk top research. To be developed further in 2008/9 as part of the single status agreement. |
| Use the “be the difference” brand to introduce a range of development programmes to suit different learning styles and preferences | Various options available including e-learning, toolkits, guides, formal training courses, accredited NVQ programmes, workshops and plans in place to offer master classes in specific areas. |
| Publicise the “Hartlepool Ladder” showing how qualifications will be linked to roles in the future | To be incorporated into job evaluation when designing job profiles. |
| Scan the environment to ensure information on skills shortages is kept up to date | Ongoing – regular dialogue with outside bodies and information supplied from government departments. |
| 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. | Actively support the School work experience programme and college student placements in a variety of areas. Recruited in September from the National Graduate Development Programme for 1 National Management Trainee, yearly intake of Modern Apprentices. |

4. EXTERNAL FUNDING OPPORTUNITIES ACCESSED IN 2007/2008

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 |
|------------------------------------------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------|
| Tomorrow's Manager Programme | | (Accessed via the Adult Education Service enabling the programme to run at a cost of £150 per person to the Authority) |
| NVQ 2 Team Leading (April 07) | 10 | £8,100 |
| NVQ 3 Management (Sept 07) | 17 | £13,770 |
| North East Excellent Manager Programme | 10 | £13,000 – fully funded by Improvement partnership |
| IDeA HR Future Leaders Programme | 3 | £12,000 Approx £4k per person funded |
| LMDP Coaching Programme | 168 | £10,850 secured from LSC |
| Modern Apprenticeships (started in 2007) | | (Funding accessed by training provider to deliver the qualifications an MA entails as per LSC 2007/08 16-18 funding rates) |
| Business Administration* | 10 | £38,350 |
| Joinery | 1 | £4,850 |
| Civil Engineer* | 1 | £11,749 |
| Accountancy | 1 | £4,325 |
| * additional posts available awaiting recruitment | | |
| Members PDPs (by external consultant) | 22 Elected Members | £5000 approx secured from Regional Improvement Partnership |
| IDeA Project with Adult & Community Services | TBC | £70,000 secured from IDeA after the national recognition of the WFD Strategy launch. |
| Diploma in NLP | 12 | £4385 funding secured from LSC |
| Skills portal development | Potential for all | £9,000 funding secured |
| Management development programme (28 hours mentoring) | 20 | Approx £7000 funding from LSC |
| Skills4U initiative (first NVQ L2 funded via HCFE's LSC Train to | 9 | £9000 |

| | | |
|--------------|--|---------------------------------------------|
| Gain) | | Approx £1000 per person funding accessed |
| Total | | £221,379 |

5. EMPLOYEE MONITORING 2006/07

During 2007/08 a total of 174 courses were delivered varying from short 1 hour updates to 5 days in length. A total of 1582 monitoring forms were returned, however the number of employees accessing training is higher than this number. The total number of employees within the workforce, excluding school staff, as at the 1.04.07 was 2659.

• Ethnicity

1582 employees who provided monitoring information declared their ethnicity on training monitoring forms. Details of their ethnic background are detailed in Table 1.

Table 1

| | Employees from White Backgrounds | Employees from Minority Ethnic Backgrounds |
|------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------|
| number of employees receiving corporate training | 1553 | 29 |
| %age (no) of employees receiving corporate training | 98.1% | 1.9% |
| number of workforce (excluding school employees) as at 1.4.07 | 2209 | 22 |
| %age (no) of workforce (excluding school employees) as at 1.4.07 | 99% | 1% |

The results of the analysis show, that in terms of ethnicity, the percentage of employees (whilst small) from minority ethnic backgrounds in the workforce, who are accessing corporate training is higher than the workforce profile.

- **Disability**

1586 employees who provided monitoring information declared their disability on training monitoring forms received corporate training. Details of their disability are detailed in Table 2.

Table 2

| | Employees with no declared disability | Employees with a declared disability |
|---------------------------------------------------------------|----------------------------------------------|---------------------------------------------|
| number of employees receiving corporate training | 1552 | 34 |
| %age (no) of employees receiving corporate training | 97.8% | 2.2% |
| number of workforce (excluding school employees) as at 1.4.07 | 2092 | 137 |
| %age (no) of workforce (excluding school employees) at 1.4.07 | 93.8 | 6.2% |

The results of the analysis show, that in terms of disability, the percentages of those employees accessing training, are lower than the workforce profile. The action to be taken includes assessing the venues used to deliver training and the facilities available in line with the HBC access strategy, once agreed and published.

- **Gender**

1582 employees who provided monitoring information declared their gender on training monitoring forms received corporate training. Details of the results are detailed in Table 3.

Table 3

| | Male Employees | Female Employees |
|------------------------------------------------------------------|---------------------------|-----------------------------|
| number of employees receiving corporate training | 589 | 993 |
| %age (no) of employees receiving corporate training | 37.2% | 62.8% |
| Number of workforce (excluding school employees) as at 1.4.07 | 810 | 1849 |
| %age (no) of workforce (excluding school employees) as at 1.4.07 | 30.5% | 69.5% |

The results of the analysis show , that in terms of gender, the percentages of those employees accessing training, are predominantly female how ever this is reflective of the workforce profile. A higher percentage of males are accessing training than the workforce profile indicates.

- **Age**

1582 employees declared their age on training monitoring forms received corporate training. Details of the age profile are detailed in Table 4.

Table 4

| | Aged 16-25 | Aged 26-35 | Aged 36-45 | Aged 46-55 | Aged 56-65 | Aged 66+ |
|-------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| number of employees receiving training | 119 | 225 | 544 | 581 | 111 | 2 |
| %age (no.) of employees receiving training | 7.5% | 14.2% | 34.4% | 36.7% | 7% | 0.2% |
| number of workforce (excluding school employees) as at 1.4.07 | 205 | 383 | 814 | 611 | 399 | 13 |
| %age (no.) of workforce (excluding school employees) as at 1.4.07 | 8.5% | 15.7% | 33.5% | 25.2% | 16.5% | 0.6% |

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 and this will be monitored to measure impact.

- **Employment Status**

1582 employees declared their employment type on training monitoring forms. Details of employment type are detailed in Table 5.

Table 5

| | Full Time | Part Time |
|---------------------------------------------------------------|------------------|------------------|
| Number of employees receiving training | 1356 | 226 |
| %age (no.) of employees receiving training | 86% | 14% |
| number of workforce (excluding school employees) as at 1.4.07 | 1484 | 1175 |
| %age (no) of workforce (excluding school employees) | 55.8% | 44.2% |

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. Workforce Development planned to run a focus group of part-time employees to try and ascertain why the percentages were so low. This had to be cancelled as only a very small number of part-time workers were happy to participate. Therefore, this will be addressed in the 2008 employee survey to try and extrapolate further information as to why part time workers are not taking up the development opportunities available to them.

6. PLANS FOR 2008/09

- 6.1 The plans for Workforce Development activity during 2008/9 are two-fold. There will be the actions which will be led and carried out by the Strategic Workforce group in addition to those led and carried out by the Corporate Workforce Development team.
- 6.2 The Strategic Workforce Group specifically works on delivering the large scale projects relating to the Workforce Development strategy. The second year of the Workforce Development Strategy brings with it a new set of challenges. The first year looked at significant improvement to people-facing processes and tried to raise the profile of workforce planning and development, showing how it can link to continuous improvement and service planning.

- 6.3 This second year focus is more clearly on “behind the scenes” processes which will improve how we measure what we do and will help to demonstrate the links to improvement.
- 6.4 As in previous year, a number of sub-groups have been formed to work on specific issues, actions or developments. Each is headed up by a project leader and the group is made up a mix of representation from across the authority.
- Group A – Evaluation of the revised appraisal and competency framework
 - Group B – Introduce a corporate evaluation strategy
 - Group C – Improving performance management skills amongst managers
 - Group D – Corporate Investors in people review group – carried forward from 2007/08
 - Group E – Improving procurement of training & development
 - Group F – Improving workforce data and performance indicators
- 6.5 The corporate workforce development team have the following actions identified within the 2008/9 service plan. These are categorised as per the objectives of the Workforce Development Strategy:

| Strategy Objective | Action | Deadline |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------|
| Implement Plans to Develop & Promote Active, Visible and Effective Leadership | Design and roll-out the member development plan for 2008/09 | May-08 |
| | Deliver pre-election event and new member induction programme | Apr-08 |
| | Review Elected Member competency Framework | Sep-08 |
| | Provide diversity awareness training to all members in preparation for the L3 validation of the Equality Standard | Oct-08 |
| | Design and roll-out phase 4 of the LMDP | Sep-08 |
| | Establish and roll-out new managers induction programme | Sep-08 |

| | | |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------|
| Implement Plans to Continually Improve What We Do | Obtain Matrix standard accreditation for the Workforce Development Service | Sep-08 |
| | Plan and deliver the celebrating success event 2008 | Jul-08 |
| | Improve employee knowledge of the benefits of apprenticeships and work placements | Dec-08 |
| | Publish revised corporate Induction Policy | Sep-08 |
| Implement Plans to Develop Skills of the Workplace | Further develop the catalogue of NVQ's and other accredited qualifications offered to the workforce | Mar-09 |
| | Design and roll-out a corporate training plan for 2008/09 based upon the new competency framework | Apr-08 |
| | Prepare for external assessment of the Go Award | Jun-08 |
| Implement Plans to Effectively Use Resources and Invest in the Future | Undertake skills audits using the new on-line Hartlepool skills portal | Dec-08 |
| | Research and procure (if appropriate) an e-learning authoring tool | Sep-08 |

7. RECOMMENDATION

7.1 That the portfolio holder notes the report.

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Workforce Development Manager
01429 523476

Appendix 1 – The National Workforce Strategy 2007

local government the place to be, the place to work

delivering through people:
the local government
workforce strategy 2007



our vision



Sir Simon Milton



Sir Stephen Bullock

Our vision for our workforce is simple. We want councils to be great places to work because they are delivering great outcomes for the people and communities they serve. We want local government to be able to 'raise its game', improving both performance and efficiency, because it gets the very best from its people and it attracts and retains the very best people. We want local government to be 'the heart of the community, the place to be, the place to work'. We want high performance, citizen-centred, skilled and motivated staff, who are proud to be local public service workers.

Becoming 'the place to be and the place to work' requires us to modernise delivery practices, removing unnecessary processes or bureaucracy that waste time and stifle innovation and flexibility. We need to agree flexible terms and conditions that support innovative and responsive solutions to local needs and to develop a culture that engages staff and rewards a high performance approach to work. We need to attract and make the most of the talents from different sections of the community. We must work closely with partner organisations and encourage external service providers to offer positive employment opportunities and to contribute to developing the future workforce.

The local councils of the future will be more nimble and responsive. They will be commissioners and enablers of services and local change rather than delivering it all themselves. The workforce will be smaller and have a stronger focus on strategic commissioning, innovation, problem solving, and community engagement.

This strategy aims to support authorities in delivering the sustained transformation needed to achieve faster, fitter, more flexible, citizen focused and personalised local public services. It complements and supports the forthcoming National Improvement and Efficiency Strategy. It outlines the need for change and identifies the actions needed at a local, regional and national level.

The scale of investment and effort needs to be stepped up if local government is going to be successful in overcoming its current and future workforce challenges. All authorities and regional bodies need to play their part in making sure local government has the future workforce we need to deliver our ambitions.



Sir Simon Milton
Leader, Local Government Association



Sir Stephen Bullock
Chair of the LGA Human Resources Panel

Is your council:

a place where people help shape the community and world around them?

a place where reputations are built and skills developed?

a place where people and services are responsive and challenges are relished?

a place where success improves people's lives, the environment and prospects for future generations?

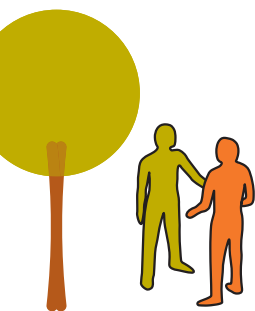
a place that encourages and rewards success?

a place that people are proud to work for?

**your local council
the place to be, the place to work**



our journey



the changing strategy context...

The Local Government Workforce Strategy was launched in 2003 by the Office of the Deputy Prime Minister, the Local Government Association (LGA) and the Employers' Organisation for local government. It has always been a 'living document', updated to take account of the changing context and the learning gained from experience. In 2006, as part of devolving responsibilities, it was agreed that local government should lead the strategy, with the Department of Communities and Local Government (CLG) moving into a supportive role. The LGA, with the Improvement and Development Agency (IDeA) and Local Government Employers (LGE), took on the responsibility for leading the strategy. We have consulted extensively before producing this latest edition of the strategy.

There have been important developments since the last Workforce Strategy was produced in 2005, including the Local Government White Paper, the LGA's 'Framework For Excellence', the 2007 Comprehensive Spending Review (CSR), the new Public Service Agreement priority outcomes and the CLG Value For Money Framework. Structural and cultural changes are on the agenda for many authorities, including changes required to implement new partnership or shared services arrangements, to deal with single status, to set up a unitary or to improve two-tier working.

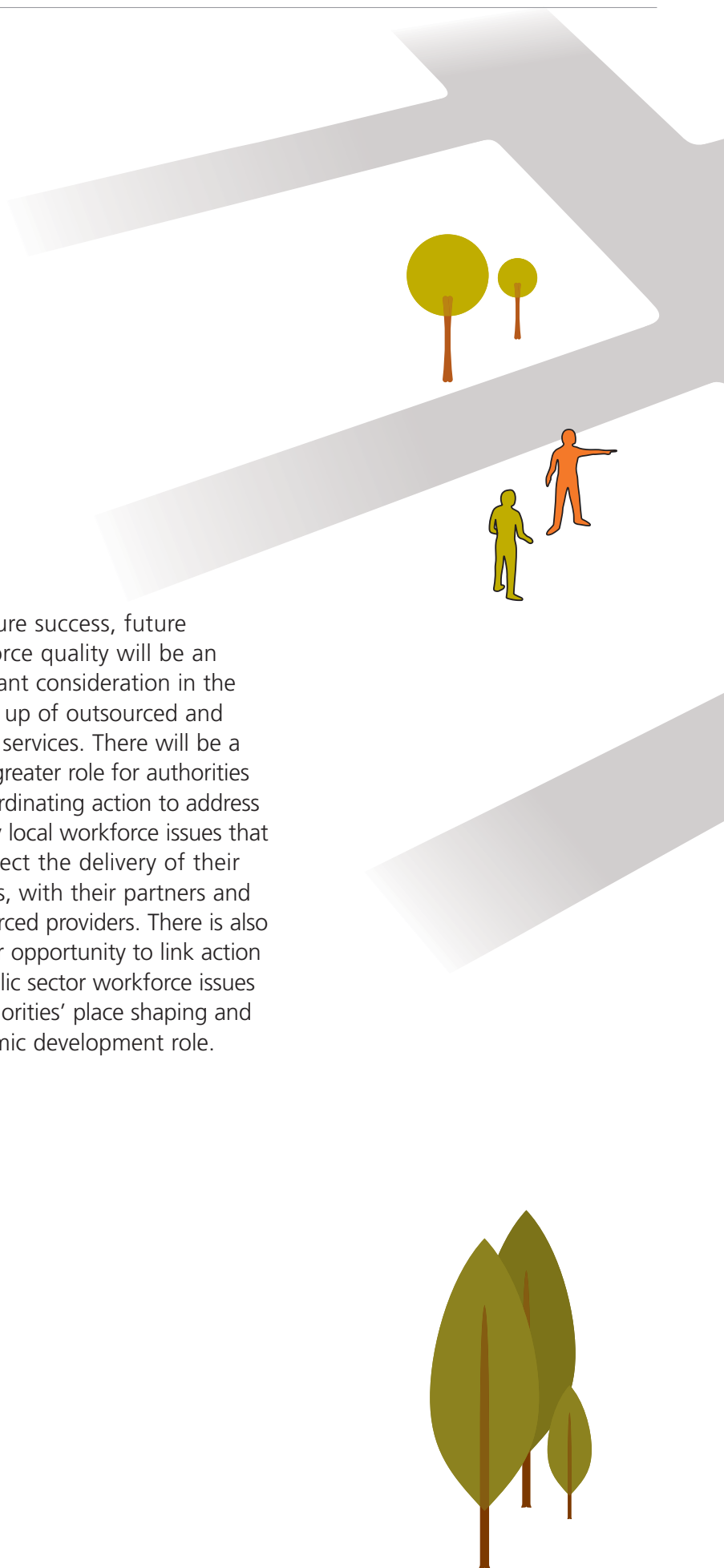
On a wider front, all councils, with their partners, face the challenge of leading their communities and satisfying rising customer and citizen expectations. They need to be place-shapers and strategic leaders. They need to integrate services around citizens' needs, to offer greater choice and personalisation. They face new issues such as climate change, an increasingly global economy, a growing elderly population, greater diversity, an increasing gap between the 'haves' and the 'have nots', and rising migration. They need to respond to complex cross-cutting issues such as social exclusion, poor skills, drug abuse, anti-social behaviour and the risk of social polarisation. These contextual changes, and authorities' response to them, mean changes for workforce practices, skills and jobs.

our journey

Councils face these challenges in a context of tighter resources. Authorities will need to maximise employees' performance, introducing more new technology and new ways of working, promoting innovation, changing attitudes and behaviours, and supporting staff to work in different and more flexible ways. Engaging staff positively in these changes is key to achieving sustainable improvement.

Councils also face these challenges in the context of a highly competitive labour market. Most successful organisations make attracting and retaining talent a top priority. The number of skilled jobs in the economy is increasing and the numbers joining the labour market is reducing. Every big employer is looking for people who are good at problem solving and relationship building. All service organisations are looking for people who have excellent customer care skills.

To ensure success, future workforce quality will be an important consideration in the setting up of outsourced and shared services. There will be a much greater role for authorities in co-ordinating action to address the key local workforce issues that will affect the delivery of their services, with their partners and outsourced providers. There is also a major opportunity to link action on public sector workforce issues to authorities' place shaping and economic development role.



our journey



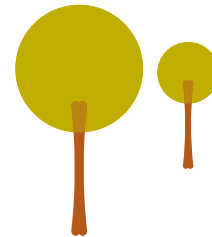
the local journey so far...

In 2003 many authorities saw managing the local government workforce as a technical issue, delegated to human resource specialists. It was assumed that the right people would be attracted to work for local government and would have the right skills and attitudes to deliver what was needed in the future. Many authorities thought that outsourcing would mean that they didn't have to worry about recruitment problems in areas such as care. There was little workforce planning and little investment in developing the future workforce. Many councils failed to tackle difficult issues such as the implementation of single status, or process and job redesign. Comprehensive Performance Assessment (CPA) revealed that a significant number of authorities had poor leadership capacity.

By 2007, local government had moved a long way. It is better prepared to face the challenges ahead. Workforce issues are now much more high profile, with much greater understanding of the importance of having people with the right skills, attitudes and commitment to achieve a council's objectives. There is widespread recognition of the importance of investment in leadership development, including growing action to develop the leaders of the future. Almost all authorities are now moving forward in implementing single status. 82 per cent of authorities have workforce strategies and 85 per cent of the local government workforce is covered by the Investors in People Standard. Performance against CPA has improved enormously in a very short space of time. A growing number of authorities are beginning to work jointly with partners on tackling shared local workforce issues.

the national journey so far...

Nationally many successful initiatives have been introduced to support authorities. The National Graduate Development Programme (NGDP) has proved that local government can attract and retain the brightest and best talent. The numbers of politicians and senior managers participating in the Leadership Centre for Local Government (LCLG) and IDeA's leadership programmes has grown year by year. A new national LCLG/IDeA organisational development programme has been fully subscribed. A new 'Local Government Talent' website and 'Best Council To Work For' competition have been launched. 120 councils are participating in the 'Go Awards' Skills for Life initiative. Effective action, involving many partners, is being taken to address local government's key skill shortages. CLG has set up a new Business Process Improvement Package, including successful business improvement process pilots and best practice examples.



the regional journey so far...

Regional Employers' Organisations, Regional Improvement Partnerships, Regional Centres of Excellence and IDeA Regional Associates are supporting many successful regional and sub-regional projects. Most regions now have regional recruitment portals. More and more are supporting cross-authority or cross-sector leadership and management development programmes.

The London Regional Centre of Excellence, working with the Office of Government Commerce, is providing support and advice on managing agency costs. Both West Midlands and the South West have created regional expert teams to support authorities in implementing business process improvement. The North East runs a very successful organisational development network, and is supporting a new organisational development Centre of Excellence based in Gateshead Council.

The North West runs an excellent strategic human resources development programme.

Yorkshire and Humber has five working groups covering the strategy's five priorities and, in September 2007, held an event to kick off a cross-public sector approach to workforce issues. The South West has a major project to support councils in workforce planning. The East of England is successfully addressing both local government and private sector planning officer shortages, working with a local university to mount additional courses. The West Midlands Local Government Association is working to extend the successful Birmingham and Solihull Learning and Skills Council 'Public Sector Compact' that supports 28 local public sector employers through joint recruitment, trainee and skills development. The South East is supporting authorities in sharing scarce procurement skills.

The formation of Regional Improvement and Efficiency Partnerships, and forward planning in the context of the forthcoming National Improvement and Efficiency Strategy, provides an opportunity to ensure that key workforce challenges have been identified and are being effectively addressed in every region.



the journey ahead – the strategic priorities

Much has been achieved in tackling workforce issues over the last few years but a lot remains to be done. The 2007 Strategy complements and supports the forthcoming CLG/LGA National Improvement and Efficiency Strategy.

Five strategic priorities from the predecessor strategy have been retained but the focus has been revised. These five priorities are now:

organisational development – effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership

leadership development – building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context

skill development – with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context

recruitment and retention – with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues

pay and rewards – modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

This 2007 strategy sets out key actions for authorities, regional bodies and national bodies over the next few years. Every council and every region is in a different position in relation to workforce challenges, so needs to decide their particular priorities for action, within the national context.

the leadership challenges...

The changing context and the strategic challenges raise a number of leadership challenges. The nature of the leadership challenge is different for council leaders, members who lead on workforce matters, chief executives and human resource managers. One key element in responding to the workforce challenge is for each to be focusing on workforce issues in appropriate, complementary and reinforcing ways.

council leaders and members leading on workforce matters:

Are you confident that:

- your workforce has the skills, attitudes and commitment needed to deliver your vision?
- your council has a positive image as 'the place to work' locally?
- with your partners, you are investing sufficiently to develop the next generation of political and managerial leaders and the next generation of skilled and motivated front line staff?
- you are taking effective action with your partners and outsourced providers to address shared workforce issues?
- you are making the most of potential links between developing your workforce and your place shaping activities?
- your workforce reflects the diversity of your community at all levels?

chief executives:

Are you confident that effective action is in place to ensure that:

- your employees have the skills, attitudes and commitment to achieve the council's and the local strategic partnership's vision?
- you have a culture of innovation, that embraces new ways of working and continual learning?
- your second and third tier managers are able to manage change effectively?
- your future workforce needs are being identified and addressed as part of your partnership, corporate and service planning processes?
- you are working with partners and neighbouring authorities to attract and develop the future leaders and future workforce you will need, in the context of your local labour market?
- you have a workforce that reflects the diversity of your community at all levels?
- your outsourced providers operate best practice people management and contribute to the development of the future workforce?

human resource managers:

Are you taking, supporting and promoting effective action, with partners and neighbouring authorities, to ensure that the council has:

- the skilled, committed, motivated, high performance workforce needed to deliver the council's and the local strategic partnership's vision?
- a culture of innovation that embraces new ways of working and continual learning to achieve citizen-centred services in the most efficient way possible?
- a pipeline to develop the next generation of able future leaders and front-line workers?
- a workforce diversity profile that reflects the local community at all levels?

priority themes and actions

organisational development

effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership

Effective organisational development is about implementing large scale change programmes successfully, in a way that changes the organisational culture and practices from top to bottom. Councils need excellent organisational development and change management skills to positively engage their staff in developing new structures and new ways of working. Wasteful processes, bureaucracy, and rigid practices need to be rooted out, jobs and roles redesigned and technology used to the full. Difficult workforce challenges need to be tackled, to achieve potential efficiency savings. In an increasingly competitive labour market, maintaining staff morale through these change processes will be critical.

Most authorities have produced written workforce strategies and are taking action to implement them. However, some authorities still see tackling current and future workforce challenges as a low priority technical task, delegated to the human resources team, rather than a critical leadership issue. All authorities could benefit from operating high performance people management practices. In terms of diversity, most authorities are progressing up the levels of the generic Equality Standard. Few have failed to reach the first level but, so far, only a handful have reached the top level.

More and more authorities are delivering integrated services with their partners. A growing number are realising the benefits of agreeing and implementing a cross-agency workforce strategy to underpin their partnership working. Local Strategic Partnerships are beginning to set up joint programmes of action to address shared workforce challenges that support achieving their objectives (sometimes as part of their wider economic development strategies). In areas such as social care, where services have been outsourced to many small providers, authorities play an important role in encouraging joint action on shared workforce issues.

key areas for action

for authorities

(working with their partners, external service providers and other authorities, where relevant):

- anticipating and tackling their key current and future workforce challenges
- developing an organisational climate that encourages innovation, including engaging their staff positively in services transformation and in developing their local vision, new roles and ways of working
- supporting staff through organisational changes, managing risks and anxieties and promoting high performance practices
- progressing up the levels of the Generic Equality Standard.

for regional bodies:

- helping authorities to develop or gain access to skilled organisational development and change management expertise
- supporting authorities in improving their diversity practices.

priority themes and actions

organisational development

national bodies:

IDeA, working with the Public Services People Management Association (PPMA), the Leadership Centre for Local Government and Regional Employers' Organisations will run programmes of activities to develop organisational development, people management and strategic human resources expertise including:

- organising national OD programmes, communities of practice and other support in areas not yet fully covered by regional programmes
- promoting best practice in people management via initiatives such as the People Management Peer Review
- supporting the development of strategic human resources practices via initiatives such as the community of practice for human resources professionals.

For details see
www.idea.gov.uk/OD

IDeA will continue to support authorities in progressing up the levels of the Generic Equality Standard including:
Providing support and advice and good practice examples in relation to diversity issues and offering a diversity peer challenge.

For details see:
www.idea.gov.uk/diversity

CLG, working with Regional Improvement and Efficiency Partnerships, will continue to offer good practice examples and web-based support and advice on Business Process Improvement.

For details see:
www.rcoe.gov.uk/rce/core/page.do?pageId=20201

IDeA and LGE will provide web-based advice on tackling the workforce issues in setting up shared services and support a workforce issues sub-group as part of the 4Ps' corporate, transactional and shared services community of practice.

For details see:
www.idea.gov.uk/sharedservices

IDeA and LGE will work with government departments, Sector Skills Councils and professional associations to join up all the major initiatives to tackle local government workforce challenges, aiming to make sure they are as relevant, focused and effective as possible.

performance measures and targets

performance measure: the percentage of authorities reporting that they have identified their key current and future workforce challenges and are taking effective action to address these.

target: at least 90 per cent of authorities by March 2009.

performance measure: the percentage of Audit Commission Use of Resources assessments reporting that authorities are forward looking as they plan, organise and develop their workforces and technology to support the achievement of their strategic priorities.¹

target: at least 90 per cent by March 2012.

¹ This measure may need to be adjusted depending on the final Key Lines of Enquiry agreed in the Use of Resources element of the Comprehensive Area Assessment

priority themes and actions

leadership development

building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context

The benefits of investing in leadership development are now widely appreciated across local government. The quality of leadership in authorities has steadily improved, as demonstrated by their growing success in CPA assessments.

To successfully develop places and achieve citizen-centred services, councils need visionary and ambitious political and managerial leaders. The importance of leading partnerships may mean that even experienced and successful leaders may need to learn new ways of leading 'beyond their authority'.

More investment is needed in developing tomorrow's political and managerial leaders. Many authorities report very small short lists for both political and senior managerial positions. At present most activities focus on developing current leaders, with only 28 per cent of authorities undertaking succession planning².

The diversity profiles of both senior politicians and senior managers do not match the diversity profile of either the workforce or their communities. Action is needed to ensure that in future they do.

key areas for action

for authorities

(working with their partners, external service providers and other authorities, where relevant):

- taking effective action to attract, develop and retain the leaders of today and the leaders of tomorrow
- fostering the development of leadership skills and leadership behaviour at all levels in the authority
- embedding policies, cultures and practices that effectively increase the percentage of women, people from black and ethnic minority background and people with disabilities in leadership positions.

for regional bodies:

- providing support and advice on effective leadership and on leadership development
- organising and supporting regional and sub-regional programmes, where required.

national bodies:

The Leadership Centre for Local Government (LCLG) and IDeA, working in partnership, will take complementary initiatives to support the development of current and future political and managerial leaders.

LCLG activities will include:

- providing individual support to authorities on leadership development, including support in developing leadership for Local Area Agreements
- running a 'practice of place' to develop a tested toolkit for successfully leading across place
- offering a list of recommended leadership development providers and guidance on procuring top level leadership development services
- running an eighteen month programme to develop the next generation of political leaders
- offering top political mentors and cabinet development centres
- co-ordinating a senior women leaders' network.

For details see:

www.localleadership.gov.uk

² Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pagelId=6310845>

priority themes and actions

leadership development

IDeA activities will include:

- running the Leadership Academy for political leaders and the Local Leadership Academy for politicians locally
- promoting uptake of the Members' Charter
- organising programmes targeted at serving chief executives and other senior officers
- running future leaders' programmes, including positive action programmes and national graduate development programmes
- establishing graduates in local government community of practice to support and promote new graduates
- running a local government talent pool (as part of the Local Government Talent website)
- supporting a talent management community of practice.

For details see:

www.idea.gov.uk/leadership

CLG's Councillors Commission will report in the near future with recommendations for action to improve the way local government attracts, develops and retains suitably able, qualified and representative people to serve as councillors³. This is likely to lead to additional action locally, regionally and nationally.

performance measures and targets

performance measure: the percentage of authorities reporting that, with partner organisations and local political parties, they are taking effective action to attract and develop:

- the political and managerial leadership of today and tomorrow
- leadership skills at all levels in the organisation
- senior political and managerial leaders that reflect the diversity of their community/workforce.

target: at least 90 per cent by March 2009.

performance measure: the percentage of Audit Commission Use of Resources assessments that report that authorities have strong leadership with a clear vision and foster partnership working to make better use of available resources.

target: at least 80 per cent by March 2012.⁴

3. For the full terms of reference see <http://www.communities.gov.uk/localgovernment/councillorscommission/councillorscommissionterms/>

4. This measure may need to be adjusted depending on the final Key Lines of Enquiry agreed in the Use of Resources element of the Comprehensive Area Assessment

priority themes and actions

skills development

with partners, developing employees' skills and knowledge,
in an innovative, high performance, multi-agency context

There is much good practice in skills development to build on. Local government has an excellent record in achieving Investor in People status, with 85 per cent of the local government workforce covered. 120 councils have now signed up for the 'skills for life' Go Award. In 2006, 42 per cent of authorities reported that they were taking a 'whole organisational approach' to skills for life issues, with 68 per cent involving trade union representatives in devising and implementing Workforce Development Plans and 38 per cent benefiting from Union Learning Representatives' engagement in workforce development⁵.

However, in 2006, many councils said that they had skill gaps in important areas for future success such as organisational development and change management (72 per cent); business process improvement (61 per cent); and performance management (60 per cent). In the same survey, only 25 per cent of authorities said that they conducted skills audits⁶. In addition, the CLG's 'Delivering Value for Money: Meeting the Challenge of CSR07' published in October 2007 highlights the importance of authorities developing benefits realisation skills⁷ and trade unions have raised concerns that many front-line staff, particularly part-time women, are offered few development opportunities.

Many authorities are engaged in joint skill development with their partners and external service providers in children's services and in adult social care. More joint skills development programmes could help to reinforce integrated working practices across all aspects of a Local Strategic Partnerships' activities.

Councils could benefit from setting up Public Services Academies with their partners and neighbouring authorities. More high-level specialist skills, such as organisational development or business process improvement or strategic commissioning expertise, could be shared between authorities and their partners, through the development of shared local 'centres of excellence' or regional/sub-regional expert teams.

The Government wants all employers to make a 'Skills Pledge'⁸ in which they undertake to support their staff in developing basic literacy and numeracy skills and in attaining their first level two qualification. Making a Skills Pledge gives employers access to 'Train To Gain' funds (£650 million in 2008/9). Authorities signing a Skills Pledge can gain support in developing the skills of their staff, as well as setting a positive example to other local employers. This can be linked to their Local Strategic Partnership's action to develop the skills of the whole community.

⁵ Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pagelid=6310845>

⁶ LGPW Survey 2006 as above

⁷ <http://www.communities.gov.uk/publications/localgovernment/deliveringvalueformoney>

⁸ http://www.traintogain.gov.uk/skillspledge/?WT.mc_id=ttgho760&WT.mc_ev=click

priority themes and actions

skills development

key areas for action

for authorities

(working with their partners, external service providers and other authorities, where relevant):

- defining their most important current and future skills needs
- assessing their current capability, so as to identify their most critical skill gaps
- taking action to attract, develop or share the skills they need
- developing their workforce's 'skills for life' and offering qualifications to those who have none
- ensuring that there is equity of access to development opportunities (including for part time staff).

for regional bodies:

- supporting authorities in achieving excellence in skills development
- offering regional and sub-regional programmes, where required
- encouraging the setting up of Public Services Academies to improve skill development and reduce costs across the public and voluntary sector
- supporting the setting up of centres of excellence or expert teams to enable the sharing of specialist skills.

national bodies:

IDeA and LGE will work with Sector Skills Councils, the Learning and Skills Council, government departments and trade unions, to make sure, as far as possible, that national skill development initiatives are co-ordinated, relevant and effective.

This includes:

- providing a skills auditing tool, as part of the Local Government Talent Website
- working with the Department of Innovation, Universities and Skills, the Learning and Skills Council and trade unions to provide support for councils in developing the 'skills for life' and qualification profile of their workforce (supporting achievement of the government's new Public Service Agreement on skills⁹)
- co-ordinating local government feedback on proposed new national skills frameworks.

For details see:

www.idea.gov.uk/skills and
www.skillsplus.gov.uk

performance measures and targets

performance measure: the percentage of authorities:

- reporting critical gaps in the skills needed for future success (such as strategic commissioning, business process improvement, customer relations management, benefits realisation)
- actively supporting staff in developing 'skills for life'.

targets:

- the critical skill gaps authorities are reporting are reducing year on year
- no critical skill gap is being reported by more than 30 per cent of authorities by March 2010
- at least 200 authorities sign up to the Get On award by March 2010.

⁹ http://www.hm-treasury.gov.uk/pbr_csr/psa/pbr_csr07_psaindex.cfm

priority themes and actions

recruitment and retention

with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues

Local government is not always perceived as an exciting, innovative place to work. However, the national graduate development programme has demonstrated that local government careers can be promoted positively to attract high-flying graduates. To perform well local government needs to promote its employment opportunities to attract talented staff.

Between 1995 and 2004 councils' occupational skills shortages increased year on year. In 2005 and 2006 recruitment difficulties eased slightly. In 2006, 87 per cent of authorities reported difficulties in recruiting in some professional areas (down from 93 per cent in 2004 and 91 per cent in 2005)¹⁰ and 49 per cent reported difficulties in non-professional areas (compared to 58 per cent in 2004 and 62 per cent in 2005). The most widespread current occupational shortages include social work, environmental health, planning, building control, trading standards and teaching. National, regional and local action to address occupational shortages appears to be bearing fruit. In some areas, such as educational psychology and occupational therapy, very high shortages have reduced significantly.

Teaching has become the most popular career for graduates and social work has recently moved into the 'top ten'.

In 2006, 53 per cent of authorities reported that they were taking action to address occupational skills shortages. 50 per cent were investing in entry level employment/apprenticeship schemes, 44 per cent offering skills pathways to develop their existing staff and 53 per cent redesigning jobs to make better use of scarce skills¹¹. Many skilled staff will retire in the next few years and every authority and region needs to play their part in contributing to developing the workforce of the future.

Occupational skills shortages lead to counterproductive competition between authorities, pushing up salary rates. Councils, their partners and regional bodies need to work together to anticipate and tackle the key occupational shortage areas. In 2006, 51 per cent of authorities reported that they were incorporating workforce development planning into their service planning processes¹².

This is a great improvement from 2003 when very few authorities undertook any workforce planning, but all authorities would benefit from making workforce planning part of their service, corporate and partnership planning processes. Future shortages need to be anticipated as the policy or environmental context changes. For example, in future authorities are likely to need more energy managers, people with economic development and regeneration expertise, youth workers and social carers.

Effective workforce planning and offering more flexible contracts can reduce costs and improve service quality by reducing authorities' dependence on agency staff. Many authorities have saved significant sums by better managing their use of agency staff¹³.

Many authorities have not yet achieved a workforce profile that reflects their local community, so are missing out on all the potential benefits such workforce diversity would bring.

¹⁰. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pagelid=6310845>

¹¹. LGPW Survey 2006 as above

¹². LGPW Survey 2006 as above

¹³. http://www.lcpe.gov.uk/AgencyStaff/Your_Toolkit_for_Success.asp

priority themes and actions

recruitment and retention

key areas for action

for authorities

(working with their partners, external service providers and other authorities, where relevant):

- identifying their future workforce requirements as part of partnership, corporate and service planning
- analysing age profiles, turnover rates and diversity profiles in their key occupational areas, so can anticipate and take action to address significant current and future issues
- promoting key future jobs and careers to local schools, colleges and universities
- running school work experience and trainee programmes, student placements and skills pathways
- looking for ways of reducing the costs of agency staff.

for regional bodies:

Putting in place effective action to support authorities and their partners in attracting and developing sufficient numbers of people to work in local government services including ensuring that:

- key future jobs and careers are effectively promoted regionally
- sufficient course places exist in local universities and colleges to meet future demands

- The Regional Development Agency, the local Learning and Skills Councils and regional representatives of the Sector Skills Councils, are helping to address any potential future occupational skills shortages.

national bodies

IDeA, supported by LGE, will work with government departments, Sector Skills Councils, professional associations and trade unions to support councils in addressing current and future recruitment and retention challenges. This includes:

- promoting and developing the Local Government Talent website (which promotes local government careers, talent pools, jobs and the national graduate development programme)
- organising, promoting and disseminating the learning from the Best Council To Work For initiative
- encouraging and, where possible, supporting government departments and Sector Skills Councils in taking effective action to tackle key national skills shortages
- galvanising effective action to address key national occupational skills shortages in areas where there is little or none
- informing councils about national action to address key skill shortages.

The Audit Commission is undertaking a national study on local government's recruitment and retention issues which will be published in May 2008. This will make further recommendations about action to ensure these issues are fully addressed.

performance measures and targets

performance measure: the percentage of authorities reporting key occupational shortages.

target: key occupational shortages continue to reduce year on year with no occupational shortages being reported by above 50 per cent of authorities by March 2012.

performance measure and target: local government continues to be in the top 40 of the Top 100 Graduates' Employers of Choice annual survey.

For more details see:
www.idea.gov.uk/recruitment

priority themes and actions

pay and rewards

modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach

Since the 2004 national pay agreement, councils have been experiencing various degrees of success in modernising their pay and reward systems. Much of the reform agenda has been delayed or diverted by the need to focus on equal pay issues. Recent legal developments bring some hope that the majority of councils will have equal pay structures in operation by April 2008. However, in many cases, attempts to address other problems have been piecemeal.

In 2006, 7 per cent of authorities reported that they operated a total rewards approach, but 59 per cent of others said they were considering doing so. 20 per cent operated a competency based progression system covering 3 per cent of the workforce; 6 per cent a contribution related pay progression system covering 2 per cent of the workforce and 18 per cent a hybrid system covering 15 per cent of the workforce¹⁴.

The broad aim must be to ensure that, as well as ensuring equal pay, local pay structures provide opportunities to recruit and retain the best people. This is key to improving the quality of service delivery but needs to be done without entailing heavy and/or uncontrolled increases in costs which are passed on to taxpayers. At a national level, the general analysis is that two important changes need to be made:

- all aspects of local government pay and rewards must in future stand in comparison with those offered to other public sector employees. Increasingly, service delivery happens on the basis of local and regional partnerships and this means we need to develop a different, shared agenda about the interests of employees. At the very least, councils need to be able to recruit effectively with an attractive package of benefits and opportunities
- at present, local government pay and benefits operate on the basis of an entitlement culture in which, for example, it is assumed that increments will only be withheld if performance is poor. We need to encourage much more of a performance rewards culture where the expectation is that pay progression will only occur if performance is good, once an employee has gone beyond the learning and developmental phase of any grade.

¹⁴. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006 <http://www.idea.gov.uk/idk/core/page.do?pageld=6310845>

priority themes and actions

pay and rewards

The aim is a major cultural change in the operation of local government pay and rewards. At the grass roots this will require a change in attitudes and skills from managers and a fair but challenging shift in expectations for employees. Managers will need to be able to take much more of a role in determining how we reward employees, rather than relying on automatic systems like annual increments. Employees will be challenged to understand that they are no longer entitled to certain benefits but that considerable opportunities are available both to earn rewards for good performance and to vary the benefits they receive according to their current priorities in life.

key areas for action

for authorities

(working with their partners, external service providers and other authorities, where relevant):

- completing the introduction of equal pay structures in line with 2004 national agreement
- introducing a total rewards approach to pay
- investing in training managers to appropriately and fairly manage the performance of employees
- improving the quality of workforce related data to assist with performance management and cost control.

for regional bodies:

For Regional Employers' Organisations to continue to provide advice and support for authorities in relation to:

- implementing single status
- modernising their pay and rewards framework to ensure it reflects their priority objectives and they are able to attract, retain and motivate a high performance workforce
- keeping their pay bills under control by anticipating and addressing potential risks.

national bodies:

Local Government Employers' (LGE) priorities are:

- reaching agreement with trade unions on a new national framework for pay that will facilitate greater flexibility at local level
- achieving negotiated changes to the Green Book that will reduce and realign national prescription and provide minimum standards for councils and employees
- offering advice and support to authorities implementing new pay structures.

For more details see:
www.lge.gov.uk

performance measures and targets

performance measure: percentage of councils introducing new pay structures.

target: 100 per cent by 2010.

performance measure: percentage of councils introducing a total rewards approach.

target: 50 per cent by 2010.

performance measure: percentage of local government employees with management responsibility who have received training in reward and performance management.

target: 75 per cent by 2010.

performance measure and target: all English authorities to have registered data with the national data warehouse by 2010.

performance measure: percentage of councils introducing some form of assessment based pay system for a significant proportion of their staff.

target: 60 per cent of councils to have some form of assessment based progression in place or agreed and planned for groups of staff beyond their top team/chief officers by 2010.

delivering the strategy

The principal mechanisms for delivering the strategy are outlined in the areas for action, priorities and performance targets set out in the previous chapter. In addition, the Local Government Association (LGA), the Improvement and Development Agency (IDeA), the Local Government Employers (LGE) and the Leadership Centre for Local Government (LCLG) perform an important supporting, facilitating and reinforcing role. Nationally our aim is to encourage all authorities to identify their key current and future workforce challenges and take effective action to address them. To achieve this, we want to work with regional bodies to make sure there is effective support in place in all regions.

The IDeA, LGE, LGA and LCLG will work together to:

- identify and review the key current and future workforce challenges facing local councils and their partners
- put in place effective programmes of national action to support authorities and their partners and regional bodies in addressing these challenges
- galvanise relevant support from national bodies that have resources and expertise, such as Sector Skills Councils, the Learning and Skills Council, government departments
- wherever possible, join up initiatives with others who are taking action on workforce

challenges, such as government departments, professional associations, and trade unions

- provide authorities with regular information on the national picture, including up to date general and specific workforce data, highlighting issues and alerting them to key future workforce challenges
- pilot innovative work, undertake demonstration projects and research, disseminate the findings widely
- provide an accessible library of good practice, share success stories and effective solutions, encourage dialogue and sharing of experiences between authorities
- establish national communities of practice that address the different needs of different types of councils
- provide model frameworks which councils can adapt.

Local Government Analysis and Research (LGAR), part of LGA, will take action to support authorities by finding less time-consuming ways of collecting and analysing workforce data. LGAR aims to provide more accurate and comparable workforce data, which can be used by authorities for benchmarking and nationally for predicting future workforce issues and for monitoring progress in addressing key issues.

For more details see:
www.lgar.local.gov.uk

The LGA led Workforce Strategy Steering Group will develop, oversee and review an annual Workforce Strategy National Action Plan (see www.idea.gov.uk/workforceplan for the current version of this). The current membership of the Steering Group includes representatives from: LGA, Chief Executives, IDeA, LGE, LGAR, Regional Employers' Organisations, the Leadership Centre for Local Government, the Public Services People Management Association, CLG, the Department of Health, the Department of Children Schools and Families, UNISON, UNITE (T&G), and GMB.

performance measure and target

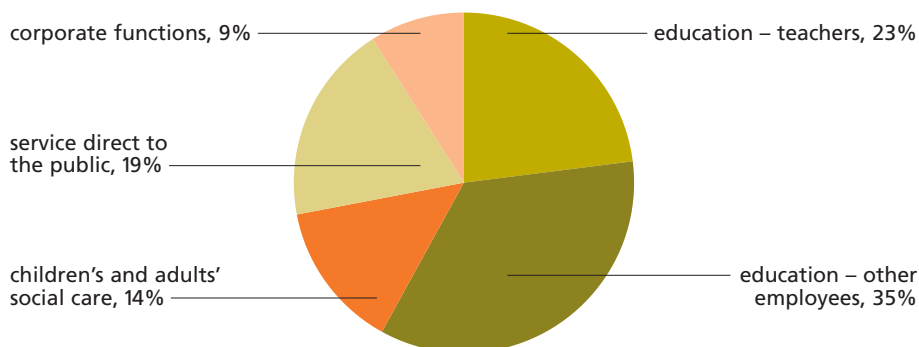
At least 85 per cent of the actions set out in the Annual Workforce Strategy National Action Plan are successfully achieved, each year.

local government workforce statistics

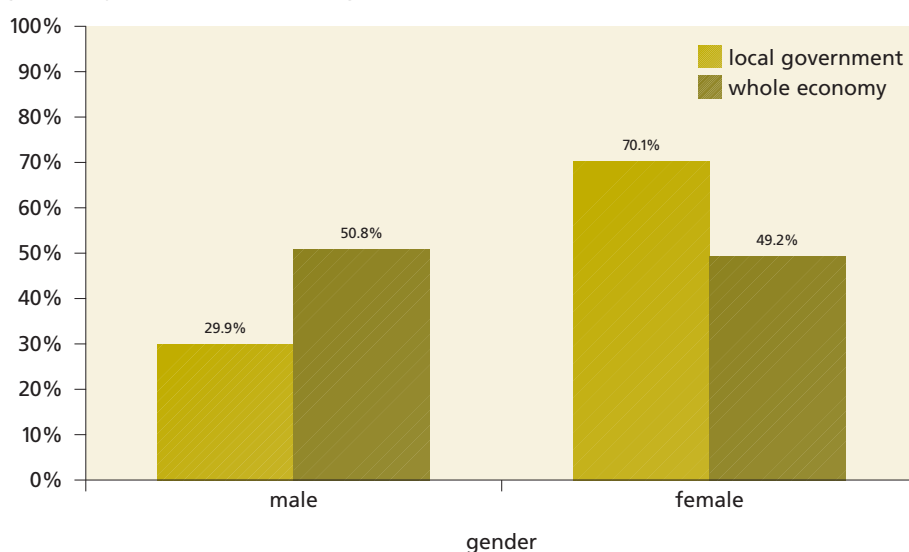
Local authorities in England employed 2,204,000 people as at June 2007 and 1,563,000 FTE (excluding fire and police).¹⁵

60.4 per cent of all local government employees are full-time and 39.6 per cent are part-time, 91.3 per cent are on permanent contracts and 8.7 per cent temporary.¹⁶

percentage breakdown of local government workforce by function¹⁷



gender profile of local government workforce, january-march 2007 england¹⁸



¹⁵ Office for National Statistics, Public Sector Employment, Quarter 2 (June) 2007, figures rounded to nearest 000

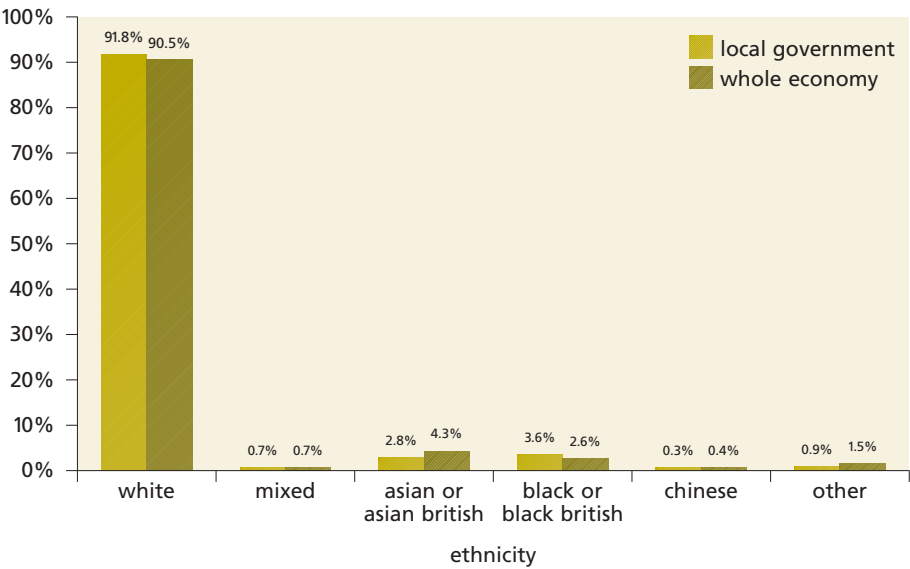
¹⁶ Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

¹⁷ Local Government Analysis and Research (Jan 2006), Local Government Employment Survey 2005

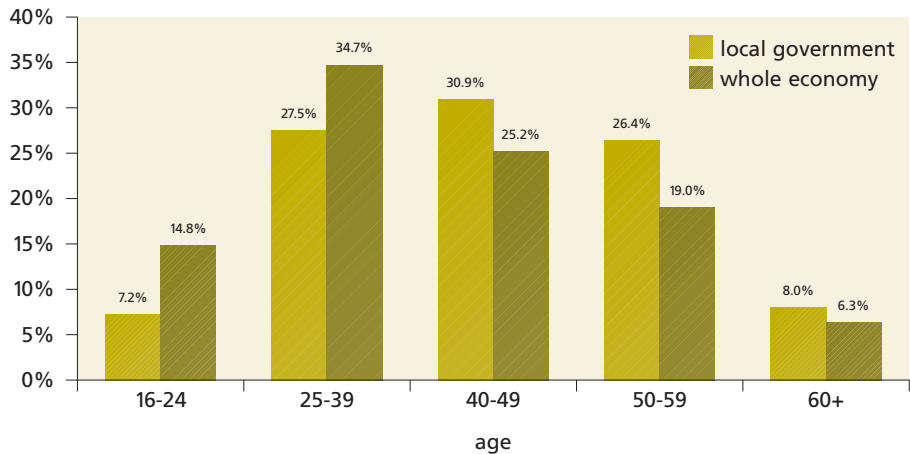
¹⁸ Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

local government workforce statistics

ethnicity profile of local government workforce,
january-march 2007 england¹⁹



age profile of local government workforce,
january-march 2007 england²⁰



¹⁹. Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

²⁰. Office for National Statistics, Labour Force Survey, Jan-Mar 2007 England

local government workforce statistics

training²¹:

- the median gross training expenditure per employee per annum for 2005/06 was £249, up from £176 in 2001/02
- during 2005/2006 the average (median) number of off-the-job training days per employee in England was 1.6 days
- the median gross training expenditure per member in England increased for the fifth consecutive year from £153 in 2001/02 to £263 in 2005/06.

percentage of authorities attaining equality standard for local government (BV 2a)²²

| level | 0 | 1 | 2 | 3 | 4 | 5 | total |
|------------------------|----|----|----|----|---|---|-------|
| East Midlands | 11 | 51 | 27 | 11 | 0 | 0 | 100 |
| East of England | 11 | 41 | 33 | 15 | 0 | 0 | 100 |
| London | 0 | 6 | 49 | 30 | 6 | 9 | 100 |
| North East | 20 | 32 | 36 | 12 | 0 | 0 | 100 |
| North West | 13 | 39 | 26 | 22 | 0 | 0 | 100 |
| South East | 5 | 55 | 23 | 14 | 1 | 1 | 100 |
| South West | 6 | 57 | 31 | 6 | 0 | 0 | 100 |
| West Midlands | 3 | 37 | 45 | 16 | 0 | 0 | 100 |
| Yorkshire & Humberside | 0 | 23 | 55 | 23 | 0 | 0 | 100 |
| Total | 8 | 42 | 33 | 16 | 1 | 1 | 100 |

²¹. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006
<http://www.idea.gov.uk/idk/core/page.do?pageld=6310845>

²². Audit Commission, BVPI 2005/2006

local government workforce statistics

labour turnover²³

The average (median) annual employee turnover in England was 13.6 per cent in 2005/2006, down from 14.6 per cent in 2004/05.

local government workforce labour turnover by age²⁴

| age | england |
|-------|---------|
| <25 | 31.1% |
| 25-29 | 21.4% |
| 30-34 | 16.0% |
| 35-39 | 13.9% |
| 40-44 | 11.7% |
| 45-49 | 9.4% |
| 50-54 | 8.7% |
| 55-59 | 10.6% |
| 60-64 | 21.0% |
| 65-69 | 47.3% |
| >70 | 25.6% |

²³. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006
<http://www.idea.gov.uk/idk/core/page.do?pageld=6310845>

²⁴. In the very small number of instances where age was unknown the average turnover was 50 per cent

local government workforce statistics

recruitment²⁵

percentage of authorities reporting recruitment and/or retention problems

| | managerial/ professional | non-managerial/ non-professional |
|------------------------|-----------------------------|-------------------------------------|
| Districts | 82.3% | 26.0% |
| London boroughs | 94.7% | 78.9% |
| Metropolitan districts | 87.5% | 70.8% |
| English unitaries | 89.7% | 67.9% |
| County councils | 100.0% | 77.3% |

recruitment difficulties, percentage of authorities reporting difficulties

2006 top 10 recruitment difficulties:

| | |
|-----------------------------------------|-------|
| Social Worker Children and Families | 77.7% |
| Social Worker Community Care | 60.6% |
| Environmental Health | 57.7% |
| Planning Development Control | 55.3% |
| Building Control | 50.0% |
| Social Worker Community Care – Approved | 50.0% |
| Social Worker Residential | 50.0% |
| Planning Other | 49.5% |
| Trading Standards | 45.7% |
| Teachers | 42.6% |

²⁵. Local Government Analysis and Research (Apr 2007), Local Government Pay and Workforce Survey 2006
<http://www.idea.gov.uk/idk/core/page.do?pageld=6310845>

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regional support

For details of IDeA Regional Associates, Regional Improvement and Efficiency bodies and Regional Employers' Organisations see:
<http://www.idea.gov.uk/idk/core/page.do?pagelId=5467809#ee>

Local Government Association

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PERFORMANCE PORTFOLIO

16th May 2008



Report of: Chief Personnel Officer

Subject: ANNUAL DIVERSITY REPORT

SUMMARY

1.0 PURPOSE OF REPORT

To report progress made in respect of planned actions for achieving Level 3 of the Equality Standard for Local Government (BVPI 2a) by March 2008 and other diversity achievements during the year 2007/8 and actions planned in 2008/9 to progress to Level 4 by March 2011.

2.0 SUMMARY OF CONTENTS

The report provides details of the Council's progress in respect of the diversity actions planned to achieve Level 3 of the Equality Standard for Local Government by March 2008, overall Council achievements and planned diversity actions for the next year.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Corporate Performance.

4.0 TYPE OF DECISION

This is not a key decision.

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

Endorse the report and note the achievements and progress made.

Report of: Chief Personnel Officer

Subject: ANNUAL DIVERSITY REPORT

1. PURPOSE OF REPORT

- 1.1 To report progress made in respect of planned actions for achieving Level 3 of the Equality Standard for Local Government (BVPI 2a) by March 2008 and other diversity achievements during the year 2007/8 and actions planned in 2008/9 to progress to Level 4 by March 2011.

2. BACKGROUND

- 2.1 At your meeting held on 21st May 2007, the 2006/7 Annual Race and Diversity Report was endorsed. It was also reported that the Council had achieved Level 2 of the Equality Standard for Local Government (BVPI 2a) and had set itself a target of achieving Level 3 by 31 March 2008. All Diversity actions as a result of the statutory Race, Disability and Gender Schemes have been reflected in the Diversity Steering Group Action Plan. The progress made during 07/08 is reported in the Annual diversity report.

3. ACHIEVEMENTS IN 2007/8

- 3.1 The annual diversity report detailing progress against the race and diversity scheme (and addendums for gender and disability) is attached at **Appendix 1**. The main outcomes are detailed in 3.2-3.6.
- 3.2 The Diversity Steering Group Action Plan has been incorporated into the Council's Performance Management database, along with those diversity related actions identified by departments in Departmental Plans. Quarterly updates are provided on all actions included in the Performance Management database, including diversity actions. Progress made is indicated using the following traffic light system.

| |
|-------------------------------------------------------------------------------------------------------------------------------------|
| <p>RED – Action not expected to meet target</p> <p>AMBER – Action expected to meet target</p> <p>GREEN – Action target achieved</p> |
|-------------------------------------------------------------------------------------------------------------------------------------|

- 3.3 Significant progress has been made, and is expected to continue, in respect of Diversity actions. Out of a total of 274 Diversity actions, 68.3% have achieved targets; 7.7% expect to achieve target and 18.6% are not expected to achieve targets as detailed in the Table below.

Table - Corporate progress summary on actions.

| | | |
|------------------------------------------|----------------------------|------------|
| Green | Target Achieved | 187 |
| Amber | Expected to achieve target | 21 |
| Red | Not expected to achieve | 51 |
| A | Reported Annually | 4 |
| N | No update provided | 11 |
| Total number of actions reported- | | 274 |

- 3.4 Explanation on the Not expected to achieve actions:
- 36 out of those 51 actions in red are delayed due to pay and grading review taking longer than expected. All actions will be included in next year's plans.
 - Progress has been made in the remaining 15 actions within the departments although the targets have not been achieved. These actions will also be included in next year's plans. Further individual explanations are attached in Appendix 2.

3.5 Key Corporate achievements in 2007/8 include: -

- The Council has self-assessed and has claimed Level 3 of the Equality Standard of Local Government. (BVPI 2a)
- Gender Equality Scheme published as an addendum to the existing Race and Diversity Scheme.
- Appointment of CMT Equalities Champion
- Departments have incorporated the three new Equality strands (Age, Sexual Orientation and Religion & Belief) in their equality and diversity work.
- The Talking with Communities and the consultation with Lesbian Gay, Bisexual and Transgender (LGBT) have their own Diversity section on the Your Town Your Say website
(<http://consultation.hartlepool.gov.uk/inovem/consultati/system/text/diversity>)
- External 'one-off' grant of £24,000 was procured for the pilot project on External and Internal critical challenge on the Council Services. This is now being implemented.
- Work through the Internal and External scrutiny process of the Council services. Diverse Stakeholders are involved in the pilot project - challenging the Council Services by critically looking into the Council's equality impact assessments and their links into the service planning process. This has improved effectiveness in scrutinising our services and providing the services according to the needs of the diverse service users.
- A single Equality and Diversity Scheme 2008-2011 encompassing race, gender, disability, age, sexual orientation and religion/belief was approved by the Portfolio Holder for wider consultation. This is now drafted and will be implemented in June 08 subject to approval of Cabinet.
- A Corporate Equality plan to achieve the Level 4 of the Equality standard framework has been developed and approved.
- Corporate Access Strategy (access to buildings, services, information, education, employment and transport) has been developed, finalised and approved.

- All departments' impact assessments have informed actions and linked into the service planning process.
- Corporate guidance developed and implemented detailing how equality (all diversity strands) is to be integrated into service planning (including setting targets based on equality objectives).
- Guidance on Impact Needs Requirement Assessments (INRA) revised.
- Equality issues mainstreamed into Procurement
- Training is provided to all officers undertaking the responsibility of impact assessing their respective services.
- Employees have undergone Diversity training
- Following the Disability Equality Scheme and Gender Equality Scheme their respective action plans have been implemented within departmental plans.
- Preparation of formal annual Diversity report detailing progress against the Race and Equality Scheme

3.6 Key actions and achievements by departments in 2007/8 are detailed in the Annual diversity report attached as **Appendix 1**

4.0 Key Actions Planned for 2008/9

- External Validation of declaration of level 3 of the Equality Standard (see separate report on this agenda).
- Continue to make progress in achieving level 4 of the Equality Standard.
- Review and sustain the Stakeholders challenge and make it a permanent process for challenging the Council services and informing our action plans by the diverse stakeholders.
- Organise a regional conference to share best practice on the project to all local authorities and partners in the region.
- Continue to develop service planning and performance management arrangements with the new Covalent system
- Implement the Council's Access Strategy
- Publicise the Council's logo to represent access to information in providing translation and interpretation services.
- Continue to provide Diversity awareness training to all employees.
- Implement pay and grading and single status arrangements.
- Publish Annual Diversity Report 2008-09.

5.0 RECOMMENDATION

6.1 That the Portfolio Member endorses the annual Race and Diversity progress Report and actions planned for 2008/9 and notes the achievements and progress made in 2007/8.



ANNUAL DIVERSITY REPORT 2007-2008

वार्षिक विविधता रिपोर्ट

বার্ষিক বৈচিত্র্য রিপোর্ট

ڈائورسٹی یعنی تنوع کے معاملات کی سالانہ رپورٹ

التقرير السنوي عن التنوع :

年度多元化报告书

年度多元化報告書

Raport roczny o stanie integracji różnych środowisk

3.2 APPENDIX 1

If you would like information in another language or format, please contact us on 01429-523060.

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.
(Arabic)

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।
(Bengali)

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایە داوامان لی بکە
(Kurdish)

如欲索取以另一语文印制或另一格式制作的资料，请与我们联系。
(Mandarin)

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔
(Urdu)

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे
(Hindi)

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਵੋ।
(Punjabi)

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。
(Cantonese)

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać.
(Polish)

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Foreword from the Mayor



Welcome to Hartlepool Borough Council's sixth annual diversity report.

The purpose of this report is to explain what the Council has achieved and progressed in Equality and Diversity over the last year. We see everyone in Hartlepool as an equal citizen and recognise that they have different and diverse needs. We can only realise our vision, if we remove barriers, eliminate discrimination and address disadvantage.

As a Council we encourage and promote to provide services free from discrimination regardless of their backgrounds by promoting equal opportunities. This report confirms how we promote and mainstream Equalities in all the services we provide. Our performance is monitored rigorously and this reflects in this report.

We welcome your continued views about how well we are doing over the three years covered by our scheme.

Councillor Stuart Drummond
Mayor of Hartlepool

The Annual Diversity Report (2007-2008)

Introduction:

Our Vision & Goal: “Our mission is that Hartlepool will be a prosperous, caring, confident & outward looking community in an attractive environment, realising its potential”.

The Council is committed to valuing fully the differences that make each individual resident, visitor, partner, service provider, service user and employee unique. It is also committed to promoting a community and organisational culture that fully respects and values these diverse differences and their needs. It promotes equal opportunities and encourages good race relations and community relations.

The Corporate [Race & Diversity scheme](#) was produced and published in May 2005. The scheme contained detailed race equality actions covering a three-year period from 2005-2008. The scheme also included ways in which the Council progressed through the levels of the Equality Standard for Local Government, which was introduced in 2002. The Disability Equality Scheme published in Dec 2006 and the Gender Equality Scheme published in April 2007 is included as addendums to the Race & Diversity Scheme 2005-08.

This Annual Diversity Report is produced to align with the Race and Diversity Scheme, the addendum schemes and shows what each department has accomplished. It also contains what the Council intends to achieve in the coming year.

This is Hartlepool Borough Council's sixth Annual Diversity Report. It includes the Council's accomplishments in 2007/08 and what it intends to achieve in 2008/09 in relation to equality and diversity issues.

If you would like a copy of this report, or would like to comment on anything in it, please contact Vijaya Kotur Diversity Officer, The Windsor Offices, Unit 24, Middleton Grange, Hartlepool, TS24 7RJ.

How we measure performance:

Performance is measured using a combination of local and national performance indicators. National Performance Indicators include:

- Best Value Performance Indicators (BVPIs) – set by the Government
- Additional Indicators, for Children's Services and Adult Social Care – set by the Government

The Council uses performance indicators to set improvement targets and to measure and compare its performance year on year. Where the indicators show a need to improve performance the Council sets action plans to ensure everything possible is done to address this. The Council consults the users of that service to seek their views on what could be done differently.

The Council complements the statutory indicators with 'local' indicators that measure how its services are performing to achieve its local corporate objectives and to see whether services are improving. Under the Race Relations (Amendment) Act 2000, Councils are required to identify all the functions, policies, plans and strategies that have a race equality dimension and then carry out an impact assessment. The Equality Standard for Local Government BVPI2a builds upon this requirement and extends across the areas of race, gender, disability, age, sexual orientation and religion. There are five Levels in the Equality Standard. Hartlepool Borough Council has declared it has achieved Level 3 of the Equality Standard in March 2008. It is working towards achieving Level 4 by March 2011.

Hartlepool Council uses an impact needs requirement assessment (INRA) process to help departments to assess their services and functions every three years and update this assessment on an annual basis. These assessments form the basis of diversity objectives and target setting as required and explained in the Race & Diversity Scheme. Identified actions inform service plans. A Diversity Impact Assessment (DIA) is also contained in the INRA process that allows for ongoing assessments of policies and systems as they are reviewed or introduced. Assessments and scrutiny on our services can only be maintained by the active involvement of our stakeholders through various consultations.

2007/8 performance and future targets in equality related Best Value Performance Indicators is as follows

| BVPI Description | 2007/8 Performance | 2007/8 Target | 2008/9 Target | 2009/10 Target | 2010/11 Target |
|-------------------------------------------------------------|--------------------|---------------|---------------|----------------|----------------|
| BVPI 2a – Equality Standard | Level 3 | Level 3 | Level 4 | Level 4 | Level 4 |
| BVPI 2b - Duty to promote Race Equality | | 89% | discontinued | discontinued | discontinued |
| BVPI 11a – Senior Women | | 49.3% | 49.3% | 49.3% | |
| BVPI 11b – Senior BME employees | | 2.31% | 2.31% | 2.31% | |
| BVPI 11c – Senior Disabled employees | | 9.22% | 9.22% | 9.22% | |
| BVPI 12 – Sickness Absence | | 11.05 days | 10.55 days | 10.05 days | |
| BVPI 14 – Early Retirements | | 0.69% | 0.69% | 0.69% | |
| BVPI 15 – Ill Health retirements | | 0.13% | 0.13% | 0.13% | |
| BVPI 16a – disabled employees | | 5.41% | 5.57% | 5.73% | |
| BVPI 16ab – disabled employees compared to local population | | 24.44% | 25.16 % | 25.88% | |
| BVPI 17a – BME employees | | 0.8% | 0.9% | 1.0% | |
| BVPI 17ab – BME employees compared to local population | | 72.73% | 81.81 % | 90.91% | |
| BVPI 156 - Buildings accessible to people with a disability | | 38% | 42% | 46% | |
| BVPI 174 - Racial Incidents per 100,000 employees | | 64% | 65% | 66% | |
| BVPI 175 – Racial Incidents with further action | | 100% | 100% | 100% | |

Workforce Profile

The profile of the workforce, in addition to the BVPI's above, is as follows:

a) Gender

| Description | At 1.4.07 | At 1.4.08 | Local Population of working age | 2007/8 Target | 2008/9 Target | 2009/10 Target |
|-------------|-----------|-----------|---------------------------------|---------------|---------------|----------------|
| Male | 25.40 % | | 50.7% | 25.40% | 25.40% | |
| Female | 74.60 % | | 49.3% | 74.60% | 74.60% | |

b) Age

| Description | At 1.4.07 | At 1.4.08 | Local Population of working age | 2007/8 Target | 2008/9 Target | 2009/10 Target |
|-------------|-----------|-----------|---------------------------------|---------------|---------------|----------------|
| Aged 16-17 | 0.18% | | 4.64% | 0.18% | 0.18% | |
| Aged 18-24 | 5.87% | | 12.05% | 5.87% | 5.87% | |
| Aged 25-34 | 17.78% | | 20.20% | 17.78% | 17.78% | |
| Aged 35-44 | 29.8% | | 24.50% | 29.8% | 29.8% | |
| Aged 45-54 | 29.98% | | 21.58% | 29.98% | 29.98% | |
| Aged 55-64 | 15.8% | | 17.03% | 15.8% | 15.8% | |
| Age 65+ | 0.60% | | N/A | 0.60% | 0.60% | |

Based on the results of the 2005 Employee Survey, employees having caring responsibilities for parents, children, disabled etc outside of work are as follows:

Table 4

| Caring responsibilities | Council Employees (%) |
|-----------------------------------------------------|-----------------------|
| Care for children under 18yrs as parent or guardian | 33 |
| Care for adult(s) e.g. disabled or elderly relative | 12 |
| Care for both children & adults | 6 |
| TOTALS | 51 |

Employee Training 2007/08:

Employee training is an essential part of ensuring services is delivered appropriately to all members of the community. It also ensures that we meet with our general duties with all associated diversity legislations.

Please refer to corporate diversity related staff training in **Appendix 1**

Consultations

A variety of techniques are used including postal surveys, face-to-face interviews, discussion groups, consultative forums, mystery shopping and e-consultation. Examples of current regular consultations are:

- View point (citizen's panel) – postal questionnaires
- Talking with Communities (ethnic minority groups) – discussion forum
- E-consultation system (for general population, employees and View point members) – on line questionnaires and discussions
- General satisfaction surveys (BVPI's) – self-completion/postal questionnaires
- Employee Panel – range of techniques
- Employee Surveys – postal and on line surveys

In addition, departments carry out ad hoc consultations to meet their current demands / needs. These can be through postal surveys, face to face interviews, on-line surveys, discussion groups, consultative meetings, community conferences, residents groups etc.

The Council also consults and engages with residents through the political process through such mechanisms as: Neighbourhood Consultative Forums (local area meetings), Scrutiny Forums, Ward Surgeries and other individual elected member activity

The Council works with partners to use existing groups and consultation mechanisms, the All Abilities Forum (Disabilities), Access Audit Group (Disabilities) and the Over 50's Forum, which are run by the voluntary sector. Formal consultation arrangements have been made with Hart Gables which represents LGBT (Lesbian, Gay, Bi-sexual, transgender) people

However we recognize that traditional methods of consultation are not always accessible to all groups in the community. In order to provide effective consultation we will continue to do so in an appropriate way.

The 'Talking with Communities' is an established and an effective forum for the Council to consult with the BME communities on its services. Further information is available on the Council's website using the following link: <http://consultation.hartlepool.gov.uk/inovem/consult/ti/talkingwithcommunities/consultation>

With the setting up of the Improving Life Chances Partnership and Learning disabilities partnership boards, the Council is hoping to develop and improve consultation mechanisms with people with disabilities, working closely with groups such as the All Abilities forum. The emphasis will be on appropriate and accessible consultation.

We will continue to:

- Go to communities rather than expecting them to come to us

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- Use meeting places that are informal, people find comfortable and are easy to get to.
- Allow a reasonable timescale for the consultation
- Arrange translation/interpretation services as necessary
- Consult a range of communities and avoid selecting single minority ethnic organizations or individuals.
- Feedback at every event on issues raised at the previous consultation event.
- Encourage pro-active discussions and workshops than just presentations on topics.
- Avoid consultation overload

Consultation guidelines (The Consultation Toolkit) have been produced to help officers in the Council to plan and carry out community consultation effectively. This can range from providing interpreters to help a face to face interview to take place; to producing questionnaires in large print or Braille and ensuring that the Council's e-consultation website is accessible through Brow sealoud on the web-site for people with learning difficulties, dyslexia, mild visual impairment and also to those whose first language is not English. Brow sealoud can be accessed through this link
<http://www.browsealoud.com/downloads.asp?dl=b>

Council Wide achievements in 2007-08

- The Council has self-assessed and has claimed Level 3 of the Equality Standard of Local Government. (BVPI 2a)
- Gender Equality Scheme published as an addendum to the existing Race and Diversity Scheme.
- Appointment of CMT Equalities Champion
- Departments have incorporated the three new Equality strands (Age, Sexual Orientation and Religion & Belief) in their equality and diversity work.
- The Talking with Communities and the consultation with Lesbian Gay, Bi-sexual and Transgender (LGBT) has its own Diversity section on the Your Town Your Say website.
<http://consultation.hartlepool.gov.uk/inovem/consult.ti/system/text/diversity>
- Talking with Communities assisted in the project of Connecting Cultures programme in Hartlepool. This enabled 12 white Hartlepool residents to meet up with people from six different cultures and share their beliefs, practices and food.
- The multi-agency forum for Diversity meets regularly on a quarterly basis with key partners in the town to share good practices.
- External grant was procured for the pilot project on External and Internal critical challenge on the Council Services. This is now being implemented.
- Work through the Internal and External scrutiny process of the Council services. Diverse Stakeholders are involved in the pilot project - challenging the Council Services by critically looking into the Council's

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equality impact assessments and their links into the service planning process. This has improved effectiveness in scrutinising our services and providing the services according to the needs of the diverse service users.

- A single Equality and Diversity Scheme 2008-2011 encompassing race, gender, disability, age, sexual orientation and religion/belief was consulted widely and approved. This is now drafted and will be implemented in June 08 following the approval of the Cabinet.
- A Corporate Equality plan to achieve the Level 4 of the Equality standard framework has been developed and approved.
- Corporate Access Strategy (access to buildings, services, information, education, employment and transport) has been developed, finalised and approved.
- All departments completed diversity assessment to identify diversity objectives for 2007/8 and progress on the actions identified is being monitored through the performance management database
- Corporate guidance developed and implemented detailing how equality (all diversity strands) is to be integrated into service planning (including setting targets based on equality objectives).
- Guidance on Impact Needs Requirement Assessments (INRA) revised.
- Equality issues mainstreamed into Procurement
- Training is provided to all officers undertaking the responsibility of impact assessing their respective services.
- Employees have undergone Diversity training (refer to Appendix 1)
- Following the Disability Equality Scheme and Gender Equality Scheme their respective action plans have been implemented within departmental plans.
- Improvement of Council's performance in implementing the Duty to Promote Race Equality (BVPI 2b)
- A community profile has been published to assist departments with diversity assessments
- Diversity monitoring guidance has been produced
- Diversity issues incorporated into the corporate training modules of the Learning Management and Development Programme (LMDP)

What we intend to do in the coming year:

- Progress in preparation for External Validation process.
- Continue to make progress in achieving level 4 of the Equality Standard.
- Review and sustain the Stakeholders challenge and make it a permanent process for challenging the Council services and informing our action plans by the diverse stakeholders.
- Organise a regional conference to share best practice on the project to all local authorities and partners in the region.
- Continue to develop service planning and performance management arrangements with the new Covalent system
- Publicise the Council's logo to represent access to information in providing translation and interpretation services.
- Continue to provide Diversity awareness training to all employees.
- Implement Pay and grading and single status arrangements.
- Publish Annual Race & Diversity Report 2008-09

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In addition to the Council wide achievements and plans, individual departments have made progress against targets and objectives and developed plans for 2007/8 as follows.

Chief Executive's Department:

Within the Chief Executives Department there are four divisions, Corporate Strategy, Legal, Human Resources and Finance.

The department provides services to the other departments within the Council and the public. The main services provided to the public are the collection of council tax, administration of housing benefit claims, registration of births, deaths, marriages, civil partnerships and undertaking citizenship ceremonies, recruitment and the Council website.

Each division is organised into a number of sections. These are listed below: -

| Corporate Strategy | Finance | Human Resources | Legal |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Administration• Consultation• Democratic Services• E Government• Policy and Performance• Public Relations• Registration Services• Scrutiny | <ul style="list-style-type: none">• Audit and Governance• Financial Services• Corporate Finance• Procurement Strategy• Central Purchasing• Business Improvement• Council Tax and Housing Benefits | <ul style="list-style-type: none">• Organisational Development• Central Services• HR Operations | <ul style="list-style-type: none">• Personal Services• Litigation• Environment and Development |

Key diversity achievements of the department are:

Race:

Meetings of the Talking with Communities (BME) group have continued.

Gender:

The Single Status negotiations have largely been completed and are now subject to ballot by trade union members. A diversity impact assessment of the Single Status agreement has been completed.

Employees from Chief Executives have participated and involved in the development of the Gender Equality Scheme.

Disability:

A number of improvements have been made to improve accessibility of information, including publication of an A-Z of council services in booklet form for the first time in a number of years.

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Diversity objectives set in 2007/08

Departmentwide

Support the Council's progress to achieve Level 3 of the Equality Standard

Progress made

The department and Council has assessed itself as reaching Level 3 of the standard and is planning to undertake a formal independent assessment during autumn 2008.

| Corporate Strategy | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Continue to promote the use of best consultation practice to improve the Council's understanding of communities Take further steps to improve availability and access to information for the public | <ul style="list-style-type: none"> Meetings of the Talking with Communities (BME) group and the LGBT group have continued. Links are being developed to the Improving Life Chances Partnership which will act as a focus for consultation with people with physical disabilities and the Learning Disabilities Partnership. The Consultation Toolkit has been produced which contains basic guidance for officers when consulting with diverse groups. More detail guidance is planned. The e-consultation system, Your Town Your Say, now includes dedicated web pages for Talking with Communities and the LGBT consultation group. Publication and distribution of an A-Z of council services was completed and distributed to all homes and businesses in March 2008. It will also be available throughout 08/09 from a wide range of public buildings. Alternate formats in other languages, large print and Braille are available upon request. |

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| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Finance <ul style="list-style-type: none">• Continue partnership work with Pension service promoting benefit take-up• Continue to promote the use of best consultation practice to improve the Council's understanding of communities• Take further steps to improve availability and access to information for the public | <ul style="list-style-type: none">• Further officers to be trained on the Pension Service application form to be completed by December 2008• The Benefits Liaison Officer and the Community Engagement officer are to review and monitor the work to improve equality.• To improve the notification letters. The benefits website has recently been updated and all the leaflets produced by the Benefits Section is available on the website. The Benefits Section will continue to update the website on a regular basis. We have advertised on the local radio and in the local doctors' surgeries as well as Heartbeat. Leaflets are also available at CAB, West View Advice and Resource Centre, Credit Union Libraries, Housing Offices ORB Centre, Lynnfield Centre and the Stranton Centre. In the process of producing information on cassettes for the Blind. |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Human Resources</p> <ul style="list-style-type: none"> • Improvements in Recruitment arrangements • Improvements in Employee Disability and Ethnicity workforce profile • Develop the Equality and Diversity Skills of Elected Members • Implement 'equality proof' pay and grading structure • Implement Leavers Exit Monitoring arrangements and monitor turnover of employees • Improvements to single access point via contact centre | <ul style="list-style-type: none"> • Introduced guidance for Managers in short listing packs/recruitment training. Currently undertaking a rebranding exercise. Currently making changes to the Councils website. • Introduced Safer workforce guidance & practices in recruitment processes. Consulted with local community on access to employment opportunities. • A number of training courses were offered to members the diversity and equality seminar being the best attended. • Consultation currently ongoing in respect of implementation of grading structure & single status agreement. • Exit Interview and accompanying documents finalised. Roll out programme agreed. Report to be forwarded to Portfolio Holder by June 2008. • About £1.2 million has been invested in the redevelopment of the contact centre located in the Civic Centre accommodation. These improvements have been critically challenged by representatives of local groups and suggestions for further improvements identified. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Legal <ul style="list-style-type: none">• Review and update accessibility of information to the community to ensure that the community as a whole are aware of the rights of access to information• Implement requirements of Electoral Administration Bill | <ul style="list-style-type: none">• Review of accessibility to information under the Freedom of Information Act 2000, Publication Scheme, undertaken.• Peter Devlin will provide |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Key Diversity objectives and targets set for 2008/09

Departmentwide

Support the Council's progress to achieve Level 4 of the Equality Standard, achieve Level 4 by March 2011

Corporate Strategy

- Inform faith and religious groups about English marriage law and its implications

Finance

- Improve data collection in relation to equality issues
- Review and develop partnership working with the Pension Service
- Develop the roles of the Community Engagement Officer and Benefit Liaison Officer
- Review notification letters to make them more accessible

Human Resources

- Implement a revised pay and grading structure for the whole of HBC by December 2008.
- Development of a strategy for improving communication with deaf and blind people at the contact centre.
- Improve equality monitoring arrangements across the division by March 2009.

Legal

- Implement revised Freedom of Information Publication Scheme by 1/1/09 ensuring availability to the community

The Department has undertaken a number of diversity impact assessments on the following services and procedures.

Corporate Strategy Division completed impact assessments for each main section Consultation, Democratic Services, E Government, Policy and Performance, Public Relations, Registration Services and Scrutiny.

Finance Division completed impact assessments for:

Finance Services - that includes revenues, benefits, benefit fraud investigation, Insurance, payments and support services.

Corporate Finance –that includes Accountancy Services and Internal Audit.

Human Resources Division

Impact assessments have been completed for the main Human Resource areas including the Contact Centre, Workforce Development and Health and Safety.

Legal Division

The Legal services

For further information please contact Peter Turner tel no - 01429 523648

Children's Services Department

Children's Services has four divisions. The responsibility for the five Every Child Matters outcomes is divided between three of our divisions with the fourth being responsible for supporting the work of the Department;

- Performance and Achievement division is responsible for 'Enjoy and Achieve' and 'Economic Wellbeing',
- Safeguarding and Specialist Services division is responsible for 'Be Healthy' and 'Stay Safe'
- Planning and Service Integration is responsible for 'Make a Positive Contribution'
- Resources and Support Services is responsible for budget, school places and admissions, data, administrative functions and commissioning and review.

Key diversity achievements of the department are:

Race:

- A Joint Area Review report published by Ofsted in 2007 highlighted that in partnership with other public authorities in the town, our black and minority ethnic children and young people make good progress in school achievement; our initial work to challenge and promote anti-racism is a model of good practice, and; we have good partnership working on health and the particular needs of black and minority ethnic groups and traveller families are addressed well.
- An anti-racism and bullying event called "The Word" was organised in March 2008 at the Borough Hall. This "rap" performance to 1200 young people was a massive hit, and was featured by the Mayor in his regular article in the Hartlepool Mail saying it was "...one of the best live shows I have ever seen". This was a prelude to the production of a training DVD by Youth Services and Brinkburn Sixth Form College students. The DVD explores culture and diversity and further considers issues of prejudice, discrimination, power and stereotyping. The DVD was professionally produced and will be used with secondary age pupils from the autumn term 2008.
- Youth Services have organised swimming sessions for Asian ladies at Brinkburn Swimming Pool. These sessions are open to Asian women of all ages and will commence from May 2008.
- Year 11 students from English Martyrs School went on a cultural exchange visit to The Gambia and made a link with a school there which they are hoping to sustain. Prior to the visit, the students raised £7,500 through various events for the Jole Rider charity which supports bikes4africa and well as promoting positive change initiatives through education.
- The Youth Service worked in partnership with a youth worker from Middlesbrough to deliver culture and diversity workshops to 'grant givers'. Grant givers are a group of young people working with the Youth Service to receive and decide on grant applications from other young people wanting to set up projects in the town. As a follow up to this, the group attended an event in Durham on cultural diversity which showcased

different religions and cultures and gave them an opportunity to learn more.

- The Families Information Service Team (FISH) have undertaken a review of helplines, publications and websites relating to the Families Information Service that provide services in languages other than English and alternative methods of providing information to those with access difficulties. Links to this information will be available directly from the service and also via the Children and Young Person's Directory website. The team are also developing their existing website to accommodate all parents/children and young people's needs, together with their own range of Plain English leaflets in the coming year.
- The Lowthian Road Children's Centre Integration Support Team (IST) gave a presentation to the Salaam Centre Steering Group. The team was then invited to support a Children's Party and given an opportunity to consult with Mothers from the Bangladeshi and Pakistani community regarding the Steering Group suggestion of pre school classes in English for Speakers of Other Languages (ESOL).
- Lowthian Road Children's Centre are piloting a parent and toddler 'English for Speakers of Other Languages (ESOL)' course to be delivered to non-English speaking parents. The aim is to improve the English language amongst the Bangladeshi and Pakistani community so children are more prepared when they start nursery and school. The ten week course will be delivered by our Inclusion Co-ordinator at the Lynnfield Community Learning Centre.
- Rift House and Lowthian Road Children's Centres arranged a meeting with volunteers from the Polish community to explore how they could support their families. Lowthian Road Children's Centre's Integration Support Team supported the Polish community with CRB checks and has offered room space for a Children's Activity Group and financial help with resources based on the number of Polish children involved.
- A report was presented to school Governors to brief them on the new Duty to Promote Community Cohesion in Schools, which was introduced in September 2007.
- The Children's Services Racial Incident Guidance was updated to include the new Duty to Promote Community Cohesion and letter templates for use during the investigation of an alleged racial incident. This was reported to Primary and Secondary Head Teachers in March 2008.

Gender:

- Head Teachers and Governors were briefed on their responsibilities under the new Gender Equality Duty by the Children's Services' Education Support Team Co-ordinator in spring 2007.
- Individuals in the Families Information Service Team (FISH) have undertaken a training course on working with young girls and women with self esteem issues.
- A number of initiatives to address the difference in boys' and girls' achievement are ongoing, such as;
 - I. continuous professional development for teachers on interactive teaching and learning that appeals to boys called 'High 5's for boys';
 - II. training has been delivered to Primary and Secondary teachers to explore boys' literacy issues called the 'Boy WRITE programme';

- III. Extended service activities throughout the town focus on boys/girls achievement differences;
- IV. the development of school based action research around boys' needs, and;
- V. a cross Children's Services working party called the 'Big Think for Boys'.
- Children's Centres and Extended Services are working in partnership with Headland Futures to develop a package of town wide support for young dads and 'Working with Fathers' training was commissioned for service providers to support the fathers' town wide plan.
- Youth Services lead on International Women's Day events across the town on 8th March 2008. 280 women and girls took part in a diverse range of activities held at venues such as the Borough Hall, The Studio, Wingfield Castle and the Grand Hotel.

Disability:

- The Joint Area Review report 2007 highlighted that the Council has an excellent policy for including pupils with special educational needs in mainstream schools and these pupils achieve well. There is also good support for the most vulnerable pupils; including children looked after by the council and young people with learning difficulties and/or disabilities.
- A Disability Equality Duty workshop for Primary Head Teachers and Special Educational Needs Co-ordinators (SENCO) was carried out by the Education Support Team Co-ordinator and the Special Educational Need Manager in November 2007, ahead of the Duty coming into force for Primary schools in December 2007.
- The Families Information Service Team (FISH) have undergone Visual Awareness Training and individual members have undertaken Deaf Awareness courses.
- The Children with Disabilities Children Centre Task Group was formed to look at barriers to access of current provision in Children's Centres and to identify gaps in provision. Consultation with parents and families of children with disabilities is ongoing.
- There is now increased Speech and Language provision town wide hosted through Children's Centres.
- Subsidised childcare places are offered through the inclusion budget that have been identified through referral and allocated by the panel.
- A review of the Children's Centres' contract with MIND has been carried out to ensure better outcomes and extend delivery to cover all localities.

Sexual Orientation:

- Youth Services are funding a Youth Worker post that will be based at Hartgables, an organisation in the town that offers support for Lesbian, Gay, Bisexual and Transgendered (LGBT) people. This post will support and work with young people who are Lesbian, Gay, Bisexual and Transgendered.

Age:

- Partnership work is ongoing with the PCT and Acute Trust to enable Children's Centres to access, support and target preventative work for children under 5 and their families.
- The Integration Support team are exploring different computer packages

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which will enable, recording, monitoring and tracking of children under 5 to support what Children's Centres offer.

- The Integration Support team are involved in a number of projects around Teenage Pregnancy such as:
 - I. Integration Support Managers are represented at the Teenage Pregnancy Partnership Board.
 - II. Community Involvement Workers are represented at the Supporting Teenage Parents Sub Group and the Prevention Sub Group.
 - III. A meeting was arranged with the Teenage Pregnancy Support Service to analyse data and explore service development.

Looked after children / foster and adoptive care / child poverty:

- A task group to investigate, consult and develop a parenting support package has been set up. The programme will deliver support and intervention as identified by professional practitioners working within Children's Centres.
- The Integration Support team are working with the Parenting Commissioner and Parenting Coordinator, with a particular focus on parenting programmes.
- The Integration Support team are working with Jobcentre Plus to agree way forward for outreach services in Children's Centres.
- The Inclusion Co-ordinator for Looked After Children (children in the care of Hartlepool Borough Council) and Young Offenders sits within the Education Inclusion Team and has been working with Looked After Children to promote their educational achievement in partnership with staff from Social and Youth Offending Services.
- Subsidised childcare places are available for families in need that are identified through referral by a range of professionals including health visitors and nursery nurses and sometimes by families themselves. Each Children's Centre holds a monthly monitoring panel which allocates those places.
- Connexions hold Blitz weeks hosted in Children's Centres where they can provide advice and support to young people in the area who are not in employment, education or training.

Diversity objectives set in 2007/08

- Increase the number and range of foster and adoptive placements to meet local need.
- Reduce the number of placement moves for looked after children and increase the stability of placements.
- Implement the Building Schools for the Future project plan for 2007/8
- Challenge and support schools in targeting vulnerable children and young people for additional intervention and support so that they achieve in line with or better than expected levels.
- Ensure all children and families have access to high quality childcare and integrated services through Children's Centres and Extended Schools and the Play Strategy.
- Ensure that all children and young people from vulnerable groups have the opportunity to gain full access to service and have a role in service development.
- Connexions service works with other teams and agencies to achieve NEET (not in education, employment or training) targets agreed with Government Office North East.

Progress made

- Foster carers and prospective adopters recruitment is ongoing. Foster carer numbers have increased over the year. A plan is now in place to further develop the adoption service.
- There has been a reduction in the percentage of children with more than 2 placement moves over this year.
- Strategy for Change Part 1 has been completed. Part 2 is on target for May 2008.
- There is a Social Inclusion Operational Plan in place and progress against it is good. Data for the school year 2007/08 indicates good outcomes for vulnerable groups.
- The designation of Children's Centres was on target in March 2008. Each locality has plans written and linked to what is on offer at Children's Centres. The Play Strategy has been approved.
- Action has been taken to include children with special needs into the Youth Parliament and Young Voices groups.
- Connexions has a clear plan for reducing the numbers of young people who are not in education employment or training (NEET) and has made significant reductions in the last year. Connexions continue to work closely with partners, particularly in relation to the development of support and provision of vulnerable groups.

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- Raise the aspirations of vulnerable children and young people in Hartlepool.
- Improve joint commissioning and contracting arrangements in relation to out of authority placements for looked after children.
- Work with key partners to improve the provision of occupational therapy and speech and language therapy services.
- Children's Services Departmental Working Group to ensure that DIAs and INRAs are completed on plans and policies and ensures there is full access to services by children from black and minority ethnic communities, travellers, asylum seekers and refugees.
- Identify vulnerable groups and ensure service delivery is adapted accordingly and promotes equality of access for all service users.
- Contribute to strategies to reduce child poverty.
- Hartlepool has supported young people from vulnerable backgrounds. Activities include a 'Not in Employment, Education or Training' reduction project; a project to support teenage parents to return to education and training and a raising aspirations project for young carers.
- A placement strategy has been completed and funding and plans are in place for commissioning.
- A joint review group for speech and language therapy has been established with Hartlepool PCT. The review is expected to report in September 2008.
- A new Children's Services Officer with responsibility for Diversity has been appointed. The departmental working group meets regularly and a programme of DIAs and INRAS is being carried out.
- A package of care has been developed for 3 tiers of intervention to ensure that the most vulnerable families and children can access services.
- Service specifications are being developed for training and employment. Current Service Level Agreements include West View Advice and Resource Centre (WVARC) and the Credit Union to support families. The Families Information Service (FISH) support families to access working tax credits. The Computers for Schools initiative has been implemented and over 700 families have been targeted.

Key Diversity objectives and targets set for 2008/09

- Promote children's emotional health.
- Improve services for disabled children.
- Increase the number and range of foster and adoptive placements to meet local needs.
- Reduce the number of placement moves for looked after children and increase the stability of placements.
- Narrow the gap between the Hartlepool average and the most disadvantaged areas in the Foundation Stage
- Challenge and support schools in targeting vulnerable children and young people for additional intervention and support so that they achieve in line with or better than expected levels and the gap between the Hartlepool average and the most deprived areas is reduced.
- Implement the schools transformation programme, including Strategy for Change 2 (secondary schools) and a further round of consultation for the primary capital programme.
- Ensure that all children and young people from vulnerable groups (Learning Difficulties and Disabilities, Black and Minority Ethnic, traveller, asylum seeker and refugee communities) have the opportunity to gain full access to services and have a role in service development.
- Assist the transition of young people with Learning Difficulties and Disabilities to post 16 education and training.
- Raise aspirations of young people from vulnerable backgrounds.
- Promote the implementation of the parenting strategy to raise parental aspirations
- Reduce child poverty and reduce inequalities between the more advantaged and the most vulnerable groups of children and young people: Target support to vulnerable groups.
- Reduce child poverty and reduce inequalities between the more advantaged and the most vulnerable groups of children and young people: Promote education inclusion in schools
- As an employer – ensure equal opportunities issues are rigorously addressed in recruitment and workforce development
- As a service provider ensure policies are compliant with diversity and equality legislation and Impact Needs Requirement Assessments (INRAs) and Diversity Impact Assessments (DIAs) are completed as appropriate
- Support to schools in the implementation of relevant policies for community cohesion.

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The Department has undertaken nine impact assessments on the following services-

- Social Inclusion
- Care Co-ordination
- Children's Information Service
- Schools Transformation
- Mobile Youth Work
- Targeting Under-Represented Groups (Youth Service)
- Performance and Achievement Operational Plan – Early years and Primary School Improvement
- Building Schools for the Future
- Commissioning Team

For further information please contact Kelly Moss on tel no (01429) 284164

Adult and Community Services Department

Adult and Community Services is comprised of three divisions: Adult Social Care, Community Services and Support Services. Each division is split into sections as follow s:

| Adult Social Care | Community Services | Support Services |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Mental Health • Older People • Disability | <ul style="list-style-type: none"> • Libraries • Sport and Recreation • Museums and Heritage • Parks and Countryside • Strategic Arts • Adult Education | <ul style="list-style-type: none"> • Workforce Development • Admin • Commissioning • Vulnerable Adults • Finance • Management Information • Supporting People • Development |

Adult Social Care covers Assessment and Care management Services, and the provision of day services and homecare. We also commission services from the independent and voluntary sector.

The services for people with mental health problems are integrated with Tees Esk and Wear Valley NHS Trust. Increasingly services are being provided by integrated teams for older people services.

Community Services includes :

- Libraries (Central Library and branch libraries) together with a mobile service
- Sports and Recreation is made up of four key components:
 - Facilities such as leisure centres
 - Community Centres
 - Community Pod (providing financial support to the voluntary sector)
 - Sports Development.
- The department also includes Museums and Strategic Arts (facilities such as the Town Hall Theatre).
- Parks and Countryside covers facilities such as Summerhill, recreation facilities and allotments.
- Adult Education provides a range of adult education courses often in community venues.

Key diversity achievements of the department are:

Adult Social Care - In December 2007 the department launched 'In Control – Total Transformation Pilot'. The pilot provides policies and tools for self-directed support. The service promotes and supports independence and access to services dependant upon individual need. Such individualised services promote equality and recognise diversity by increasing awareness

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and access to culturally and/or gender sensitive and diverse services and information.

There has been a significant increase in the number and range of people receiving Direct Payments to enable them to arrange their own support and care. This trend is continuing across all groups.

Race:

Museums and Heritage – Renaissance is continually promoted with a number of outreach educational projects being targeted at key BME audiences.

The 'Window on our World 2007' programme marked the 200th Anniversary of the Abolition of the Slave Trade, Black History Month and the 190th Anniversary of the Trincomalee. The programme was delivered in October and November 2007.

Adult Social Care – provision of midnight football for Asian men at Belle Vue.

A contract has been established with the Hindu and Sikh Cultural Centre to ensure that day care services are culturally sensitive.

Gender:

Adult Social Care –men only health and fitness sessions have been provided at Belle Vue community centre funded through the Health and Wellbeing Partnership Neighbourhood Renewal Fund.

Disability:

Libraries: the visually impaired public ICT software has been upgraded. All 63 public screens are fitted with screen reader software and 'browse aloud' software.

An accessible toilet and changing facility has been installed in Central Library.

An allotment project has been established to promote healthy eating, exercise and social networking. Currently there are a range of people involved in this developing project including older people, people with disabilities and people recovering from substance misuse.

The Supporting People service directory has been updated to include accessibility details for their facilities.

The Sports and Leisure services has secured funding to employ a Disability Sports Officer and a Disability Community Sports Coach. Current provision will be researched and gaps identified, this will enable the officers and Community Activities Network to seek future funding for provision for support and to signpost service users to sessions/groups.

In 2007, Hartlepool Borough Council became the first local authority in the country to win formal recognition for its commitment to develop sport and physical activity opportunities for disabled people. It has received accreditation from the English Federation of Disability (EFDS) via its 'Count Me In' initiative.

Diversity objectives set in 2007/08

Community Services Division

Libraries:

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • To work with Adult Services to source funding (direct payments?) to deliver reading group for people who receive vehicle delivered library services • To hold the 'Made in Britain' promotion of African, Caribbean and Asian literature in the library • To hold a reading group for people with Mental Health issues and to work providing reading and literature services at Sandwell Court • To develop reading and literacy services to people suffering from Alzheimer's disease • To work with NDC in developing the Connecting Cultures project | <ul style="list-style-type: none"> • Some work has been done in this area but as yet no funding has been secured. • This was held successfully as a promotional display which was circulated around all library service points. • A variety of reading based services have been established on a regular footing and have received recognition from such external observers including a mention on Radio 4. • This has been established. • The first phase of the project was run successfully with good attendance and contributions from the Polish, Philipino, Pakistani and Bangladeshi communities. |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Sport and Recreation:

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • To consult with users whose first language is not English to improve and expand range and availability of services | <ul style="list-style-type: none"> • Staff has liaised with Talking with Communities in autumn 2007. In particular, links have been made with the Chinese community. GP referral Coordinators have liaised with the Salaam Centre and are now providing women only sessions as a pilot on the Hartlepool Exercise for Life Scheme. |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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- To gain English Federation of Disability (EFDS) via its 'Count Me In' initiative.
- To develop a football tournament as part of the Special Olympics programme
- To revise all promotional material to ensure that it is available in a range of accessible formats
- Accreditation has been achieved.
- A Football Festival was held as part of the Special Olympics program in July 2007. The event spanned two days and involved 25 teams.
- The Pool Programme for Mill House Leisure Centre has been revised and is available in large print and other languages on request. The main activity programme for Mill House and The Headland Sports hall are available in large print and other languages on request.
Grants have been approved for Shopmobility (access, advice and information for disabled adults and their families and carers)
- To work with Adult Care to provide a better range of services and activities for older people
- Epilepsy Outlook (support for adults with the condition, their families and carers), Hartlepool Deaf Centre (support for young people and adults, their families and carers). The Communities Activities Network has been linking with the 50+ forum to aid the development of activities for older people. The Walks programme has been successful in receiving funding to develop walks of higher difficulty targeting the over 45s. Staff from Sport and Recreation has met with social care staff regarding the promotion of their services to service users with mental health problems. Sessions in sheltered accommodation have been offered and a number of chair mobility sessions are currently available in a number of locations. The Sportability Club (adults with disabilities) have been supported by Sports Development in terms of providing staff, transport and venues at reduced rates.

Parks and Countryside

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- Consolidate the Summerhill Tea Shop café and meeting catering project in conjunction with the Havelock Centre
- Host part of the 2007 Kannada Balaga event at Summerhill
- Stage archery activities at Summerhill as part of the EFDS key sports initiative
- Continue to develop Countryside Volunteer Service linking with HVDA and Mental Health Service Providers
- Conduct a Visitor Survey of all Local Nature Reserves
- Ensure that countryside events are accessible to all including wheelchair users and listed in the Wild About Hartlepool Leaflet. This would include promotion of the Forest Mobility Scheme in Summerhill
- To support the development of the Allotment Project at Waverley Allotments involving Service Users and Volunteers for the Integrated Mental Health Service
- To achieve the Green Flag Award for Summerhill
- The Summerhill Café continues to be run in conjunction with the Havelock Centre. The shop provides catering at the Summerhill visitor centre at weekends and on holidays. The Tea Shop also provides catering for meetings at Summerhill.
- A successful Kannada Balaga event was held in May 2007 with approximately 400 people attending
- An event was held in September 2007 in partnership with the English Federation of Disability Sport (EFDS)
- Countryside Volunteers have developed closer links with the Havelock Centre with two new volunteers currently in the vetting system. Work with the Brougham Centre has begun making bird and bat boxes.
- An initial visitor survey questionnaire has been completed.
- Continue to aim to make events accessible to all and have continued to promote forest mobility via Hartlepool Voluntary Development Agency (HVDA).
- Work on the allotment project continues. There are currently a range of people involved in this developing project including older people, people with disabilities people and people recovering from substance misuse.

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Adult Education

- Ensure access to a range of accredited learning to allow adults to achieve a national qualification
- Ensure access to a range of learning activities to encourage participation
- Ensure access to a range of support activities to remove barriers to learning
- Provide access to outreach information, advice and guidance.

- Not achieved for 2007 but following improvements to parks, have entered the scheme for 2008.

- Ongoing

- Ongoing

- Ongoing

- Ongoing

Support Services

Supporting People

- Collate information regarding housing related support needs of diverse communities in Hartlepool
- Assess services for compliance with the Disability Discrimination Act
- Seek to have representative on Partnership Board representing disability and/or BME groups
- Ensure 20% of Supporting People services are at a Level B (denoting good practice) in the Quality Assessment Framework (QAF) for Diversity
- Carry out an assessment of accessibility on all

- Have started gathering this information as part of the Housing Needs Assessment and review of Supporting People strategy.

- Services provide details of accessibility

- The Diversity Officer attends the Partnership Board together with a service user with physical disabilities.

- The review programme for Supporting People is set out over a three year period up to 2010. The total figure will not be known until all reviews are completed. The target for achieving Level B will be increased to 30% for achievement by 2010.

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Supporting People services

- All providers have been requested to provide information on what arrangements are in place to cater for different needs. This information has been incorporated into the revised service directory which is now available.

Adult Services Division

Disabilities

- Update ESAT documentation and collate supporting evidence for level 3
- Ensure DIA & INRA training is refreshed to team managers
- Identify key people responsible for updating policy and reviewing DIA's

- Completed

- Completed

- Completed

Older People

- Update of Older People's Strategy Action plan – May 2007 then quarterly, reporting to Older People' Local Implementation Team and to 50+ Forum

- Strategy reviewed and reported to the Local Implementation Team and 50+ Forum.

Key Diversity objectives and targets set for 2008/09

Adult Service Division:

- Revise telecare strategy to increase capacity to 200 units and include Extra Care.
- Revise carers strategy to ensure carer involvement and increased participation.

Disabilities and Mental Health

- Promote social inclusion by ensuring that service response is in line with person-centred plans.
- Explore staff understanding of the links between spirituality and mental health.
- Tackle social exclusion by ensuring robust information systems/data collection systems are in place to track the numbers of people helped to gain/retain work and access vocational opportunities and mainstream services.

Older People

- Review of Older People's Strategy Action Plan – ongoing process, reporting to the Older People's Local Implementation Team and 50+ Forum.
- Continue to increase awareness of the Older People's strategy.

Support Services

Supporting People:

- Ensure 30% of Supporting People services are at a Level B (denoting good practice) in the Quality Assessment Framework (QAF) for Diversity by 2010.
- Assess the cultural sensitivity of Supporting People services in Hartlepool
- Continue to carry out assessments of accessibility on all Supporting People services

Community Services

Parks and Countryside

- To achieve the Green Flag Award for Summerhill
- To achieve the Green Flag award for Ward Jackson Park
- Conduct Visitor Surveys of all Local Nature Reserves
- To undertake a countryside access questionnaire for young people in Hartlepool to determine existing use of the countryside and help to develop future services.
- Work with the organisations dealing with vulnerable groups to provide 30 activities at Summerhill, including Archery, Walking, Orienteering, Climbing and High Ropes

Sport and Recreation

- Develop opportunities for BME women to access the Hartlepool Exercise for Life Scheme (HELP)
- Produce easy guides and programmes of activity for display at key sites

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for users accessing Mental Health services

- Source further funding to continue the Drug Intervention Programme and Disability Community Sports Coach posts for a further year.
- Deliver the 'Women's Begin to ...' Programme working in specific areas of the town
- Work with Hart Gables to deliver the Gay Olympics

Adult Education

- Ensure access to a range of accredited learning to allow adults to achieve a national qualification
- Ensure access to a range of learning activities to encourage participation
- Ensure access to a range of support activities to remove barriers to learning
- Provide access to outreach information, advice and guidance

Libraries

- Attend LGBT meeting to discuss library services
- Increase participation of boys in Summer Reading Challenge
- Review access and support to the profoundly deaf

The Department has undertaken 11 impact assessments on the following services-

Mental Health
Disability
Older People
Adult Education
Sport and Recreation
Libraries
Museums and Heritage
Strategic Arts and Events
Parks and Countryside
Support Services
Supporting People

For further information please contact Leigh Keeble, tel. no.: 01429 284292.

Neighbourhood Services Department

Neighbourhood Services consists of six divisions which are as follows:

| Division | Description |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Neighbourhood Management | Horticultural and Street Cleansing, Waste management, School Catering, Highways Services and Neighbourhood Action. It also includes a Neighbourhood Management service which involves community engagement, consultation and local provision of services. |
| Technical Services | Includes Transport Services, Engineering Consultancy and Transportation and Traffic. Their aim is to ensure that highways, transportation and civil engineering services are delivered within the Borough of Hartlepool. |
| Public Protection | Includes Consumer Services and Environmental Standards and aims to protect and enhance the well-being of Hartlepool people by effective application of Public Protection legislation and education. |
| Procurement and Property Services | Includes Estates and Asset Management, Building Consultancy, Building Management and Maintenance and Procurement. Their aim is to ensure the Council makes best use of its land and property assets in terms of service delivery, accessibility and financial return and to support all parts of the Council to achieve its objectives by providing an integrated and responsive procurement service. |
| Finance & Business Development | Includes front line services, admin, ICT support and logistics. |
| Emergency Planning | Ensures that appropriate levels and standards of resilience and civil protection are in place for a wide range of emergencies across the Tees Valley |

These Divisions are supported by **Service Development** whose role includes co-ordination and implementation of the Departmental Equality Plan.

Key diversity achievements of the department are:

Race:

Staff from Technical Services attended a 'Talking with communities' event which highlighted areas where road safety information is required to engage ethnic communities.

The Road Safety Unit has road safety educational resources translated into 6 different languages. The resources are aimed at children, parents and drivers. Topics covered include pedestrian and cycling safety, road sign/Highway Code knowledge and driver law, including information relating to drink/drug driving, seat belts and child restraints, and speeding.

Good liaison has been maintained between Emergency Planning Unit and Cleveland Multi Faith Group. Work with the Voluntary Sector, Fire Brigade Advocates and some Community Groups has also created avenues to promote greater awareness of emergency planning issues.

Gender:

Neighbourhood Services staff involved in consultation and the development of the Council's Gender Equality Scheme.

Disability:

Continuation of removal of major physical barriers to access to buildings open to the public, including works to Burbank Community Centre, Civic Centre, Jutland Road Community Centre, Lynn Street MOT office and Borough hall Library. A further six buildings have benefitted and are currently awaiting audit.

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Key diversity objectives set in 2007/08

- To consult with Talking With Communities (TWC) on all services provided at Stranton Nursery. Also to consult on pictorial calling cards
- Introduce a system to provide assistance to those residents in need of help with bulky waste collection. Consult with organisations who can provide assistance for residents and enter into contract
- Dial a ride user group to be established.
- Raise awareness of community transport services with carers through day service consultation process.
- Equality monitoring questions to be included on noise monitoring and evaluation forms.
- Evaluate the effectiveness of current hackney carriage / private hire vehicles licensing policy in relation to disabled access.
- Alternative access to Spion Kop to be considered.
- Include diversity training into the induction for catering and building cleaning staff.

Progress made

- Consulted with TWC. Calling card to be developed 08/09
- Provider was identified but unfortunately no longer operates. New provider to be sought 08/09.
- User group set up and meeting regularly.
- Community Transport INRA critically challenged by stakeholder group. Recommendations fed into service plan for 2008/09.
- Monitoring introduced.
- The council's licensing policy has been amended to encourage more disabled access vehicles to be added to the fleet
- Consultation and plans drawn up - awaiting funding opportunities for work to be completed.
- New induction procedure introduced which includes diversity training, used by catering and building cleaning.

3.2 APPENDIX 1

- Investigate alternate ways of identifying and informing hearing impaired persons of ongoing incident.
- Continue work with the Cleveland Multi-Faith; work with key community leaders to provide advice and assistance.
- Work with advocacy groups to identify alternate methods of contact.
- Include consideration of equality in the Officers Guide to Procurement and Include equality in procurement as part of LMDP
- Implement equality aspects of the Officers Guide to Procurement in all new & renewed contracts and include equality requirement(s) in all new and renewed contracts
- Incorporate equality requirements into Standard Contract Documents
- Investigations show this to be a national issue requiring long term solutions. Results have been fed into the Identifying Vulnerable People work-stream which will continue throughout 2008.
- Good liaison has been maintained with Cleveland Multi Faith Group. Work with the Voluntary Sector, Fire Brigade Advocates and some Community Groups has also created avenues to promote greater awareness of emergency planning issue.
- Working with various groups and health community to produce new strategies to identify vulnerable people. Humanitarian Assistance Centre Group to establish a database of agencies having knowledge of vulnerable people. This will occur during 08-09.
- Considerations re equality included in Section 2.17 - Equality & Diversity Issues & embedded throughout guidance, and included in LMDP procurement module.
- Officers Guide to Procurement includes equality aspects and requires Procuring Officer to include equality requirement for equality in all new & renewed contracts.
- NE set of Harmonised Contract Documents include equality requirements (agreed by procurement & equality officers on a NE basis), and have been adopted, are now used by HBC

3.2 APPENDIX 1

- Develop guidance on identifying, setting and monitoring equality targets and objectives in service delivery and employment and incorporate into the Officers Guide for Procurement. Use monitoring reports provided by contractors/suppliers/providers etc to assess progress in achieving equality objectives and targets in service delivery and employment via contract management
- Communicate equality requirements in Council contracts to current and potential contractors / suppliers / providers etc.
- Guidance on identifying, setting and monitoring equality targets & objectives in service delivery & employment has been incorporated into the Officers Guide to Procurement. Includes requirement for Procuring Officers to carry out 'equality' related contract management
- Article on the 'equality requirements in Council contracts' published in 'Enterprising Hartlepool' magazine.

Key Diversity objectives and targets set for 2008/09

- Commission and implement 08/09 programme of schemes to improve access to buildings
- Implement an all-ethnic groups road safety strategy
- Provide a programme of road safety education and training to children wheelchair users.
- Provide a programme of road safety activities aimed at children and young adults with special education needs.
- Further develop young peoples involvement in the consultative process of Neighbourhood Forums
- Work with key groups and responders e.g. multi faith and support groups, to identify vulnerable people/groups. This will then lead to more effective ways of communicating and caring for vulnerable people in the event of an emergency
- Develop Food Co-op registration of interest form to include monitoring of diversity.
- Review enquiries re Food Co-ops from Black and Minority Ethnic group and reasons for no take up. Look at how the scheme could be reasonably adapted and delivered if this group is interested in delivering a Fruit and Vegetable Bag scheme
- Update the current Market Regulations, in particular the sections that deal with diversity issues.
- Investigate demand and feasibility of promotion of 'women only' taxis
- Introduce equality monitoring at Household Waste Recycling Centre
- Introduce equality monitoring during compost giveaway
- Ensure that specific areas of land in cemeteries and crematoriums are identified for use by residents of varying religious beliefs.
- Ensure that membership of the Fairtrade Town Steering Group includes representation from Young People – make contact with Young Co-operatives
- Seek funding to enable identified works (disability access) in Spion Kop to be implemented
- Implement new taxi licensing policy to increase opportunities for the licensing of wheelchair accessible taxis
- Formally liaise with the Hartlepool Access Group and (within budgetary limits) act upon their concerns regarding potentially hazardous aspects of the highway.

The department has undertaken 8 new INRAs in 2007/08

Neighbourhood Management

Waste Collection

Highways Services

Technical Services

Asset Management

Support Bus Service

Public Protection

Open Market Access

Food Co-ops / fruit and veg bag scheme

Taxi Licensing

Public Protection Enforcement

Reviewed the following 17 existing INRAs in 2007/08

Neighbourhood Management

School Meals Service review

Horticulture Review

Neighbourhood Action Review

Community Engagement and consultation Review

Client Services review

Technical Services

Community Transport

Workshop

Parking Services

Road Safety

Concessionary Fares

Engineering Consultancy

Property and Procurement Services

Building Consultancy

Leased Estate

Building Management and Maintenance

Public Protection

Environmental Standards

Consumer Services

Emergency Planning Unit

Emergency Planning

Completed the following 6 DIA's in 2007-2008

Technical Services

Concessionary Fares (Regional to National)

Integrated Transport Unit –.

Manual of Streets (street design)

Public Protection

Challenge 21 (alcohol sales to under 21's)

Language test for Private Hire / Taxi Drivers

Provision of Weight Management Service

For further information please contact Carol Davis 01429 523853

Regeneration and Planning Department

Introduction: Regeneration and Planning Services consists of six divisions – Community Safety and Prevention, Community Strategy, Housing, Planning and Economic Development, Regeneration and Support Services.

Each division is further split into a number of sections, as follows:

| Community Safety and Prevention | Community Strategy | Housing | Planning and Economic Development | Regeneration | Support Services |
|---------------------------------|--------------------|------------------------|-------------------------------------|--------------|-------------------------|
| Anti Social Behaviour | Community Strategy | Housing Advice | Building Control | Urban Policy | Administration |
| Community Safety | | Private Sector Housing | Development Control | | Finance and Performance |
| Youth Offending | | Strategic Housing | Economic Development | | Service Development |
| Drug Intervention | | | Landscape Planning and Conservation | | |

Key diversity achievements of the department are:

Race :

The Community Strategy Review – Since 2006, the Community Strategy Division has been responsible for reviewing Hartlepool's Community Strategy which sets out a long term vision for the town and the aims and objectives which are to be achieved. This has been adopted in 2008 along with the new Local Area Agreement (LAA) that the Division is also developing which is the short to medium term delivery plan for the Community Strategy. Hartlepool's LAA is defined by eight priority themes aligned with the Community Strategy and contains priority Outcomes that provide a focus for the key issues that need to be tackled. One of these outcomes is 'Freedom from Discrimination and Harassment' under the Strengthening Community theme.

Racially Motivated Incidents (RMIs) - In 2005 the Anti-Social Behaviour Unit became responsible for the recording and investigation of RMIs reported to the Authority. Since then, the Authority's role in recording and investigating RMIs has been greatly developed and well publicised by the Anti-Social Behaviour Unit. In 2006-7 the Children's Services Department developed and publicised their new policies and procedures for such incidents also. For both 2005-6 and 2006-7 the

Authority recorded significant increases in the number of reported RMs. This increase was due to the more robust recording system in place. For 2007-8 both HBC and Cleveland Police recorded fewer incidents. It is believed that this reflects a reduction in the actual occurrence of RMs across Hartlepool.

Gender:

Domestic Violence Strategy - Community Safety undertook a Diversity Impact Assessment on the Domestic Violence Strategy which was developed by the Safer Hartlepool Partnership and introduced in September 2007. During the development of the Strategy, extensive consultation was carried out which included women's groups such as the North Tees Women's Aid and Women's Refuge service. The findings of the DIA was that equality of service provision and ability to access services was an integral part of the Strategy and that inclusiveness and equality of opportunity was considered at a very early stage in that all types of victim are included in the services being provided and this was highlighted by the recognition that domestic abuse is across gender. The launch of the Strategy was promoted through the Hartlepool Borough Council Website and publicised through various news articles.

Women's Development Fund – Through its Women's Opportunities programme, Economic Development offered training courses to unemployed women of all ages, ethnicity, and disabilities (including lone parents) within the catchment areas of Hartlepool. All courses had crèche provisions for under-fives (depending upon circumstances). Courses were accredited and nationally recognised and started from entry level 1 to NCFE level 2. These courses helped individuals build skill and confidence as well as engaging with others in their situation whilst attaining a qualification, which will hopefully lead to employment, either full/part time or voluntary. Ages of participants ranged from 18 to 63 years old and more than 20 women have gained employment through this programme, which helped women back to into education and employment after a lengthy time off from bringing up family or long term unemployment. It also assisted people with refugee status, majority whom have gone into the food/catering environment from gaining a Food Hygiene certificate and some have also gone into childcare or even Beauty. In addition, the WDF helped fund self employed and others into further education.

Disability:

Access Audits – The Building Control Section is responsible for carrying out Access Audits on Council owned buildings that are used by the public and has implemented a three year programme to carry them out. The Access Officer has undertaken audits on the Wingfield Castle, Bryan Hanson House, Hartlepool Museum and the Sure Start buildings located at Rossmere Way, Stranton, Central, St John Vianney, St Helens, Lynnfield School and Brougham Primary School. Audits were also carried out at Dyke House School main building, as well as the Avondale Centre and Lifelong Learning buildings, Manor College of Technology main building, Sports Block B, Early Learning Centre Block F and Drama Block D, Brierton School swimming pool, as well as all of the other swimming pools within the town including Mill House. In addition to this, work has also commenced on accessibility for the Tall Ships event to be held in 2010.

Progression to Work Scheme - The Hartlepool Working Solutions Team of the Economic Development Section assisted nine local residents with disabilities and health problems into employment through its Progression to Work Scheme. Further funding has been secured to deliver the programme for 2008/09.

Talking Books – Safer Hartlepool Partnership consultation with the Hartlepool Blind Welfare Centre highlighted that most people become blind or partially sighted as they grow older and few can read brail. Following discussions with the Centre it was decided that the best way to provide them with information was through a monthly talking book. Information on community safety initiatives such as “Ringmaster 10,000” and the “No Cold Caller Zone”, is now recorded onto audio tapes and distributed by the Centre to approximately 200 visually impaired residents throughout the town.

3.2 APPENDIX 1

Diversity objectives set in 2007/08

Progress made

Community Safety and Prevention

- Promote tolerance and reassurance amongst young and older people by intergenerational activities.
 - Increase knowledge of drug services amongst visually impaired and hard of hearing, by presentation to local groups and improved signage at Drugs Centre.
 - Analyse DIR web stats to identify % of users with various religious beliefs, different racial groups and sexual orientation.
- Young people have joined the Anti-Social Behaviour Task group to help break down intergenerational barriers. Young people have been involved in a project to promote a youth shelter in Greatham. Anchor Trust and Families Accessing Support Team (FAST) have engaged younger and older people in an intergenerational cookery project.
 - Presentations have been given to local groups and forums.
 - A preliminary report for first quarter of the year was produced using the Drug Interventions Record (DIRWeb) statistics that identify the percentage of service users from the five diversity strands of religious beliefs, race, disability, gender and age. Although the analysis of sexual orientation data was originally part of the objective, it was not deemed necessary to ask that particular question in relation to accessing drug related treatment and was therefore not monitored. A final end of year report was produced in April 2008 on the remaining five strands.

3.2 APPENDIX 1

- Organise training session for all staff in Division, focused on community safety aspects of diversity.
- Undertake Diversity Impact Assessments on:
 - I. Racially Motivated Incidents policy
 - II. Domestic Violence Strategy
 - III. CCTV
 - IV. Crime and Disorder Strategy
- Some members of staff undertook the Council's E-learning Diversity course. Diversity awareness training from Cleveland Police has also been organised and will be carried out in 2008.
 - I. The RMI policy is being integrated into a policy document for the Anti Social Behaviour Unit covering a range of issues which will be subjected to DIA in 2008/09.
 - II. This was undertaken in July 2007.
 - III. This is to be carried forward into 2008/09.
 - IV. This is to be carried forward into 2008/09.

Economic Development

- Implement an Access Audit for the Tees Valley visitor market through Visit Tees Valley Area Tourism Partnership.
- Target specific groups through business workshops and training.
- Develop and implement a Youth Strategy for employment and skills through delivery of targeted assistance.
- Hartlepool, Middlesbrough & Stockton access audits have taken place as part of whole Tees Valley Audit.
- Meetings, workshops and seminars have taken place targeting specific groups and raising awareness of equality & diversity issues.
- A Youth Unemployment Working Group has been established with membership from Children's Services (in particular Connexions), Economic Development, Jobcentre Plus and the Learning & Skills Council. A strategy will be developed to tackle youth unemployment.

3.2 APPENDIX 1

- Continue to support local residents with disabilities and health problems through the Progression to Work scheme.

- All targets have been achieved in Progression to Work scheme, which has assisted nine local residents with disabilities and health problems to enter into employment.

Housing

- Monitor the impact of introducing renewal assistance loans on the ability of older persons to secure essential works.
- Investigate the take-up of energy efficiency measures by ethnic groups and, if necessary, prepare an awareness programme.
- Review the enforcement policy for unauthorised gypsy/traveller encampments in conjunction with other departments/agencies.
- Implement Joint Allocation policy with Hartlepool Housing and undertake a DIA.

- The introduction of grants/loans has been monitored and does not indicate that older persons are being prevented from receiving assistance to secure essential works.
- Unable to collate the necessary data from Warm Front or Hartwarms insulation programme regarding the BME sector in order to justify resource allocation. Carry forward into 2008/09 to investigate other options.
- The Review is in progress, but will be affected by the accommodation assessment being carried out in the Tees Valley, the results of which are expected to be available at the end of 2008.
- This objective has been overtaken by the introduction of the government's Choice Based Lettings (CBL) scheme which will be governed by the Tees Valley Sub-Regional CBL Partnership following approval of their final agreed policy this summer.

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- Amend Bond Guarantee Scheme for difficult to house clients in the private sector.
- Develop customer satisfaction survey within Housing Advice service to include question on sexual orientation.
- Promote Housing Advice service through 'Talking with Communities' and Salaam Centre.
- The Bond Guarantee Scheme for difficult to house clients in the private sector has been amended to offer assistance with administration fees.
- The questionnaire has been developed to include this group and has now been implemented.
- A Housing Advice representative attended Talking with Communities on 3 September 2007. Links have also been established with the Salem Centre and agreements have been made to retain an open dialogue to continue to promote the service.

Planning

- Develop strategy and action plans to work with partners to meet the identified housing needs of particular age groups.
- Housing assessments were completed in July 2007 and a start was made on the Affordable Housing Development Plan Document in January 2008. The Council has identified sites and supported bids by Registered Social Landlords and other partners for NAHP grant funding for a range of family, supported and sheltered housing schemes.
- Implement three year access audit programme to promote good practice in accessibility for all to all local authority buildings with public access and schools throughout the borough.
- 27 Access Audits have been carried out on public buildings and schools, including all of the swimming pools within the town.

3.2 APPENDIX 1

- Ensure compliance with Local Plan Access for All policy in determining planning applications.
- Most applications which propose development that are accessible to the public must now be accompanied by a Design and Access Statement which identifies the steps that will be taken to ensure a development is accessible to all.

Regeneration and Community Strategy

- Provide a variety of methods, venues and times of consultation to ensure inclusiveness and make additional efforts to ensure specific age groups, disabled people, religious beliefs and social groups are involved.
- Undertake DIAs on future updated NAs:
 - I. Rift House/Burn Valley
 - II. Owton
 - III. Rossmere,
 - IV. as well as second draft Community Strategy, and the Coastal Arc Strategy
- Co-ordinate/monitor implementation of the Strengthening Communities Best Value Review (SCBVR) Strategic Improvement Plan and consult with Talking with Communities (TWC) group.
- A consultation process has been established and will be applied to all future consultation sessions.
- All DIAs were undertaken.
- The Strengthening Communities Best Value Review Strategic Improvement Plan progress report was submitted to the Regeneration, Liveability and Housing Portfolio Holder in April 07 and further monitoring is to take place under the departmental service plan. The consultation date with the Talking with Communities will be reviewed to fit in with timescales for revising the Hartlepool Compact programme.

Key Diversity objectives and targets set for 2008/09

Community Safety and Prevention

- Carry out a DIA to evaluate diversity impact on introduction of new CCTV strategy.
- The Strategy Group and Domestic Violence Forum to continue to monitor and assess how the actions and policies contained within the strategy and how they affect service users regarding equality of opportunity
- Provide new building for work with young people and Carry out Diversity Impact Assessment (DIA).
- Promote tolerance and reassurance through setting up group to co-ordinate intergenerational activities. Residents Associations to be involved in this and positive images of Young people to be promoted.
- Dictaphones to be provided for ASBU service users who are unable to complete diary sheets
- Carry out DIA on Good Tenant Scheme.
- Amend ASBU customer satisfaction survey so it records the six diversity strands and amend the database so that reports may be pulled off by strand.
- Evaluate Diversity training delivered to staff in Division, and review provision, ensuring all new staff receive appropriate training.

Economic Development

- Review Tees Valley Access Audit report for Hartlepool and prioritised recommendations for improvement. Inform relevant parties of results, including transport providers, visitor attractions, retail, hotels and restaurants.
- Provide information, advice, guidance and training to organisations and individuals as required.
- The Business Support Team to encourage participation in the business community through a programme of business events.
- Support local residents with disabilities and health problems through the Progression to Work scheme.
- Target communities to access and deliver European funds.
- Develop and implement a Youth Strategy for employment and skills through delivery of targeted assistance
- Provide business and mentoring support to women through the Women's Development Fund and Women's Network.
- Monitor and set targets for the beneficiaries of regeneration initiatives aimed at assisting residents into employment and training.

Housing

- Carry out Diversity Impact Assessment and join with Housing Hartlepool and Adult Services to carry out some research to assess the situation with regard to the needs of older people before identifying an action plan.
- Develop the feasibility of opening a Housing Options Centre to assist in the implementation of Choice Based Lettings and to improve access to effective advice on housing issues.
- Review the policy and procedures for dealing with unauthorised encampments of gypsies/ travellers to reconsider diversity issues in conjunction with other departments/agencies.
- Investigate the take-up of energy efficiency measures by ethnic groups and, if necessary, prepare an awareness programme.
- Monitor the impact of additional funding for Disabled Facilities Grants on waiting times for disabled persons to receive assistance.
- Update the register of adapted houses in all tenures.
- Assess the likely levels of 'lifetime homes' to be built in the next three years.
- Monitor and collate ethnic minorities, religious belief and sexual orientation to identify who is or is not using the advice service. Develop housing advice data base to record and report on alcohol and drug dependency.
- Evaluate number of referrals and the sustainment of tenancies for 16-25 year olds, and monitor to assess gaps in specialist services e.g. provision for females with complex needs, ex offenders, alcohol dependency etc.

Planning

- Continue to prepare appropriate planning policy to promote provision of housing for different age groups, play facilities for children and an accessible environment.
- Ensure compliance with Local Plan Access for All policy in determining planning applications, via the assessment of access and design statements.
- Develop a design guide which incorporates the minimum standards required to achieve DDA compliance for. Report for Member approval and advise Departments that these minimum standards should be used on all capital works to Council properties.
- Incorporate Access for All standards within any environmental improvement schemes within the historic or natural environment.

Regeneration (including Community Strategy)

- Workshop with BME Communities to establish their vision for Hartlepool in 2020.
- Explore opportunities to work with young people to develop their vision for Hartlepool in 2020.
- Undertake a DIA on the second Draft of the LAA.
- Ensure identification, demolition, assembly and redevelopment of any new housing renewal sites follows an inclusive community consultation process.
- Seek to incorporate provision of affordable homes and shared ownership

agreement options in redevelopment schemes , so low income families, the elderly and individuals have opportunities .

- Monitor the Central Area Investment Framework development through the Corporate Plan and Departmental Service Plans.
- For all works to improve the physical and natural environment compliance with the Local Plan Access for All policy will be ensured and inclusive consultations will be undertaken in line with the Council's Corporate Communications Policy and Statement of Community Involvement.
- Undertake further consultation on NAPs to seek views of groups poorly represented in the first round of consultations, where possible.
- Undertake DIA on the first draft of the sixth updated/new * NAP (*= subject to Hartlepool Partnership decision to include Throston in the Neighbourhood Renewal area).
- Undertake DIA on the first draft of the last update/new * NAP (*=as above).
- Undertake a DIA on the second draft of the Hartlepool Compact.

The Department has undertaken five impact needs requirement assessments (INRAs) and seven diversity impact assessments (DIAs) on the following services -

INRAs

1. Community Safety and Prevention
2. Economic Development
3. Housing
4. Planning
5. Regeneration

DIAs

1. Coastal Arc Strategy
2. Hartlepool Community Strategy and Neighbourhood Renewal Strategy
3. Domestic Violence Strategy
4. Burbank Neighbourhood Action Plan Update
5. Rift House/Burn Valley Neighbourhood Action Plan Update
6. Owton Neighbourhood Action Plan Update
7. Rossmere Neighbourhood Action Plan Update
8. Dyke House Stranton Grange NAP Update

For further information please contact Michelle Thubron, telephone No 01429 523577.

Appendix 1

Corporate Diversity Training April 2007 – March 2008

| Department | Number of places offered April 07 – March 08 | Number of Staff trained |
|------------------------------|----------------------------------------------|-------------------------|
| Induction | 140 | |
| Chief Executive's | | 3 |
| Adult and Community Services | | 1 |
| Children Services | | 51 |
| Regeneration & Planning | | 3 |
| Neighbourhood Services | | 6 |
| Personal Safety | 62 | |
| Chief Executive's | | 15 |
| Regeneration & Planning | | 6 |
| Children Services | | 5 |
| Adult and Community Services | | 0 |
| Neighbourhood Services | | 15 |
| Conflict Resolution | 50 | |
| Chief Executive's | | 14 |
| Adult and Community Services | | 0 |
| Children Services | | 15 |
| Regeneration & Planning | | 0 |
| Neighbourhood Services | | 13 |

3.2 APPENDIX 1

| | | | |
|-----------------------------------------------------------|---------------------|-------------------------|-------------------|
| NVQ 2 Customer Service | 24 | | |
| Chief Executive's | | 19 | |
| Adult and Community Services | | 1 | |
| Children Services | | 0 | |
| Regeneration & Planning | | 1 | |
| Neighbourhood Services | | 3 | |
| | | | |
| NVQ 2 Team Leading | 10 | | |
| Chief Executive's | | 3 | |
| Adult and Community Services | | 0 | |
| Children Services | | 1 | |
| Regeneration & Planning | | 0 | |
| Neighbourhood Services | | 6 | |
| | | | |
| Diversity in the Workplace (e-learning) | 1000 | Completed course | Registered |
| Chief Executive's | | 6 | 27 |
| Adult and Community Services | | 16 | 57 |
| Children Services | | 14 | 14 |
| Regeneration & Planning | | 25 | 38 |
| Neighbourhood Services | | 38 | 40 |
| | | | |
| LMDP Modules | 195 | | |
| Chief Executive's | | 31 | |
| Adult and Community Services | | 2 | |
| Children Services | | 21 | |
| Regeneration & Planning | | 25 | |
| Neighbourhood Services | | 37 | |
| | | | |
| Member Development | | | |
| Diversity in the Workplace | All Members Invited | 0 | |
| All above training | All Members Invited | 0 | |
| Diversity and Equality Seminar | All Members Invited | 12 | |
| Community Leadership Partnership and Community Engagement | All Member Invited | 2 | |

GLOSSARY

| | |
|-------------|--------------------------------------------------|
| RES | Race Equality Scheme |
| DES | Disability Equality Scheme |
| GES | Gender Equality Scheme |
| INRA | Impact Needs & Requirement Assessment |
| DIA | Diversity Impact Assessment |
| BVPI | Best Value Performance Indicator |
| BME | Black and minority ethnic |
| ESAT | Electronic self-assessment tool |
| LSP | Local Strategic Partnership |
| PMF | Performance Management Framework |
| LAA | Local Area Agreement |
| SCI | Statement of Community Involvement |
| RMI | Racially Motivated Incidents |
| NDC | New Deal of Communities |
| ASBU | Anti-Social Behaviour Unit |
| RMI | Racially Motivated Incidents |
| AMP | Asset Management Plan |
| KS | Key Stage |
| CPD | Continuous professional development |
| LSC | Learning Skills Council |
| LEA | Local Education Authority |
| LAC | Looked after children |
| DDA | Disability Discrimination Act |
| CSCI | Commission for Social Care Inspection |
| BSL | British Sign Language |

3.2 APPENDIX 1

If you would like information in another language or format, please contact us on 01429-523060.

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.
(Arabic)

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।
(Bengali)

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایە داوامان لی بکە
(Kurdish)

如欲索取以另一语文印制或另一格式制作的资料，请与我们联系。
(Mandarin)

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔
(Urdu)

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे
(Hindi)

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਵੋ।
(Punjabi)

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。
(Cantonese)

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać.
(Polish)

Diversity Action Update Report

For Period : January 2008 to March 2008

Actions not expected to achive target

Action Update Report

For Period : January 2008 to March 2008

| Progress | Proposal No. | Description | By When / Milestone | Comments on performance for period |
|----------|--------------|-------------|---------------------|------------------------------------|
|----------|--------------|-------------|---------------------|------------------------------------|

Department: ACSD

Division: ACSD - Support Services

| | |
|-----------------|----------------------------------------------------------------------------------------------------------------------|
| Objective: SC05 | Improve public engagement with hard to reach groups which will act on qualitative information/feedback from citizens |
|-----------------|----------------------------------------------------------------------------------------------------------------------|

| | | | |
|------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------------------|------------|
|  AC 25.1 | Develop and implement the public engagement strategy. | Mar-08 Slipped into 2008/9 | Alan Dobby |
|------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------------------|------------|

Action Update Report

For Period : January 2008 to March 2008

Progress Proposal No. Description

By When / Milestone Comments on performance for period

Department: CED

Division: CED - Human Resources

Objective: CED225 Implement Customer Service Champions Action Plan

| | | | | | |
|----------|-------------|--------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| R | HR43 | Implement Race and Equality Scheme Action Plan | Mar-08 | Draft Corporate Equality Plan has been agreed by the portfolioholder. It is now going out for further consultation. It is tabled as a key decision for the Cabinet in June. It will be published and implemented in July'08. | Vijaya Kotur |
| R | HR44 | Implement Disability Equality Scheme Action Plan | Mar-08 | Disability Equality is included in the Single Equality Scheme. All actions relating to Disability are included in the CEP. It is tabled as a key decision for the Cabinet in June. It will be published and implemented in July'08. | Vijaya Kotur |

Objective: CED252 Improve Workforce Profile information and usage

| | | | | | |
|----------|-------------|-----------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| R | HR73 | Implement Employee/Recruitment Monitoring in schools | Mar-08 | Ongoing talks regarding HR system will have an effect delayed progress. | Georgina Taylor |
| R | HR74 | Extend Employee Monitoring to include qualification level | Sep-07 | Employee surbey postponed until Autumn 2008. this info will be collected as part of this exercise | Lucy Armstrong |
| R | HR77 | Undertake Employee Monitoring Survey | Feb-08 | Work on this project has not yet commenced because of the pressure of work placed on the team due to Job Evaluation and the implementation of the new Pay and Grading Structure | Angela Lucas |

Action Update Report

For Period : January 2008 to March 2008

| Progress | Proposal No. | Description | By When / Milestone | Comments on performance for period |
|----------|--------------|-------------|---------------------|------------------------------------|
|----------|--------------|-------------|---------------------|------------------------------------|

Objective: CED252 Improve Workforce Profile information and usage

| | | | | | |
|---|------|------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| R | HR78 | Implement Leavers 'Exit Monitoring' arrangements and monitor Turnover | Sep-07 | Exit Interview and accompanying documents finalised. Roll out programme agreed. Report to be forwarded to Portfolio Holder by June 2008. | Alison Swann |
| R | HR79 | Improve monitoring and scrutiny arrangements by managers, Members and stakeholders | Mar-08 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |

Objective: CED275 Determine Provisional Pay and Grading Structure

| | | | | | |
|---|-------|------------------------------------------------------|--------|-----------------------------------|----------------|
| R | HR138 | Reach agreement with Regional and Local Trade Unions | May-07 | Final approve expected May 2008 | Joanne Machers |
| R | HR140 | Obtain Cabinet and Council Approval | Jun-07 | Final approval expected May 2008 | Joanne Machers |
| R | HR141 | Obtain School Approval | Jun-07 | Final approval expected June 2008 | Joanne Machers |
| R | HR142 | Obtain National Trade Union Approval | Aug-07 | Final approval expected May 2008 | Joanne Machers |

Objective: CED276 Communicate Pay and Grading Structure to Workforce and Managers

| | | | | | |
|---|-------|----------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| R | HR144 | Prepare Presentational DVD | Jul-07 | The short period between Cabinet agreeing the revised pay and grading structure and commencing the employee briefing sessions did not allow time for a presentational DVD to be produced. | Martyn Ingram |
|---|-------|----------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|

Action Update Report

For Period : January 2008 to March 2008

Progress Proposal No. Description By When / Milestone Comments on performance for period

Objective: CED277 Determine and Implement Final Pay and Grading Structure

| | | | | | |
|---|-------|-------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------|-----------------|
| R | HR147 | Obtain Cabinet and Council Approval | Sep-07 | Final approval expected May 2008 | Joanne Machers |
| R | HR148 | Obtain School Approval | Sep-07 | Final approval expected June 2008 | Joanne Machers |
| R | HR149 | Advise employees of revised contractual arrangements | Sep-07 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |
| R | HR150 | Advise Payments of revised contractual arrangements for employees | Oct-07 | Unable to progress and complete due to delayed implementation of JE. | Georgina Taylor |
| R | HR151 | Deal with Appeals | Mar-08 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |
| R | HR152 | Support Employees adversely affected by new structure | Mar-08 | Unable to progress and complete due to delayed implementation of JE. Revised completion date possible June 08 | Alison Oxley |

Objective: CED278 Determine Post Implementation Pay and Grading Arrangements

| | | | | | |
|---|-------|-----------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------|-------------|
| R | HR153 | Determine how to maintain the Pay and Grading structure post implementation | Mar 08 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |
| R | HR155 | Determine Equal Pay Audits, Market Forces data requirements | Mar-08 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |

Action Update Report

For Period :

January 2008

to

March 2008

| Progress | Proposal No. | Description | By When / Milestone | Comments on performance for period |
|----------|--------------|-------------|---------------------|------------------------------------|
|----------|--------------|-------------|---------------------|------------------------------------|

Objective: CED278 Determine Post Implementation Pay and Grading Arrangements

| | | | | | |
|----------|--------------|-----------------------------------------------------------------|--------|--------------------------------------------------------------------------------|-------------|
| R | HR156 | Determine workforce needed to meet post implementation workload | Sep-07 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |
|----------|--------------|-----------------------------------------------------------------|--------|--------------------------------------------------------------------------------|-------------|

Objective: CED279 Determine Provisional Conditions of Service arrangements

| | | | | | |
|----------|--------------|------------------------------------------------------|--------|-----------------------------------|----------------|
| R | HR157 | Reach agreement with Regional and Local Trade Unions | May-07 | Final approval expected May 2008 | Joanne Machers |
| R | HR159 | Obtain Cabinet and Council Approval | Jun-07 | Final approval expected May 2008 | Joanne Machers |
| R | HR160 | Obtain School Approval | Jun-07 | Final approval expected June 2008 | Joanne Machers |
| R | HR161 | Obtain National Trade Union Approval | Aug-07 | Final approval expected May 2008 | Joanne Machers |

Objective: CED280 Communicate Conditions of Service arrangements to Workforce and Managers

| | | | | | |
|----------|--------------|----------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| R | HR163 | Prepare Presentational DVD | Jul-07 | The short period between Cabinet agreeing the revised pay and grading structure and commencing the employee briefing sessions did not allow time for a presentational DVD to be produced. | Martyn Ingram |
|----------|--------------|----------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|

Objective: CED282 Determine and Implement Final Conditions of Service arrangements

Action Update Report

For Period : January 2008 to March 2008

| Progress | Proposal No. | Description | By When / Milestone | Comments on performance for period |
|----------|--------------|-------------|---------------------|------------------------------------|
|----------|--------------|-------------|---------------------|------------------------------------|

Objective: CED282 Determine and Implement Final Conditions of Service arrangements

| | | | | | |
|---|-------|------------------------------------------------------|--------|--------------------------------------------------------------------------------|----------------|
| R | HR166 | Obtain Cabinet and Council Approval | Sep-07 | Final approval expected May 2008 | Joanne Machers |
| R | HR167 | Obtain School Approval | Sep-07 | Final approval expected June 2008 | Joanne Machers |
| R | HR168 | Advise employees of revised contractual arrangements | Sep-07 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |

Objective: CED285 Improve Diversity Scrutiny arrangements

| | | | | | |
|---|-------|-------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------|--------------|
| R | HR171 | Publicise planned action on targets | Mar-08 | Action on targets will be publicised in the Annual Diversity report. This is going for approval to the portfolioholder in May '08. | Vijaya Kotur |
|---|-------|-------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------|--------------|

Objective: CED286 Implement Access Strategy Framework


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|---|-------|-----------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| R | HR173 | Set Standards for translation services | Mar 08 | Standards have been approved by the portfolio holder. This needs to reflect in the Access to Information strand of the Access Strategy. This action to align with the implementation of the Strategy by Sept 2008. | Vijaya Kotur |
| R | HR174 | Promote and Publicise translation, advocacy and communication services to users and employees | Mar 08 | The Access Strategy approved by the Portfolio holder in Feb'08 is now being implemented. The HBC logo which is to represent access to information has set standards for communicating the services. Need extention for publicising and promoting till Nov 08. | Vijaya Kotur |

Action Update Report

For Period : January 2008 to March 2008

| Progress | Proposal No. | Description | By When / Milestone | Comments on performance for period |
|----------|--------------|-------------|---------------------|------------------------------------|
|----------|--------------|-------------|---------------------|------------------------------------|

Objective: CED288 Embed Diversity issues into Partnership working

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|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------|-----------------|
|  HR184 | Ensure Job Centres, Careers Advisers and Employment Agencies are aware of the council's equality in employment arrangements | Oct-07 | Work delayed due to need to priorities/resources being allocated to implementation of JE. | Georgina Taylor |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------|-----------------|

Objective: OD27 Improve Equality and Diversity Leadership and Corporate Commitment

| | | | | |
|-----------------------------------------------------------------------------------------|-------------------------------------|--------|---------------------------------------------------|-------------|
|  CED231 | Improve Equalities BVPI performance | Mar-08 | Work on Pay and Grading review has taken priority | Wally Stagg |
|-----------------------------------------------------------------------------------------|-------------------------------------|--------|---------------------------------------------------|-------------|

Objective: OD32 Implement plans to Continually Improve What We Do

| | | | | |
|-----------------------------------------------------------------------------------------|-------------------------------------------------|--------|------------------------------------------------------------------------------|-------------|
|  CED252 | Improve Workforce Profile information and usage | Mar-08 | Delayed due to work on Pay and Grading structure which had a higher priority | Wally Stagg |
|-----------------------------------------------------------------------------------------|-------------------------------------------------|--------|------------------------------------------------------------------------------|-------------|

Objective: OD37 Implement Revised Pay and Grading Structure



| | | | | |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------|--------|--------------------------------------------------------------------------------|----------------|
|  CED275 | Determine Provisional Pay and Grading Structure | Aug-07 | Final decision expected May 2008 | Joanne Machers |
|  CED277 | Determine and Implement Final Pay and Grading Structure | Mar-08 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |
|  CED278 | Determine Post Implementation Pay and Grading Arrangements | Mar-08 | Delayed until 2008/9 due to Pay and Grading review taking longer than expected | Wally Stagg |

Action Update Report


For Period : January 2008 to March 2008

| Progress | Proposal No. | Description | By When / Milestone | Comments on performance for period |
|----------|--------------|-------------|---------------------|------------------------------------|
|----------|--------------|-------------|---------------------|------------------------------------|

Objective: **OD38** Implement revised Single Status Conditions of Service

| | | | | | |
|----------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------|--------|----------------------------------|----------------|
|  | CED279 | Determine Provisional Conditions of Service arrangements | Aug-07 | Final decision expected May 2008 | Joanne Machers |
|  | CED282 | Determine and Implement Final Conditions of Service arrangements | Sep-07 | Final approval expected May 2008 | Joanne Machers |

Objective: **SC15** Improve Service Delivery and Customer Care

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|----------------------------------------------------------------------------------|------------------------|-------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|  | CED286 | Implement Access Strategy Framework | Mar-08 | The Access strategy has been approved by the portfolio holder. The Access to information within it needs to be updated to reflect the recent guidance from the CLG. Need extension till Sept 2008. | Vijaya Kotur |
|----------------------------------------------------------------------------------|------------------------|-------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|

Action Update Report

For Period : January 2008 to March 2008

Progress Proposal No. Description

By When / Milestone

Comments on performance for period

Department: NSD

Division: NSD - Neighbourhood Management

Objective: NSD089 Improve service delivery and customer care



NS75.23

Consult with organisations who can provide assistance with collection of bulky waste and enter into contract.

Mar-08 A Contract was set up with Endeavour Care. The company has since went out of business so the process will be repeated.

Fiona Srogi

Action Update Report

For Period : January 2008 to March 2008

Progress Proposal No. Description By When / Milestone Comments on performance for period

Division: NSD - Procurement and Property Services

Objective: CED409 Embed Diversity issues into Procurement

| | | | | | |
|----------|--------------|---------------------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------|---------------|
| R | HR181 | Communicate equality requirements in Council contracts to current and potential contractors/suppliers/providers etc | Mar-08 | Awaiting distribution of standard letter by HPPS / CFO | Mic Bannister |
|----------|--------------|---------------------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------|---------------|

Objective: NSD089 Improve service delivery and customer care

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|----------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------|--------------|
| R | NS75.1 | Design for Access Guide is currently under discussion based on the Manchester format. DSG 3 (Access) Group has been set up to discuss this. The Building Consultancy is a member of this team. | Ongoing | Included in new plan. | Colin Bolton |
| R | NS75.2 | Ensure that all Building Consultancy officers have had corporate e- learning equality and diversity training. | Mar-08 | 16 employees, 7 completed course, remaining 9 should be completed within the next 6 months | Colin Bolton |
| R | NS75.3 | Ensure all staff who have completed e learning course attend new corporate equality course | Mar 08 | Couple outstanding plus new starter | Keith Lucas |

Action Update Report

For Period : January 2008 to March 2008

Progress Proposal No. Description By When / Milestone Comments on performance for period

Division: NSD - Technical Services

Objective: NSD089 Improve service delivery and customer care

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|----------|----------------|--------------------------------------------------------------------------------------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| R | NS75.12 | Training of all workshop staff in diversity issues | Mar 08 | Diversity included in all workshop staff personal development plans. Action to be carried forward to 08/09. | John Jones |
| R | NS75.19 | Disseminate information on the availability of concessions to ethnic minority groups | June 07 | Leaflet on the new national travel concession was published by the Government in March 2008. This leaflet and Hartlepool eligibility criteria now to be disseminated to BEM groups | Ian Jopling |

Action Update Report

For Period : January 2008 to March 2008

Progress Proposal No. Description

By When / Milestone Comments on performance for period

Department: RPD

Division: RPD - Community Safety

Objective: CS12 Implement the actions contained in the ASB strategy for 2007/08



CSP102

Implement and review policy and procedures for investigating Racially Motivated Incidents including Diversity Impact Assessment

31/12/2007 Policy document still under development

Sally Forth

Action Update Report

For Period : January 2008 to March 2008

| Progress | Proposal No. | Description | By When / Milestone | Comments on performance for period |
|----------|--------------|-------------|---------------------|------------------------------------|
|----------|--------------|-------------|---------------------|------------------------------------|

Division: RPD - Planning and Economic Development

Objective: PED30 Promote and ensure Accessibility for All



PED301a

Complete 30 DDA audits of local authority buildings and schools with public access as part of the three year access audit programme

31/03/2008 27 Audits have been completed this year. This is in addition to work being carried out for the Tall Ships event. Target only missed by 3 audits.

Garry Hutchison

PERFORMANCE PORTFOLIO

Report to Portfolio Holder
16 May 2008



Report of: Chief Personnel Officer

Subject: LOCAL GOVERNMENT PENSION SCHEME –
UPDATE ON THE NEW LOOK PENSION
SCHEME

SUMMARY

1. PURPOSE OF REPORT

To update the Portfolio Holder on the developments within the Local Government Pension Scheme as a result of new legislation implemented on 1 April 2008.

2. SUMMARY OF CONTENTS

The report provides background information regarding the developments within the Local Government Pension Scheme as a result of new legislation implemented on 1 April 2008.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

Note the report.

Report of: Chief Personnel Officer

Subject: LOCAL GOVERNMENT PENSION SCHEME –
UPDATE ON THE NEW LOOK PENSION
SCHEME

1.0 PURPOSE OF REPORT

- 1.1 To update the Portfolio Holder on the developments within the Local Government Pension Scheme (LGPS) as a result of new legislation implemented on 1 April 2008.

2.0 BACKGROUND

2.1 Legislative Changes

Several pieces of legislation for the new Scheme have now been issued. The Local Government Pension Scheme (Benefit, Membership and Contributions) Regulations 2007 were issued under cover of a letter from Communities and Local Government (CLG) dated 4 April 2007 and set out the benefits package for the new-look LGPS in England and Wales. Those regulations have since been amended by the Local Government Pension Scheme (Amendment) (No.2) and (No.3) Regulations 2007 which were issued on the 25 May 2007 and the 6 June 2007 respectively.

- 2.2 Draft Administration Regulations were issued on 14 February 2007 and the actual Administration Regulations were expected to be made by the end of May 2007. However, CLG issued a further set of Draft Administration Regulations on the 10 July 2007 for consultation.
- 2.3 The Transitional Regulations which detail how the pre and post April 2008 benefit structures will interact, were issued on 9 July 2007 in their draft form: they are still outstanding.
- 2.4 The regulatory provisions dealing with the treatment of pension rights following pension sharing on divorce and with pensions for councillors have yet to be finalised.

3.0 MAIN PROVISIONS FOR THE NEW-LOOK LGPS

- 3.1 The main provisions in the regulations are detailed below. Existing members refer to those people already in the Scheme as at 31 March 2008.

- New employees must have a contract of employment of more than 3 months duration in order to be entitled to join the Scheme
- All existing members move to the new Scheme from 1 April 2008
- The new Scheme provides a pension of $1/60^{\text{th}}$ of final pay for each year of membership in the Scheme after 31 March 2008. There will be no automatic lump sum in respect of post 31st March 2008 membership. Membership to 31 March 2008 will still be calculated as $1/80^{\text{th}}$ pension plus $3/80^{\text{th}}$ lump sum
- Up to 25% of the capital value of benefits can be taken as a lump sum by commutation using the 12:1 commutation rate, ie. For every pound of pension given up the member gets £12 lump sum
- Contributions will be payable on the same definition of pay as now (but no contributions can be collected from pay after age 75)
- Employees are to pay contributions according to a set contribution rate (amended each year in line with RPI) depending on their whole-time equivalent pensionable pay (manual workers currently on protection will have this removed over a transitional period for equality purposes)
- Apart from benefits payable on death in service, members must have a minimum of 3 months membership or have had a transfer of pension rights from another scheme into the LGPS in order to be entitled to benefits
- Benefits are to be calculated on final pay being the best one of the last 3 years pensionable pay plus the average of any fees received in the last three years, but members whose post is downgraded or who voluntarily downgrade (other than as a result of flexible retirement) can, if they wish, choose to have benefits based on the average of any 3 consecutive years in the last 10 (ending on a 31st March). Where final pay from a year earlier than the final year is used, pensions increase will be added to compensate for the intervening inflation
- Normal retirement age will be age 65, but with the right to take pension from age 60 or, with employer consent, from age 55 (or from age 50 for existing members opting to draw benefits with employer consent before 31 March 2010). Benefits voluntarily drawn before age 65 will be subject to an actuarial reduction for early payment (unless the employer waives the reduction on compassionate grounds)
- Employees can stay in the Scheme beyond age 65 but benefits must be drawn before age 75. Benefits drawn after age 65 will be actuarially increased
- Flexible retirement with employer consent will be permitted from age 55, with member's being able to draw all or part of their benefits (or from age 50 for existing members opting to draw all or part of their benefits with employer consent before 31 March 2010). Benefits drawn on flexible retirement before age 65 will

- be subject to actuarial reduction for early payment (but the employer can waive any reduction in whole or in part)
- Immediate payment of pension benefits following redundancy / efficiency retirement on or after age 55 (or from age 50 for existing members leaving before 31 March 2010)
- A two tier ill health benefits system. If the member's employment is terminated because of permanent ill health the pension payable is based on accrued membership plus, if the person has 2 years membership:
 - 25% of prospective membership between leaving and age 65 where the member is unlikely to obtain gainful employment within a reasonable period of time but is likely to be able to obtain gainful employment before age 65, or
 - 100% of prospective membership between leaving and age 65 where the member has no reasonable prospect of obtaining gainful employment before age 65

Gainful employment is defined as "paid employment for not less than 30 hours per week for a period of not less than 12 months".

There is to be an underpin for certain existing older members (aged 45 or over on 31 March 2008) so that they receive no less than they would have done under the current scheme.

Note that for members whose employment is terminated on the grounds of permanent ill health but who are likely to be able to obtain gainful employment within a reasonable period of time it is proposed that employers will be provided with powers to pay a reviewable benefit from their revenue account (not from the Pension Fund) which could not continue if alternative employment is gained.

This system has since been altered to include a three tier ill health benefit system but authorities are still awaiting the transitional arrangements from the old to the new scheme.

- A death grant of 3 times pay for death in service; a death grant of 5 times pension if a deferred beneficiary dies; and a death grant of 10 times pension less the amount of pension already paid if a pensioner dies before age 75
- Spouses' pensions are to be based on a 1/160th accrual rate; civil partners' and nominated cohabiting partners' pension are to be based on a 1/160th accrual rate (but we expect this only to be based on post 5th April 1988 membership only); children's pensions are to be paid to eligible children, the amount depending on the number of eligible children and whether or not a spouse's, civil partner's or nominated co-habiting partner's pension is payable

- Members will be able to buy extra scheme pension in multiples of £250 up to a maximum of £5000 (to provide a pension for themselves only or to provide a pension for themselves and any survivor on their death) and / or they can pay Additional Voluntary Contributions (AVCs)
- Employers will be able to augment membership by up to 10 years ; and / or grant extra pension of up to £5000; and / or contribute, with the Scheme member, to a Shared Cost AVC
- Trivial pension may be commuted into a single lump sum payment in accordance with HMRC rules
- A cost sharing mechanism is to be established by 31st March 2009. Employing authorities and Scheme administering authorities will be required to have regard to guidance which is to be issued by the Secretary of State before 31st March 2009 detailing the manner in which the costs of the Scheme will be met after 31st March 2010.

4.0 ACTIONS BY HARTLEPOOL BOROUGH COUNCIL

4.1 Changes Implemented

- New bandings implemented 1 April 2008
- Only more permanent changes to employment contracts of over 3 months duration will trigger a change in contribution rate (eg. acting up periods for under 3 months then the employee contribution rate will remain the same)
- Employees will continue to pay pension contributions on a protected salary

4.2 Actions / Reviews Pending

- Discretions Policy (including a policy on Flexible Retirement)
- Ill Health Retirement Procedure
- Notification to employees for changes to pension contributions (post job evaluation process)
- Consultation with trade unions on changes implemented which has been agreed will need to happen retrospectively

5.0 RECOMMENDATIONS

- 5.1 The Portfolio Holder is requested to note the report.